**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 facilities 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](mailto: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**

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| **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 Industry Benchmarking | Gartner/CEB materials on benchmarking  Instructor provided materials/case study  Tellman 454 - 459 |