

# International Challenges for General Counsel

Bjarne P. Tellmann  
General Counsel, Haleon

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**HALEON**

# Introduction

## My professional journey



- USA: New York, New Jersey, Atlanta
- Europe: Oslo, Stockholm, Helsinki, Frankfurt, London, Vienna, Athens
- Asia: Tokyo



"No one can whistle a symphony. It takes a whole orchestra to play it."

# The Changing Context

## The evolution of the General Counsel

- **GC 1.0: Early Modern Globalization (1945-1989)**
  - Post WW2 and the New World Order
- **GC 2.0: Globalization (1989 -2006)**
  - WTO
  - The rise of China; supply chain revolution
  - The Internet
- **GC 3.0: The AI Factory (2007)**
  - E-commerce
  - Digital services
  - AI, Big Data, and Network Effects



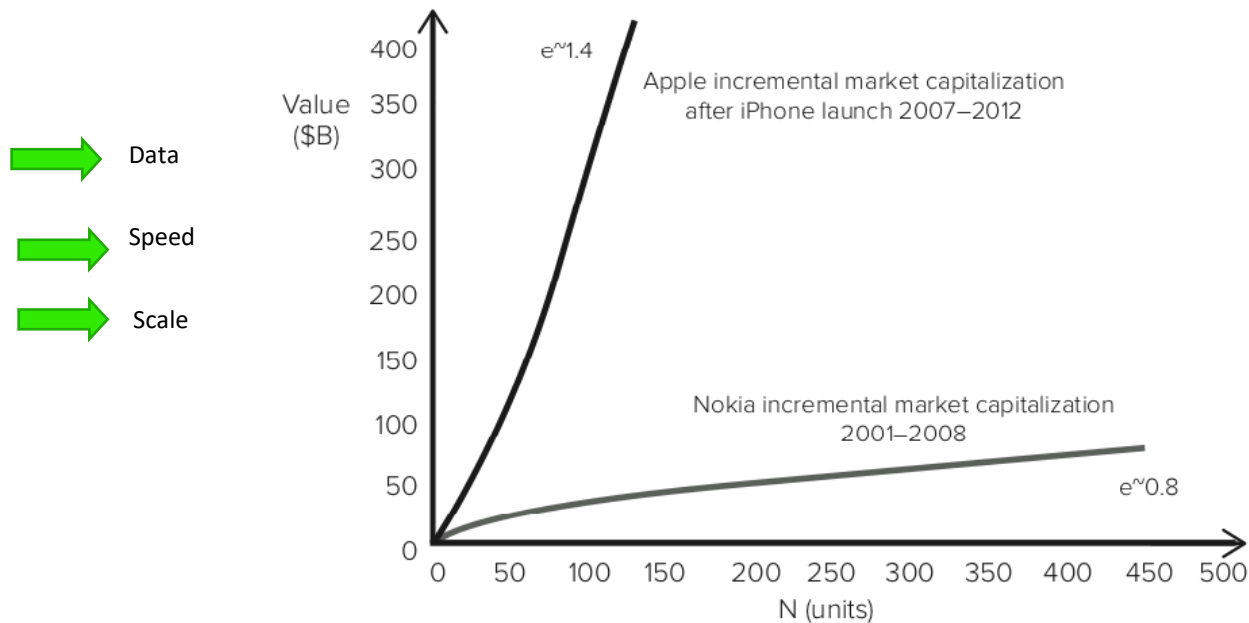
### Primary drivers of change

- Technology
- Globalization

# The Changing Context - Technology

Risks and opportunities in a global, digital world

The Nokia and Apple value curves



# The Changing Context - Globalization

Greater demand and fewer resources

- Tough local competitors in emerging markets
- Legal landscape increasingly complex
  - *Regulatory overload*
  - *Enforcement / penalties*
  - *Cross border data*
  - *Borderless risks at the speed of Twitter*
  - *Blurring of risk boundaries*
- Cost pressures and demand for legal services are both up



- The revenge of geopolitics
- Agility, resilience, and Black Swans

# The good news

New opportunities



New efficiencies, but more complexity

# — All of this is making the GC role harder

- Globalization, innovation and the rise of the T-shaped leader
- Role overload
- From head lawyer to mini-CEO of an international business





# The Framework

## "Hardware"



*Operational aspects (risk, structure, budget, partners, tech)*

## "Software"



*"Softer" aspects (culture, leadership, people)*

## "Constants"



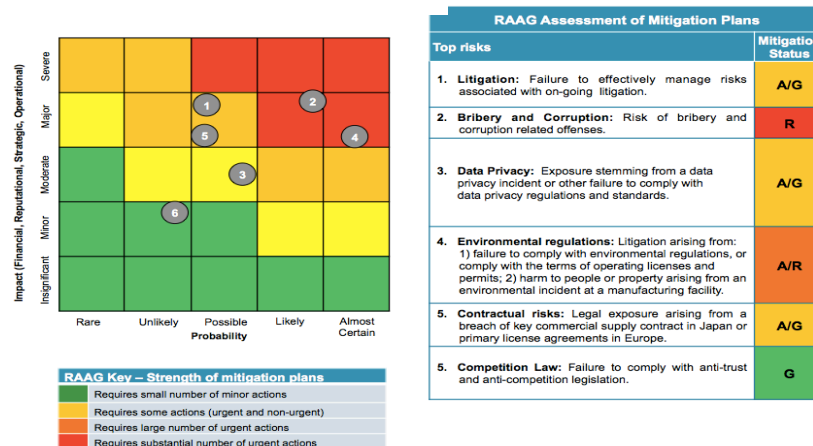
*Strategy and change management*

# Hardware – Risk

Identify core risks and map them

## International Strategy

- Central strategy for principal legal risks
- Locally led strategy for all other legal risks
- Resilience as much as mitigation



## The Three Golden Rules

- Beware of “group think”
- Risk is like a river
- Connect the dots

# Hardware – Org Model

Organize your team around three pillars

## Structure

- **Specialists** at center to cover principal legal risks
- **Generalists** in field to service business partners
- **Legal operations** to drive department efficiency



## Reporting

- **Align** reporting structure with organization's structure

### BUT

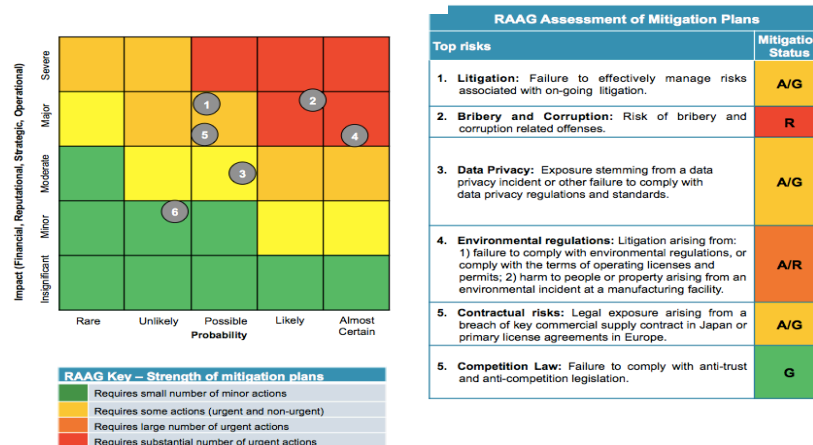
- **Fight** for an integrated, unitary global function (must have)

# Hardware – Risk

Identify core risks and map them

## International Strategy

- Central strategy for principal/material risks (ABAC, sanctions, antitrust, privacy, etc.)
- Locally led strategy for all other risks
- Resilience as much as mitigation

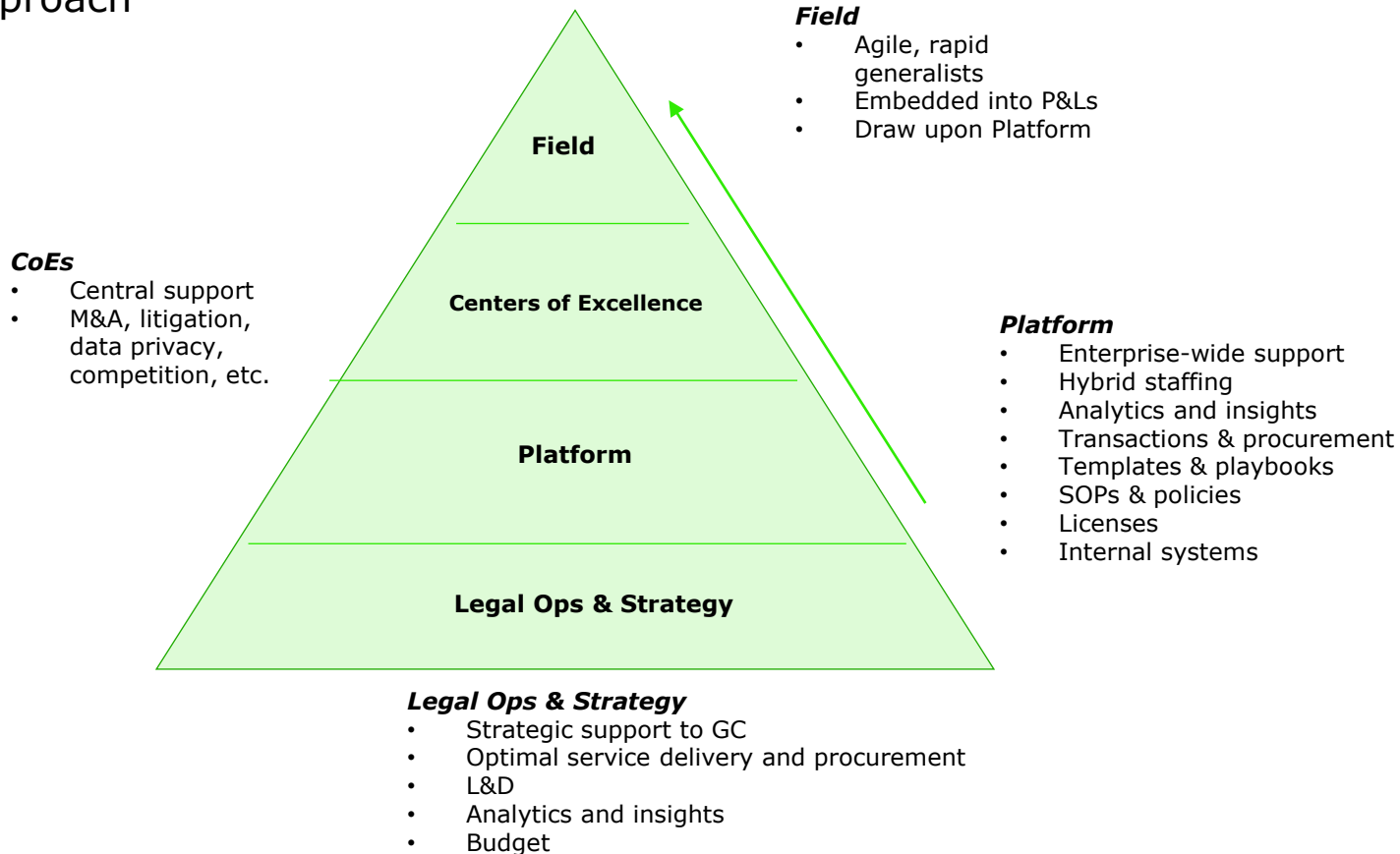


## The Three Golden Rules

- Beware of “group think”
- Risk is like a river
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# Hardware – Org model

Field centric approach



# Hardware - Value overlay

It's about more than money

10-30% Increased revenue  
generation opportunities

25-30% Productivity gains through  
time savings

25-45% Financial Cost Savings

## WORKFLOW

**40-60%**

faster response times to business partners

Expedited triage  
and assignment  
to the right  
resource at the  
right time

Clear visibility  
between internal  
business partners  
and digital  
contracting  
department

Automated  
workflows  
leveraging  
centralized data  
to reduce manual  
processes

## CULTURE

**90-100%**

client satisfaction from exceptional client and  
user experience

Passion for being  
on the leading  
edge of new  
initiatives and  
technologies

Data-driven  
decision making

Collaborative  
"one team"  
mentality across  
internal and  
external partners

## TALENT

**75-80%**

become digital citizens in the first 12 months  
of transformation

Increased team  
versatility  
through new  
ways of working  
and agile training

Viewed as a  
strategic partner  
critical to  
business success

Expanded career  
growth  
opportunities  
through in-  
demand skill  
development

## AUTOMATION & ENABLEMENT

**30-40%**

capacity creation  
through automation

Eliminates routine  
tasks through AI-  
enabled  
self-service,  
triage, and workflow

## DATA & INSIGHTS

**40-50%**

increased speed  
to data-driven decisions

Department and  
enterprise tools  
integrated through a  
central interface

Data aggregated across  
functions to create  
actionable, business-  
focused insights

# Hardware – Partners

## ***Procure strategically***

- *Select through structured process*
- *Large departments: Appoint panels, but respect local market needs*

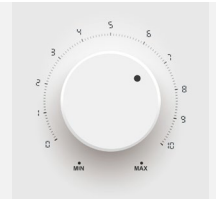
## ***Alternative legal service providers***

- *Hybrid staffing and "surge model"*
- *Leverage full range of offshore, nearshore, and onshore*



## **Dialing up or down with global ALSPs**

- If workflow increases, provider can immediately allocate skilled resources
- If work tapers down, provider can quickly downscale



# Software – Organizational Culture

## What is culture?

- Shared values and beliefs that drive behavior
- Legal vs. company culture
- Beware of sub-cultures

## Influencing culture

- Shape a legacy culture or build a new one
- Hack your culture
- Write it down!

## Make your culture “sticky”

- Hire, fire and reinforce
- Stories and influencers





# Software – Leadership

Leadership skills for global legal leaders

- **Innate curiosity**
- **Communication**
- Results-driven
- Autonomous
- Courageous
- Flexible leadership styles
- EQ
- Grit
- **CQ**



# Software – CQ

Leading people across borders

## **Cultural intelligence significantly impacts global team success**

- Trust
- Directness
- Conflict
- Hierarchy and leadership
- Reasoning
- Familiarity
- Gender roles and expectations
- Humor (watch out!)



## **Global mobility fosters CQ**

- Cost/benefit often not considered
- Be pragmatic – consider short term assignments
- Be sensitive to the professional and personal implications of culture shock

# Software – Cross-Border Alignment

Integrating your global team

## Align and Integrate Behavior

- Establish cross-border working groups
- Be aware of: “rapid English”; analogies; and communication style
- Always be in market - rarely at your desk



# Constants – Strategy

Chart your course

## **Purpose**

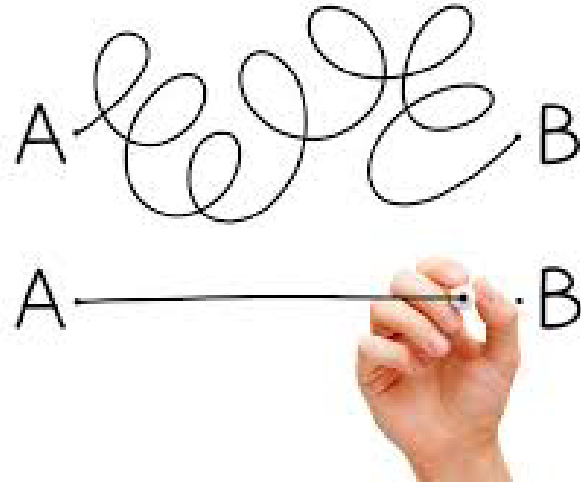
- *Why do you exist?*

## **Mission**

- *What unique capabilities do you bring?*
- *Leverage your global strength*

## **Strategic priorities**

- What specific tools will you use?
- Talent, Process, Technology



**HALEON**

# Introduction

## Haleon

- World-leading, FTSE-20; 100% focused on everyday health.
- +25K employees; 140 markets
- Leading brands built on science, innovation and human understanding

9

Power Brands



Local Strategic Brands



- **Oral Health:** Specialist oral health.
- **Respiratory:** Cold & flu, nasal decongestant, and allergy.
- **Pain Relief:** Pain relief and inflammation reduction.
- **Vitamins, Minerals & Supplements:** Leading brands to improve everyday health and wellness.
- **Digestive and other:** Digestive, skin, smoking cessation

# Constants – Change

## Seven lessons

1. **Start with “why”**
2. Change is natural
3. **Change is emotional**
4. Anticipate reactions
5. Never look back
6. **Change is opportunity**
7. **Focus on what you control; don’t worry about rest**



# Hardware – Technology

## Five steps to success

### **Purpose**

- Reason you exist

### **Identify Core Problems**

- What problems are you trying to solve?

### **Design Principles**

- If you were a business, what company would you be?

### **Operating Model**

- What should your architecture look like?

### **Manage the Change**

- Recognize the deep impact of change and manage through it systematically as you implement

