



ROSEMARY MARTIN

'BE CURIOUS ABOUT THE WORLD AROUND YOU AND KEEP LEARNING'

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THE REDEFINITION OF A GLOBAL LEGAL TEAM

During the GC NL Annual Conference 2017, keynote speaker Rosemary Martin, Group General Counsel Vodafone & Executive Committee member, presented the redefinition and design of the Global Legal Team within the Vodafone Group.

GCN spoke with Rosemary and her Dutch counterpart Barbara Jongerden, General Counsel and Executive Director Legal and Regulatory at VodafoneZiggo, about their ways of working.

Rosemary, can you tell us more about your strategy and vision and how you redefined the 500th FTEs Legal Team at Vodafone?

"We defined our vision and strategy together six years ago and have been both executing and developing it ever since. We thought about what we wanted to be and what contribution we can/should make to our company. Our vision is to "be an admired multi-country legal team enabling Vodafone to achieve its goals responsibly" ("admired" encapsulates our ambition to be excellent; "multi-country legal team" describes our particular attributes; "enabling" captures how we contribute; "Vodafone's goals" incorporates our corporate purpose to "connect everybody to live a better today and build

a better tomorrow"; and "responsibly" reflects our role as protectors of the company's values and assets. Our strategy is about what we do and how we do it to achieve that vision."

Rosemary, how did you establish a culture-changing and future-proof global legal team, and in your opinion, what's key to achieving that?

"We involved many members of our legal team in the process, building a sense of community,

focusing on similarities rather than differences (sharing ideas, experiences and best practice is key). We recognised that to keep up with the changing world, we need to develop – continuously - how we work (who does what, what technology to use). We try to make our team a great place for people to work."

Rosemary, can you tell us more about your current challenges, especially in relation to Legal 2020: the development of a Legal department that's ready for the 'gigabit society'?

"Vodafone is embracing Agile ways of working to achieve faster results. We are keen to adopt Agile in Legal, not least because it seems an enjoyable way to work. Perhaps the main challenge is to work out how to make the transition, how to collectively let go of our established ways of working."

Barbara, what have you learned from a leader like Rosemary?

"One of the most important lessons I've learned is that it's vital to actively engage the lawyers and support functions in any changes that you want to implement. It's crucial that as a General Counsel, you understand what's happening in the various teams if you want to transform the legal function. What are the struggles? Where do they see improvements? What do we need to change for a better future?"

Barbara, why do you think that it's important to have a strategy and vision for your legal department? How does yours look, and what's the focus for 2018/2019?

"For me, it's important that my team understand their role and how we serve our customers and protect VodafoneZiggo. A departmental vision and strategy closely aligned with our corporate vision and strategy guides my team into the future, helping them to understand how they contribute to the overall objectives of the company. This has led us to develop a clear vision and strategy for my department, mainly focused on our role and the added value we bring."

Barbara, what kind of in-house lawyers are you looking for and how do you manage them now and in the future?

"I want my team to have a mind-set and a behaviour that fits the culture of VodafoneZiggo. They need to be able to find a balance between being a business partner and protecting the business. And they need to think beyond the legal borders, so they can pick up other signals from the business as well. I trust that my team does whatever is in the best interest of the company, with my role being to challenge them, guide them and to give them direction."

Barbara and Rosemary, what would you say to other General Counsel to empower them? (What new skills should they either embrace or educate themselves on?)

Barbara: "Trust your team to do what they need to do. Ask them what they expect from you as a GC, but more importantly as a leader and as manager. Give them regular feedback and be open to receive feedback."

Rosemary: "Be curious about the world around you and keep learning, trust your instinct but analyse things too, be a team-player but don't lose your objectivity, hold on to your integrity and be kind."

'ASK YOUR TEAM WHAT THEY EXPECT FROM YOU AS GC'

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