

DRIVING YOUR CAREER

Framework for Your Future

Phase I	Phase II	Phase III	Phase IV
Starting in the Legal Department or New In Role	Managing People	Direct report to GC	The General Counsel
<p>Understanding Your Manager</p> <p>Understanding the Culture</p> <ul style="list-style-type: none"> Listen Observe in meetings What are interactions like? What is the tone of emails/messages? <p>Tapping Into Institutional Knowledge</p> <ul style="list-style-type: none"> Learning the Business Learn the terminology and what it means Get out of your office -see what the business does. Meet with business peers, managers of peers, their managers, if possible. <p>Learning Your Company Financials</p> <ul style="list-style-type: none"> Read 10K filings Listen to earnings call Connect with a financial buddy <p>Understanding the Key players</p> <ul style="list-style-type: none"> Go beyond the org chart and ask for recommendations. Ask about their strategies and goals. How can you/your team help? <p>Tapping Into the Underground Network of Connections</p> <ul style="list-style-type: none"> Who do those with authority use as a sounding board? 	<p>Knowing Yourself</p> <ul style="list-style-type: none"> Blind Spots Triggers Deraillers Resilience strategy <p>Connecting With Your Team</p> <ul style="list-style-type: none"> Regular conversations to connect. Focus on building trust. Ask them about their goals. Promote your team Allow your team to shine <p>Deploying Your Leadership Style</p> <ul style="list-style-type: none"> Understand what you want your style to be. Be fully present in that. But allow your style to grow as you grow. <p>Deploying Your Vision</p> <ul style="list-style-type: none"> Maintaining Consistency In Your Vision. Consistency builds trust with your team. They see you have their back and they can then have yours too. Creating Guidebooks for your team Points of contact that have helped you and can help them in the organization. <p>Strategies to Navigate Difficult Conversations</p> <ul style="list-style-type: none"> Divide the conversation into 3 parts: <ul style="list-style-type: none"> a. What happened b. How we feel about what happened c. How the incident intersects with or threatens each person's identity Actively listen. Brainstorm solutions together. 	<p>Defining your Brand</p> <ul style="list-style-type: none"> Think about how you want to be seen as you become more visible. What are 2-3 words that will define this point of your career? <ul style="list-style-type: none"> - Performance - Image <p>Exposure</p> <ul style="list-style-type: none"> Become an industry source/ supporter. Go beyond your team and support/give guidance to peers internally and externally. Get increasing exposure with leadership, especially the board. Get public exposure but evaluate all opportunities for how they interact with defining your brand and achieving your professional goals. 	<p>Discover</p> <ul style="list-style-type: none"> listening tour/relationship building across all levels: C Suite, Board, Peers, Your Team. Identification of 10 most critical people (C-Suite, BOD, Bus. Unit heads, others?) 1:1 meetings with direct reports. Prestart document review Identify culture coach. <p>Define</p> <ul style="list-style-type: none"> Limited sharing of your listening tour insights with key stakeholders. Get out in the business- visit different offices. Begin to align the legal de[ar]tment and company culture. Define the cadence of leadership team meetings. <ul style="list-style-type: none"> - Start skip level meetings. - Pivot from being reactive to proactive Assess hiring and recruiting needs <p>Act</p> <ul style="list-style-type: none"> Be fully present in your role- know what that means to you and the business. Show your value as a strategic business advisor with CEO., Executive and Board. Implement legal department priorities and changes. Complete full understanding of dept operations and budget