

International In-House Legal Leadership

Spring 2023

University of Florida Levin College of Law

Course Information

1 Credit

January 9 - 12 (MTWH) 9:30am-12:20pm

January 13 (F) 9:30am-11:20am

Contact Information

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Course Description and Learning 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 that 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 benchmarking/best practice – 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 benchmarking and best practice metrics for an in-house legal function
- Discuss a framework for optimal operations in an international cultural context

Course Materials

Required:

“Building an Outstanding Legal Team” by Bjarne Tellman

“The Culture Map” by Erin Meyer (available as audio book)

Leadership/Best Practice/Benchmarking Reading – Articles/videos to be provided/linked

Highly Recommended: (post course reading – all available as audio books)

“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

Canvas page to access reading materials.

Course Website

<http://elearning.ufl.edu/> Students are responsible for reviewing the Canvas page for course updates.

Office Hours

Scheduled office hours will occur immediately following class on Tuesday (Jan. 10) and Thursday (Jan. 12) from 12:20pm until 1:30pm. Aside from these listed office hours, I will arrange to be available by appointment. I encourage you to call or email me if you are having difficulties with, or simply want to clarify your understanding of, any of the materials covered in the reading or in class. My contact information is at the top of this syllabus.

Attendance

This is a compressed course and attendance is mandatory.
Absences will negatively impact your grade and your ability to receive credit for the course.

University attendance policy may be found at:
<https://catalog.ufl.edu/ugrad/current/regulations/info/attendance.aspx>

Class Preparation and Participation

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

Grading

Your final grade will be based on an up to 30 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 January 28, 2023 at 11:59pm EST.

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

Information on current UF grading policies may be found at:

<https://catalog.ufl.edu/ugrad/current/regulations/info/grades.aspx>.

The law school grading policy, including grade distribution policy, is available at <https://www.law.ufl.edu/life-at-uf-law/office-of-student-affairs/current-students/academic-policies#3>

University Policy on Academic Misconduct

UF students are bound by The Honor Pledge, which states: “We, the members of the University of Florida community, pledge to hold ourselves and our peers to the highest standards of honor and integrity by abiding by the Honor Code. On all work submitted for credit by students at the University of Florida, the following pledge is either required or implied: ‘On my honor, I have neither given nor received unauthorized aid in doing this assignment.’” The Honor Code (<https://sccr.dso.ufl.edu/students/student-conduct-code/>) specifies a number of behaviors that are in violation of this code and the possible sanctions. Furthermore, you are obligated to report any condition that facilitates academic misconduct to appropriate personnel. If you have any questions or concerns, please consult with the instructor.

University Policy on Course Evaluation

Students are expected to provide feedback on the quality of instruction in this course by completing online evaluations at <https://evaluations.ufl.edu>. Evaluations typically are open during the last two or three weeks of the semester, but students will be given specific times when they are open. Summary results of these assessments are available to students at: <https://evaluations.ufl.edu/results/>.

Accommodations

Students requesting accommodation for disabilities should register first with the Office of the Dean of Students (<https://www.dso.ufl.edu/drc/>). The Office of the Dean of Students will provide documentation to the student who then must provide this documentation to the instructor when requesting an accommodation. You must submit this documentation prior to submitting assignments. Because accommodations are not retroactive, students should contact the Office of the Dean of Students as soon as possible in the semester for which they are seeking accommodation.

Getting Help

For technical difficulties with E-learning in Canvas, please contact the UF Help Desk at:

- helpdesk@ufl.edu
- (352) 392-HELP
- <http://elearning.ufl.edu/> (See “Message Us” at the top)

Other resources are available at <http://www.distance.ufl.edu/getting-help> for counseling and wellness, disability resources, student complaints, and library help desk support.

Course Schedule Detail

Class Date	Topic	Reading Assignments
01/9/23	Modern Effective In-House Legal Leadership	On day 1 all students (and the instructor) will present for 5 mins to the class using 1 slide with 3 pictures of their choice – sharing anything about their personal background they wish to share. Each student (and the instructor) will also share one mistake they have made – personal, educational, professional – that they are comfortable sharing. Reading: Tellman pages 1 - 66 Leadership reading – GC vs. CLO, Strategic Partnering
01/10/23	Creating a Vision, Mission and WoW International Business/Legal management	Tellman pages 290 – 336, 363 - 407 Way of Working Power Point deck Business People with Legal Skills reading Meyer pages 8 – 220 (entire book should be read by the date of this class – available as audiobook) International Expansion deck/considerations Guest Speaker: Rosanna Biggs, VP Legal and General Counsel Linktree
01/11/23	Legal Operations – scale, efficiency, risk	Tellman pages 257 - 289 Guest speaker: Greg Lorenzon, Director & Head of Legal, Commercial Contracts Function at Adevinta
01/12/23	Functional Design Risk Assessment International Team Building and Management	Tellman pages 67 - 148 Instructor provided materials/case study Gartner/CEB materials on optimal functional design TechGC presentations on International Expansion, International Law Firm and team sourcing/management Guest Speaker: Karin Schwab, Vice President, Deputy General Counsel, Product, Technology, Payments and Advertising at eBay; Board Member
01/13/23	Best Practice Management and	Gartner/CEB materials on benchmarking Instructor provided materials/case study

	Industry Benchmarking	Tellman 454 - 459
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