

THE **GC** {RE}DEFINED

IN THE FACE OF COMPLEXITY AND CHANGE,  
THE TIME TO LEAD IS NOW

EMBRACE COMPLEXITY | INVEST IN LEADERSHIP NOT LAW | SHAPE FUTURE GROWTH | CREATE CONDITIONS FOR TEAM IMPACT

A GLOBAL RESEARCH STUDY BY

**MORRISON  
FOERSTER**





THE GC OF THE FUTURE WILL:

**INSPIRE**

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**ENGAGE**

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**SET DIRECTION**

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**TAKE RISKS**

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**INFLUENCE**

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**BE A ROLE MODEL**

# FOREWORD

## FROM MORRISON & FOERSTER AND GLOBAL LEADERS IN LAW

### EMBRACE COMPLEXITY

Organisational change, constant technological advancement and disruption, globalisation, increasing regulation, and shifts in social and geopolitical factors are the new norm for the context in which the General Counsel (GC) has to advise and influence. Change brings both challenges and opportunities. The GC who embraces complexity and new ways of working, strategically and operationally, will be an impactful executive business leader of the future.

Through our “**GC {RE}DEFINED**” thought leadership programme, which provides insight and networking to support the global GC community, we heard emphatically from GCs and other senior legal leaders around the world that they want to stretch their capabilities and the perception of their role.

Morrison & Foerster and Global Leaders in Law have collaborated on this global study, which canvassed input from 200 GCs and other senior legal leaders across the US, Asia, and Europe. We explore the ways in which the role of the GC will evolve, and what might facilitate and inhibit personal achievement for the individual GC.

### INVEST IN LEADERSHIP, NOT LAW

We very quickly identified what many know already. Law is only one part of the complex puzzle that the GC is expected to know and advise on. In fact, the role of the GC is multi-dimensional and full of opportunities to influence key decisions right across an organisation.

### AN EMERGENT QUESTION IS “DOES THE GC HAVE TO BE A LAWYER?”

General Counsel is often assumed to mean General “Legal” Counsel. However, “counsel” is a word with much wider meaning, according to the *Oxford Dictionary*: “Opinion as to what ought to be done as the result of consultation; aid or instruction for directing the judgment; advice; direction.”

### CREATE THE CONDITIONS FOR IMPACT

Our ambition in producing this global study is to support the growth and impact of GCs in an environment which promises to be no less complex than the present, where the speed of change, and therefore expectation, will only increase. Our hope is that these findings will spark further conversations and that you will be able to draw upon insights and the best practices of peers to evolve as your role gets {re}defined.

**Larren Nashelsky**  
Chair, Morrison & Foerster

**Rhiannon Van Ross**  
VP Global Memberships, GLL

# GC AS BUSINESS LEADER = LAW + PEOPLE + BUSINESS + PROCESS + RISK + TECHNOLOGY

The sense of potential for GCs to transform their contributions as business leaders, influencing the growth of their organisation in the future, is palpable. There will be no single way for GCs to achieve this; it will vary by company, CEO, industry, and GC. It will require individuals in the GC role to create opportunities to go outside of their comfort zone and acquire new skills, while still guiding their companies and teams through a digital and interconnected world with increasing complexity in law, regulation, and geopolitics. The role is ever-expanding in complexity and dimensionality.

Let's examine each of these elements, referencing the views of the 200 GCs we surveyed globally.



## LAW



Litigation, corporate, and commercial expertise will be developed within the more junior ranks and remain a technical priority to add value. Relationships with external legal advisers will be important and constructed on different parameters. While price may still be relevant in some areas, shared risk and outcomes will feature more heavily. GCs will demand more of their external advisers when it comes to team diversity, legal training, and business skills.

**58% of GCs cite resolving issues that could cause reputational or financial damage as crucial to their future success.**

## PEOPLE



The legal team of the future will be different from the team of today, with greater emphasis on data analytics, project management, and legal operations competences. These combined changes will enable the GC to operate more strategically. The constitution of the team will change too: some roles might be replaced by software; there will be more millennials and greater diversity. This, in turn, creates new leadership challenges for the GC.

**34% of GCs have already replaced or anticipate replacing headcount with a technology solution within the next five years.**

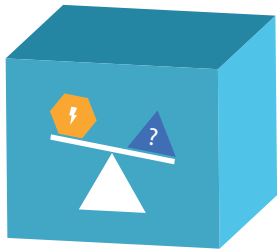
## BUSINESS



The future is both exciting and challenging in equal measure, and not dependent on the legal skills of the GC. Horizon scanning, together with a courageous mindset and resilient personal approach, will be required. Professional development will be in the broader aspects of leadership, not legal skills. Judgment will always be valued, especially when operating at speed, placing value on emotional intelligence over artificial intelligence to influence and be relevant in the boardroom.

**81% of GCs feel that it is fundamental that they are a member of the C-suite.**

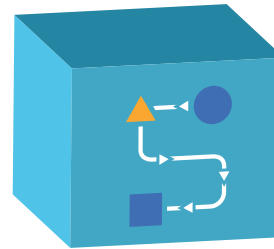
## RISK



GCs consider risk management to be a defining aspect of their role, particularly in the context of an ever-growing environment of potential risks and crises, whether borne out of technology, ethics, or geo-political or human issues. Tolerance to taking risk-based decisions will be stretched and tested for a GC to be perceived as a business leader. As technology advances, a GC will need a toolkit of strategies for the whole gamut, from defensive risk management to full-scale global crisis management.

**43% of GCs would like to be evaluated by how they protect the company from risk.**

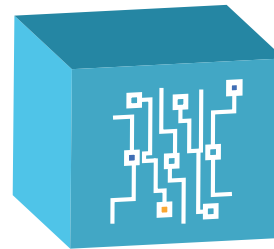
## PROCESS



A fundamental issue for GCs will be taking control of the “urgency bias” - reacting to immediate requests from the business versus prioritising the issues the GC strategically wants the team to deal with. Successful leaders need to create time for strategic thinking to influence the future shape of the business and retain a high-performing, future-proof team. They often carve out this time by establishing more processes and creating efficiencies. Not all GCs regard this as something that they know how to achieve in the near future.

**Of those GCs who experience the urgency bias, 66% feel that it prevents them from keeping their teams focused on more strategic priorities.**

## TECHNOLOGY



“Legal Tech” will have its place, with emphasis on deploying solutions that enable efficiency, compliance, and, perhaps even more importantly, more accurate and objective decision-making. There’s a trend for GCs to increasingly collaborate with their colleagues who bring complementary skills in project management, data analytics, and IT solutions, rather than solely procuring legal technology in the market. The proliferation of legal technology developers has left GCs waiting to see where to invest. They may very likely end up running their own technology investment budgets.

**60% of GCs are actively collaborating with their IT departments to develop technology solutions to improve the legal department.**

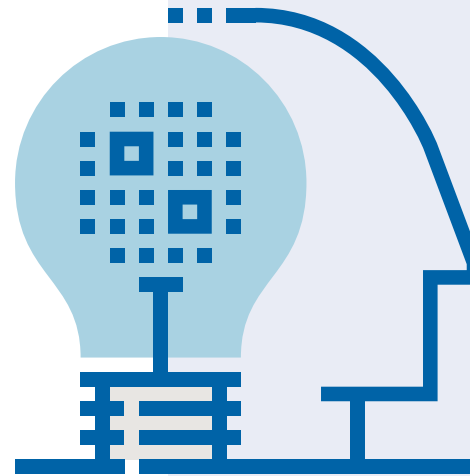
# ARE YOU READY FOR THE FUTURE?

It is evident in the quantitative and qualitative data in this study that there's a delicate balance between acting as the corporate conscience and making commercially enabling business decisions. This tension will continue to intensify as the pace of corporate activity and technological disruption prevails. GCs are grappling with the speed and urgency of day-to-day business support, with a key focus on risk management, and this is preventing them from stepping back and prioritising and motivating their teams for potential future strategic impact.

The likelihood of success for GCs to be impactful business leaders will depend on two things: the extent to which they see opportunity over challenge in the complexity of the role; and the extent to which they can create time and space to set vision and purpose for their teams to generate the greatest contribution to the business.

The requirement for the GC to be a commercial, horizon-scanning executive raises the question:

**“DOES THE GC OF THE FUTURE NEED TO BE A LAWYER?”**



**38% OF GCS SURVEYED CONSIDER CEO TO BE THEIR NEXT ROLE.**

# ANALYSIS, COMMENTARY, INSIGHTS AND QUESTIONS FOR {YOU} THE GC

The individual elements of the role — LAW + PEOPLE + BUSINESS + PROCESS + RISK + TECHNOLOGY — are not things that GCs deal with in isolation. The enjoyable challenge and reward of the role comes when you lead and manage a blend of the complexities of these elements.

Seven themes stem from the blend of these elements. Each theme incorporates detailed analysis, commentary, insights, and thought-provoking questions to support you as a GC as you lead your organisation and team in the complex business environment:

1. How will you be{come} integral to your CEO and board?
2. How healthy is your risk management {appetite}?
3. Should you invest more in your {Tech IQ}?
4. Are you activating your {emotional brain} enough?
5. How can you be a {culture} creator?
6. Are you a talent {cultivator}?
7. Do your advisors {speak} your language?

Addressing these themes as opportunities to drive change is what will set apart the most impactful GCs. Leadership should rightly stretch well beyond the law and beyond a GC's comfort zone.



## LEADERSHIP SHOULD RIGHTLY STRETCH WELL BEYOND THE LAW AND COMFORT ZONE.

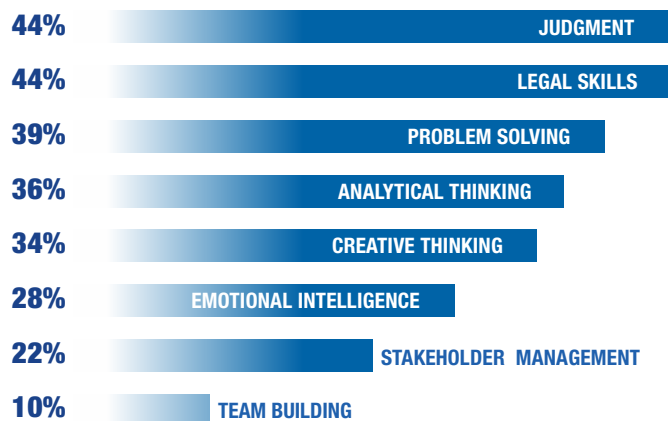


# HOW WILL YOU BE{COME} INTEGRAL TO YOUR CEO AND BOARD?

**81%** of GCs see membership on the executive committee as crucial for influencing their CEO and board.

GCs will continue to have a unique vantage point on the whole business and must continually develop stakeholder relationships and networks.

GCs indicate that the priority for leadership skill-set strengths in the future are:



As GCs aspire to have increasing influence and impact, it is surprising to see them emphasising a greater need for strengths in the more traditional areas like legal skills, rather than in leadership skills, with emotional intelligence, stakeholder management, and team building not even featuring in the top five priorities for skills strengths.

GCs expect to influence in the C-suite in specific areas, with indication of these three categories as the highest priority:

- **48%** data security
- **15%** ethics and compliance
- **11%** litigation

There is an emphasis on data security, which could suggest that either this is an area for which many GCs are not prepared, or they are so focused on the issues of the immediate future that they are not looking ahead to other major potential issues in the next two to five years.

As the tension between corporate conscience and value creation intensifies, more courage will be required from GCs in their judgment and influence on stakeholders.

## IS YOUR ROLE BEING {RE}DEFINED?

- Looking ahead to your role in the future, how important will professional legal training still be?
- How will you achieve the broadest corporate perspective to get your company to the right outcomes?
- Where and how could you use data and technology either to speed up and remove subjectivity in decision-making or to prepare yourself for the next crisis?

## WHAT GCs THINK:

**“You’re no longer on the sidelines. You’re very much a part of the executive table. I am part of the management committee of the bank. My role has moved from being just an ancillary part of the team to really being part of the core team.”**

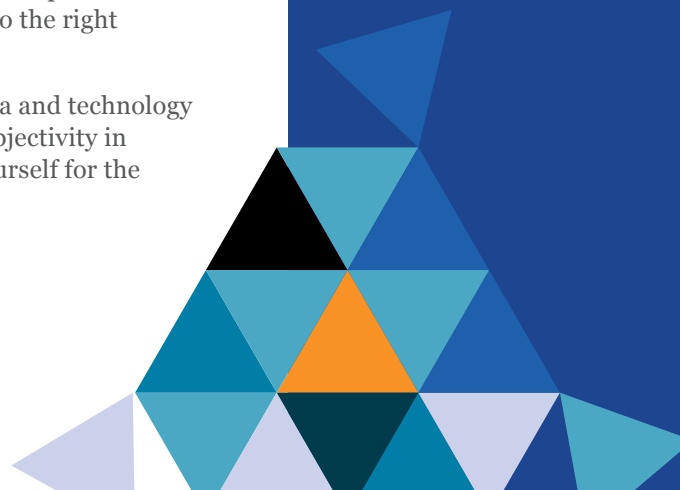
– Priti Shetty, ICICI Bank

**“All lawyers have to be operating at a far more strategic level: everyone on my team sits in on business leadership meetings that each group has, and we are integral to those exercises.”**

– Alison Malin Zoellner, Honeywell

**“It’s a critical partnership: the GC and Legal Operations lead work together to demonstrate to the CEO the value that the legal function brings and to raise the profile of Legal as a business enabler.”**

– Áine Lyons, VMware





# HOW HEALTHY IS YOUR RISK MANAGEMENT {APPETITE}?

GCs consider risk management to be a defining aspect of their role, and are finding it hard to imagine how this will diminish. A GC's tolerance to making risk-based decisions will have to be stretched and tested for that GC to be perceived as a business leader.

The GC will need influence to persuade the C-suite about relative risk by translating that risk into potential value or damage for the business. The tensions between protecting the reputation of their organisation and enabling commercial strategies, will continue to become more challenging.

As technology drives constant change and regulation constrains commercial enterprise, the GC will need a toolkit of strategies for the whole gamut, from defensive risk management to full-scale global crisis management.

Looking into the future, risks will come from an increasing number of sources. GCs will need to accept that they won't always have the time and data they would like or need for the most comprehensive risk-based decision-making. Social media will amplify issues, waiting and watching for corporate decisions. GCs will need to be equipped to manage and navigate all PR outcomes.

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**58%** RESOLVING ISSUES THAT COULD CAUSE REPUTATIONAL OR FINANCIAL DAMAGES

**43%** PROTECTING THE COMPANY FROM RISK

GCs would like to be evaluated in the context of how effectively they deal with the plethora of risks. The top criteria they would like to be evaluated on include:

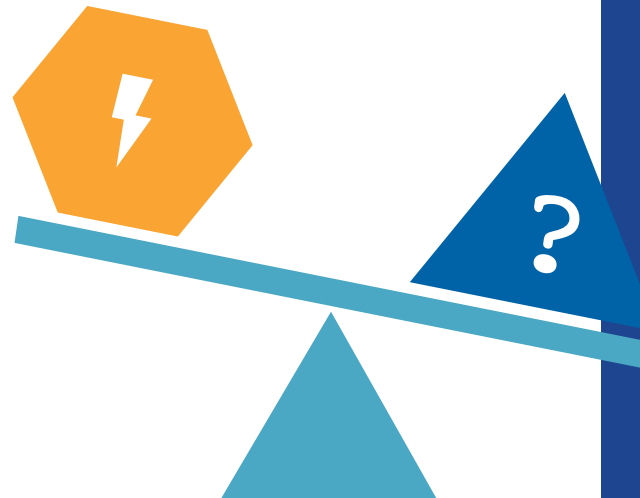
■ **58%** resolving issues that could cause reputational or financial damages

■ **43%** protecting the company from risk

It will become increasingly important for GCs to have broad and deep relationships across the business, and to be the conduit to assemble a team of experts from the whole organisation to solve business and legal issues.

## IS YOUR ROLE BEING {RE}DEFINED?

- Do you need to think more opportunistically about risk and less about avoidance of risk?
- Do you have the knowledge and stakeholder engagement to make risk-based decisions?
- Are you ready to face the media at any time?



## WHAT GCs THINK:

“Lawyers no longer have the luxury of taking the perspective that their roles are only to dispense legal advice, divorced from business realities. **What it's really about is believing yourself to be a full partner in owning outcomes** and saying, ‘Okay, I get it. You need to go from A to B. That's our mission. I am committed to getting you to B. Let's figure out the fewest number of steps we'll need to navigate to get you to B.’”

– Bruce Proctor, Lixil

“As GCs, **we can no longer only be the safeguard of the legal risk or the enabler**. We need to be really involved in the business strategy. We need to understand what is going on in the market and to anticipate any change and to be ready to follow and to comply with that change.”

– Aminata Kaké, Befimmo

“We **have a close relationship with the risk and audit department** because part of the lawyer's role is risk management. A lot of our lawyers are actually quite risk focused and work with the risk department, so we work hand in hand with them on identifying risks and putting in place plans to mitigate.”

– James King, Randstad

“You have to **know when it's more important to protect than to serve**.”

– Steven Howard, Sony

# SHOULD YOU INVEST MORE IN YOUR {TECH IQ}?

Knowing how to use and invest in legal technology is now part of the basic GC job requirement.

Legal technology investment, particularly artificial intelligence-based solutions, will equip GCs to make decisions more efficiently, precisely, and objectively. Selection and deployment of technology will be done in combination with interdisciplinary teams, IT, project managers, and data managers, not just legal personnel.

**49%** of GCs felt that compliance was a business risk area where technology could provide significant advantages.

GCs will concentrate on deploying technology as follows:



The top priority areas are to streamline day-to-day activities, which raises the question, “**Should tech investment rationalise or enable the GC or the team to do new things?**”

GCs are considering collaborating with IT to develop solutions rather than buying off-the-shelf solutions:

■ **60%** report they are actively collaborating with IT colleagues to develop tools to improve the legal function.

■ **24%** report they are not currently doing so, but have plans to do so in the next 12-24 months.

GCs anticipate replacing headcount with technology over the next 10 years:

■ **34%** have already replaced or anticipate replacing a full-time headcount in the next five years

■ **24%** will replace headcount in the six-10 year time frame

Legal operations professionals will be instrumental to GCs for reviewing technology investment strategies, with **60%** citing legal operations as a major priority for financial investment in the next five years.

## IS YOUR ROLE BEING {RE}DEFINED?

- Where can you leverage the greatest gains by using technology, and at what point will you be ready to replace headcount?
- How can you leverage a legal operations role to make your department future-ready?
- What are your greatest inhibitors to adopting legal technology and who can help you overcome them?

## WHAT GCs THINK:

“**We base a lot of our decisions on data and we also analyse everything.** We look at what the business departments are giving us, what questions, when, and how, and why. And then we look at, okay, did they need to be coming to legal?”

– Tom Hambrett, Revolut

“We looked at the fact that the practice of law was being disrupted, at the same time that we were wanting to be innovative. Simultaneously, the company was looking at a change in strategy. The net result of all of that is that **we are reducing our legal team by 25%. We’re focusing on the high-risk, highly strategic pieces of work we need to be involved in and where we add the most value in coming up with solutions in partnership with the business.**”

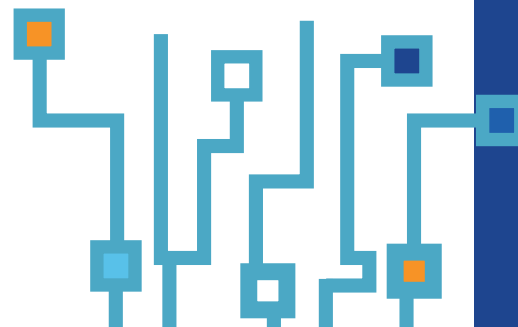
– Carmel Mulhern, Telstra

“**Lawyers at the moment are not really equipped to look at technology solutions.** I’ve been talking to the team about what something might look like and how you go about scoping it.”

– Ruth Daniels, Global Media & Entertainment

“Technology saves you money, but it also gives you **much better business capabilities and it can be more data driven.**”

– Bill Deckelman, DXC Technology



# ARE YOU ACTIVATING YOUR {EMOTIONAL BRAIN} ENOUGH?

GCs will need to invest time and energy in thinking more creatively and achieving broader engagement with stakeholders.

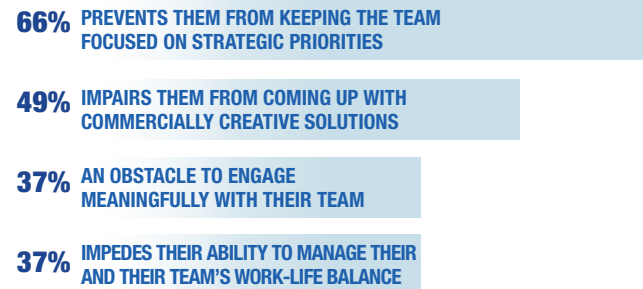
Judgment, consensus building and influencing the C-suite will require greater deployment of emotional intelligence (EQ) over intellectual intelligence (IQ). Perhaps artificial intelligence (AI) will speed up the analysis process as part of the influencing cycle.

The ability to truly mobilise people, which is a core leadership skill, is cited as a development area for many GCs. They want to be perceived as aligning “law” to “people + business”. Data shows that GCs want to be *evaluated* in the future for:

- **36%** leading a team that generates positive feedback from the business
- **34%** effectively managing resources
- **32%** developing a motivated and resilient team

Given the demands of leading and managing a diverse workforce, it’s surprising to see only **10%** of GCs see team building as a critical skill in the future. Could this be because the GC sees this element of team building as “job done”?

The greatest obstacle to achieving the creativity and engagement of their teams is the urgency bias. **61%** of study respondents feel they have experienced the urgency bias. Of those, it has the following impact:



## IS YOUR ROLE BEING {RE}DEFINED?

- Given the need to align and mobilise teams around the world, is there a greater opportunity for future GCs to be business leaders who are not lawyers?
- How will you create the time and space to develop your skills to set the vision and empower your team and stakeholders to pursue a common corporate mission?
- Are you up-to-date with the latest thinking in the area of decision-making and unconscious bias?

## WHAT GCs THINK:

“You have to have a commercial mind, but you also need to have an emotional ability. **Your IQ gets you there, but your EQ [emotional IQ] keeps you there.**”

– Rupert Hopley, Informa

“I think **GCs need a lot of up-to-date training on how to communicate**, how to handle it if you are communicating externally with shareholders who are increasingly sophisticated. To me, this is training we should be having on a regular basis.”

– Deborah Foo, INEOS

“Nobody is impressed with how you draft policies. **We need to make ourselves more relevant and more relatable.**

There’s a personal aspect that people should also be developing.”

– Ria Sanz, AngloGold Ashanti



# HOW CAN YOU BE A {CULTURE} CREATOR?

The GC role will be an increasingly important arbiter of culture, asking not just “Is it legal” but “Is it right?” To hold up the mirror to the board and CEO is to ask this question internally, for the business and the workforce, and also externally, in the context of changing social priorities, environmental priorities, and acceptable behaviour. This is a broad and weighty responsibility that most GCs are willing to assume.

The GC will be one of the few executives in the C-suite who straddles the whole business and has the ability to influence all areas where culture is created, at the intersection of organisational purpose, leadership, strategy, talent development, and ethics.

**31% of study respondents cited “operating as an upholder of corporate culture and social behaviour” as a top-three criterion for personal professional evaluation.** GCs will need to be a role model in respect of corporate culture and deeply embed it, not just within their own team, but for the whole organisation.

Transparency (including whistleblowing) now means that there are no longer dusty corners of an organisation where the winds of scrutiny do not blow. Some respondents commented in interviews that they uphold the value of integrity by asking their people “to do the right thing, even when no one is looking.”

**17%** of those surveyed felt that urgency bias was the biggest inhibitor preventing them from creating the departmental culture they desired.

## IS YOUR ROLE BEING {RE}DEFINED?

- Do you have the courage to lead the organisation to do what is right?
- How can you find the space and resources to create your team culture?
- How will you align and intersect with other departments?

## WHAT GCs THINK:

“So often, people look at you and ask what the big picture is. You can **articulate the corporate mission as well as express what the corporate culture is.**”

– Jay Grant, Univision Communications

“Now you have to worry about activists, you have to worry about reputation with social media. It’s just **the world has changed and, I think, as a result of that, the executive roles in the company have changed.**”

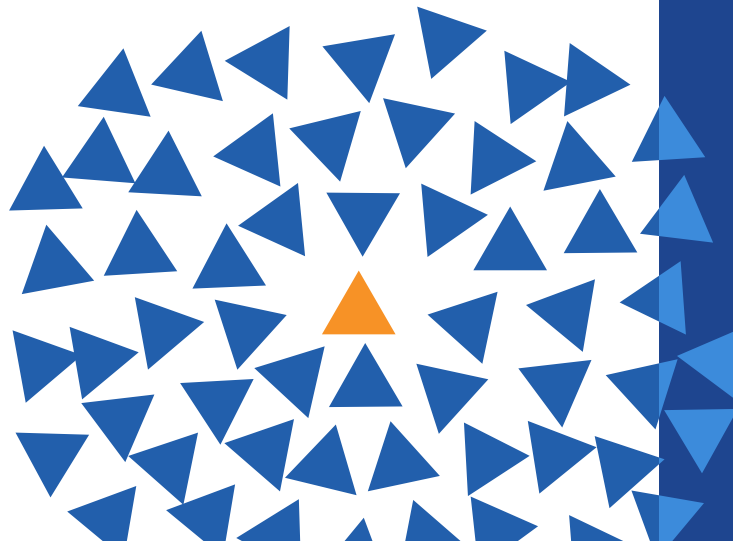
– Maria Green, Ingersoll Rand

“**I care deeply about our culture, and transparency** and doing the right thing.”

– Helen Hayes, Uber

“There’s a skill that all good GCs get; it’s something called a sixth sense or an antenna but **experience tells you when something’s not quite right.**”

– Sylvia White, Former GC



# ARE YOU A {TALENT} CULTIVATOR?

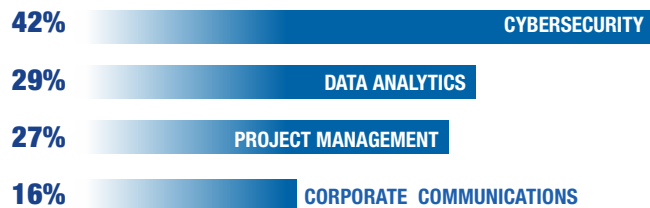
GCs need to stop thinking of themselves as lawyers and start thinking of themselves as business leaders with legal skills.

GCs will be required to improve their people management skills. Competition for top talent is fiercer than ever and expectations are shifting across all demographics of the workforce.

**16%** of respondents said talent development is a key priority where they plan to invest time or financial resources over the next five years.

There is a genuine balancing act here as GCs need to represent the various diversity groups as well as make sure they are getting more than their fair share of the very best people.

Legal teams will need to develop a broader portfolio of skill sets that sit very much outside the orbit of traditional legal skills:



It's time to go beyond business partnering to enabling your people to "walk in the shoes" of their business colleagues. Doing that will achieve better development and retention for your team, while enhancing service delivery to the business.

Team development will mean moving people out when the time is right for strategic re-engineering and business growth. It might be uncomfortable but GCs need to future-proof the team. Spotting the need for new skill areas will require the GC to scan the horizon and stay ahead of the curve, which raises the question, "Who do you need to collaborate with internally or externally to get that foresight?"

## IS YOUR ROLE BEING {RE}DEFINED?

- Should you cultivate your own professional growth and development in order to fully engage your team?
- How can you give your team the broadest exposure to the business?
- How do you make sure you recruit and create a team for the future instead of solving immediate needs?

## WHAT GCs THINK:

"I think GCs should be given leadership training and coaching, especially when they come into the role, if they want it. I'm a big believer that **the current environment demands training in something like courageous or fierce conversations.**"

– Louise Firestone, LVMH

I'm always pushing people to take other positions or **participate in endeavors that aren't legal but to just learn things about the company** or different initiatives that we have. I'm always going to push that because I know now **the road to GC is not straight through legal.**"

– Audrey Boone Tillman, Aflac

"My job is to bring in [individuals] for a part of their career. Then, hopefully, **help them grow and go on to become a GC if they desire — or something completely different if that's what they want.** And that would be considered success. Doing this is very much the culture of our company."

– Mel Rowlands, Smiths Group



# DO YOUR ADVISERS {SPEAK} YOUR LANGUAGE?

True partnership is central to the redefined relationship between GCs and external legal advisers. **40%** of GCs felt that “shared ownership of outcomes” would be a key driver. This will manifest differently depending on the nature of the work.

Given the focus of risk management as core to the role of the GC of the future, **38%** of GCs cite greater risk tolerance as a major factor in choice of external counsel.

As businesses expect GCs to use data analytics to drive conversations, GCs will pass that expectation on to their law firms. **34%** said “data-based criteria, metrics and reporting capabilities” were crucial for their law firms.

**30%** of GCs expect their external counsel to mirror their corporate diversity and responsibility values and initiatives. This may require significant investment from law firms.

Global operations and regulatory frameworks will require more extensive project management capability from the GC’s team and their external advisers.

Price will always be a relevant part of the conversation. **54%** of GCs cite price as a determining factor. This is lower than it might previously have been due to the role of operations and technology in producing greater efficiency.

A consideration for GCs is whether they will need to interact with a broader range of expert external advisers, in areas such as PR and social media, talent development, technology, industry analysts, and cyber.

## IS YOUR ROLE BEING {RE}DEFINED?

- How can you invest in your external adviser relationships to get more out of them for you and your team?
- Will “price” be affected by risk/reward remuneration methods?
- To what extent will diversity be an influential factor for you?

## WHAT GCs THINK:

“How can you make a legal department numbers-driven? GCs say you can’t measure what we do, etc. **Other areas of the business are also hard to track and they figure it out so we also need to figure this out.**”

– Ahmed Badr, GoCardless

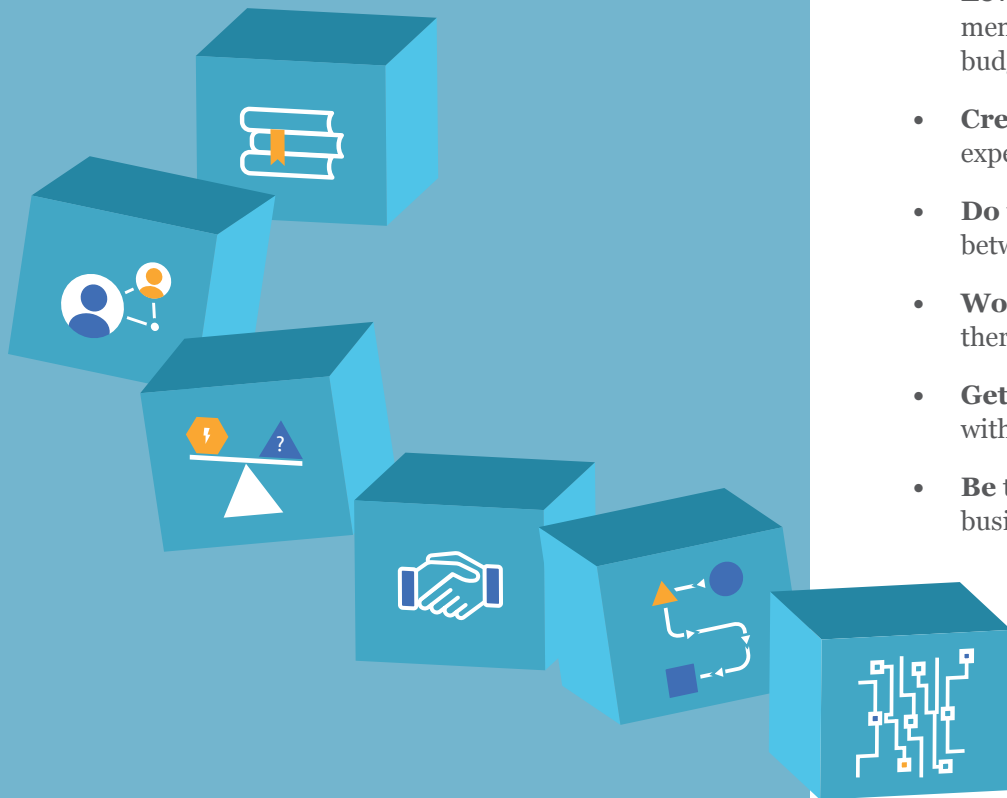
**“If you as a law firm want to be the trusted counsel, it is essential for your client to think of you as part of their legal team.** And for the majority of law firms, that is nowhere near being the case because of the ways in which they work.”

– Karen Kerrigan, Seedrs





# THE GC OF THE FUTURE WILL INVEST IN THEMSELVES AS A LEADER NOT A LAWYER, ENHANCING THEIR ABILITY TO INSPIRE, INFLUENCE AND MOBILISE.



While there is no silver bullet to increasing your impact as a GC, it's clear that over the next two to five years a GC will:

- **Scan the horizon:** Influencing the board, foreseeing issues more quickly than ever, and tooling the team to manage ahead of time.
- **Manage and exploit risk:** Find more ways to work with risk and change risk parameters rather than solely mitigate risk.
- **Lead and engage others:** Lead, recruit, manage, and develop an increasingly diverse team, both technically and demographically.
- **Leverage legal technology:** Combine judgment and AI, replace some team members, and build the business case to own and run the department's technology budget.
- **Create value with external advisers:** Place higher demands on advisers, expecting an appetite for shared risk while investing in valued relationships.
- **Do the right thing:** Demonstrate courage, resilience, and influence when tensions between corporate value and conscience are raised.
- **Work at increasing speed:** Manage where the business demands, even when there isn't time to access complete information.
- **Get creative and collaborate:** Find time for creativity and collaboration to deal with relentless challenges and opportunities facing the business.
- **Be the culture ambassador:** Be the glue to hold the constituent parts of the business together, setting the moral compass of expectations.

## Are you ready for the future?



# GC {RE}DEFINED PROGRAMME IN ACTION

## ▶ ARTICLES



## ▶ EVENTS



## ▶ RESOURCE HUB CARD



## ▶ ADVERTISEMENT



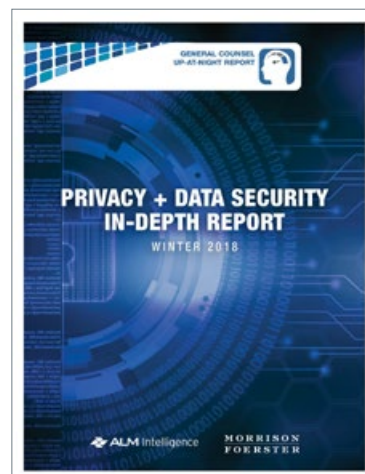
▶ LINKEDIN CONVERSATIONS



▶ VIDEOS ON YOUTUBE



▶ BROCHURES



▶ SOCIAL MEDIA CONVERSATIONS

Read more at [mofo.com/gcredefined](https://mofo.com/gcredefined) or join the conversation at

**#GCRedefined**



**“Leadership and strategic thinking are fundamental. The power of trying to see, not just what you should do tomorrow, but what your successor will have to do in the next five years.”**

– Leila Melo, Itaú Unibanco

**“I think once you show willingness to take on things which may not traditionally have been the things that you would necessarily do, people recognise that you can get things done: there’s a snowball effect and you get broader and wider responsibilities.”**

– Peter Horton, TransGrid

**“I am not a lawyer in commerce, I’m a commercial person who knows law.”**

– Ian McDougall, LexisNexis

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