

**INTERNATIONAL IN-HOUSE LEGAL LEADERSHIP**  
**UNIVERSITY OF FLORIDA LEVIN COLLEGE OF LAW**  
**SPRING 2025 COMPRESSED COURSE SYLLABUS**  
**LAW 6930 - 12700– 1 CREDIT**

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Office Hours: After class each day for 30 mins

**MEETING TIME:**

January 6 - 9 (MTWH) 9:30am-12:20pm  
January 10 (F) 9:30am-11:20am

**LOCATION:** Holland Hall RM TBD

**COURSE DESCRIPTION AND OBJECTIVES:**

The mission of the in-house Legal function and the role of the General Counsel have changed dramatically over the past 20 years. This course will explore this accelerating transformation and what it means to build, lead and optimize a Modern Effective In-House Legal Function. Students will gain an understanding of modern, technology enabled in-house legal leadership, including creating a vision and way of working, strategic business co-leadership, functional design, legal operations and management and data driven legal leadership – all in an international business, legal and cultural context.

After completing this course, students should be able to:

- Act as thought leaders on the topic of modern in-house legal leadership
- Create a vision and mission for an in-house legal function/team
- Understand the role of Legal Operations and technology platforms in scaling and optimizing a modern in-house function
- Understand and implement modern design principles for an optimal legal organizational design
- Understand and implement data driven leadership practices for an in-house legal function
- Discuss a framework for optimal operations in an international cultural context

**REQUIRED READING MATERIALS:**

“Building an Outstanding Legal Team: Battle-Tested Strategies from a General Counsel” by Bjarne P. Tellmann

“The Future Proof Lawyer” by Jasmine Gavigan – selected reading – PDF to be distributed  
Leadership/Best Practice/Benchmarking Reading – Articles/videos to be provided via Canvas

**Highly Recommended pre/post course reading:**

“The T-Shaped Lawyer: A New Vision for You and Your Work” by Peter Connor – PDF to be distributed

(all available as audio books)

“The Culture Map” by Erin Meyer

“5 Dysfunctions of a Team” by Patrick Lencioni

“Turn the Ship Around” by L. David Marquet

“No Rules Rules” by Erin Meyer and Reid Hoffman

“The Alliance” by Reid Hoffman, Ben Casnocha, Chris Yeh

“The Infinite Game” by Simon Sinek

“Leaders Eat Last” by Simon Sinek

Please be sure to register for the Canvas course and have any required materials with you in easily accessible electronic form in class. You are responsible for checking your Canvas page and the e-mail connected to the page on a regular basis for any class announcements or adjustments.

### **CLASS ATTENDANCE POLICY:**

This is a compressed course and attendance is mandatory.

Absences will negatively impact your grade and your ability to receive credit for the course.

The law school’s policy on attendance can be found [here](#).

### **ABA OUT-OF-CLASS HOURS REQUIREMENTS:**

ABA Standard 310 requires that students devote 120 minutes to out-of-class preparation for every “classroom hour” of in-class instruction.

### **COURSE EXPECTATIONS AND GRADING EVALUATION:**

Your final grade will be based on class participation (50%) and an up to 15 min video recorded presentation simulating a general counsel candidate’s live presentation to a business leadership/investor team regarding the optimal vision/mission, functional/organizational design and 180-day plan for a hypothetical international technology enabled business.

The recorded presentation is due by Friday, January 24, 2025 at 11:59pm EST.

Participation will be crucial throughout the course and a vibrant dialogue will be encouraged.

### **UF LEVIN COLLEGE OF LAW STANDARD SYLLABUS POLICIES:**

Other information about UF Levin College of Law policies, including compliance with the UF Honor Code, Grading, Accommodations, Class Recordings, and Course Evaluations can be found at this link: <https://ufl.instructure.com/courses/427635/files/74674656?wrap=1>.

### **COURSE SCHEDULE OF TOPICS AND ASSIGNMENTS**

Class Date	Topic	Reading Assignments
01/6/25	Student and Professor intros	Reading: Tellman pages 1 - 66 Susan Hackett - <a href="https://legal.thomsonreuters.com/en/insights/articles/law-3-0-the-challenges-facing-legal-leadership">https://legal.thomsonreuters.com/en/insights/articles/law-3-0-the-challenges-facing-legal-leadership</a>

	<p>Intro to Intl In-House Practice How to get a job as an international in-house lawyer</p>	<p>Bjarne Tellmann Podcast <a href="https://podcasts.apple.com/us/podcast/the-legal-leaders-podcast/id1734289226?i=1000652545221">https://podcasts.apple.com/us/podcast/the-legal-leaders-podcast/id1734289226?i=1000652545221</a></p> <p>Guest Speakers (TBC): Bjarne Tellmann, former SVP, DGC Aramco, GC Haleon, GC Pearson; London Megan Niedermeyer, CLO Anaconda; SF</p>
<p>01/7/25</p>	<p>Industry Transformation  International Business/Legal management</p>	<p>Tellman pages 290 – 336, 363 - 407</p> <p>Prof. Eli Wald – History of In-House Legal Profession USA <a href="https://ir.lawnet.fordham.edu/cgi/viewcontent.cgi?article=5674&amp;context=flr">https://ir.lawnet.fordham.edu/cgi/viewcontent.cgi?article=5674&amp;context=flr</a></p> <p>Jasmine Gavigan – Future Proof Lawyer – Chapters 1 &amp; 12</p> <p>Mark Cohen – Legal Transformation <a href="https://www.forbes.com/sites/markcohen1/2021/12/16/legal-transformation-is-a-business-story/?sh=7f9ee7a658a1">https://www.forbes.com/sites/markcohen1/2021/12/16/legal-transformation-is-a-business-story/?sh=7f9ee7a658a1</a></p> <p>David Lancelot <a href="https://inview.lawvu.com/blog/from-reactive-advisors-to-business-leaders-the-accelerating-transformation-of-in-house-legal/">https://inview.lawvu.com/blog/from-reactive-advisors-to-business-leaders-the-accelerating-transformation-of-in-house-legal/</a></p> <p>Guest Speakers: Steve Miles, GC McCain Foods APAC &amp; Global Head of Legal Ops, Melbourne, AU (TBC) Maxime Savonitto, In-House Counsel, Nikki Beach Global, Miami FL</p>
<p>01/8/25</p>	<p>Legal Operations - the engine room of the in-house legal function</p>	<p>Tellman pages 257 – 289</p> <p><a href="https://cloc.org/guides-templates-webinars/">https://cloc.org/guides-templates-webinars/</a></p> <p><a href="https://www.linkedin.com/posts/conniebrenton_we-often-hear-that-theres-no-real-definition-activity-7191902453817053185-Kykn/">https://www.linkedin.com/posts/conniebrenton_we-often-hear-that-theres-no-real-definition-activity-7191902453817053185-Kykn/</a></p> <p><a href="https://www.forbes.com/sites/markcohen1/2021/10/04/the-data-backed-legal-function-enhancing-insight-creating-business-impact-and-improving-customer-experience/?sh=307dde0e448f">https://www.forbes.com/sites/markcohen1/2021/10/04/the-data-backed-legal-function-enhancing-insight-creating-business-impact-and-improving-customer-experience/?sh=307dde0e448f</a></p> <p><a href="https://inview.lawvu.com/blog/the-realities-of-legal-operations-in-house-and-in-private-practice">https://inview.lawvu.com/blog/the-realities-of-legal-operations-in-house-and-in-private-practice</a></p>

		<p>See Canvas for further reading</p> <p>Guest speaker (in person): Eric Sedwick, Sr. Director, Head of Legal Operations at TIAA</p>
01/9/25	<p>Functional Design</p> <p>Risk Assessment</p> <p>International Team Building and Management</p>	<p>Tellman pages 67 - 148</p> <p>See Canvas for Instructor provided materials/case study and materials on optimizing functional design</p> <p>Guest Speakers (TBC): Ron Bell, CLO Collective Health Sterling Miller, CEO Hilger Graben</p>
01/10/25	Data Driven Legal Leadership	<p>Tellman 454 – 459</p> <p><a href="https://lawvu.com/resources/the-top-5-critical-kpis-every-legal-leader-needs-to-know/">https://lawvu.com/resources/the-top-5-critical-kpis-every-legal-leader-needs-to-know/</a></p> <p><a href="https://lawvu.com/solutions/legal-leaders/">https://lawvu.com/solutions/legal-leaders/</a></p> <p>See Canvas for Instructor provided materials/benchmarking report</p>