

- 2... Building a Better Team: Chief Legal Officers as Talent Management Leaders
- 4... ACC News
- 5... NEO CHAPTER NEWS
- 7... Meet Chaundra Monday
- 7... And the winners are....
- 7... Welcome New (and Recently Renewed) Members!
- 8... Board Members and Contacts

FOCUS

President's Message

Jennifer Miller



Dear Northeast Ohio Chapter Members:

It's hard to believe we're already a quarter of the way through 2018!

Our Chapter continues to refine, expand and enhance opportunities for our members to earn CLE credits, network with each other and to mentor the next generation of in-house attorneys.

But we can't do it alone.

In this spirit, we are working on a survey to assess member satisfaction and better understand how we can improve your member experience. As part of that survey, we'd like to understand whether members have interest in learning more about the Board through committee participation. Board interaction is a great way to get involved with the ACC NEO community, enhance your resume, and develop your leadership skills while you're at it!

Understanding members needs will be mutually beneficial: our members can shape the events and opportunities available to them and ACC NEO can begin grooming its future Board members.

And speaking of member experience, we know that we have some work to do with regard to how we welcome and onboard new ACC members, which is why we've included a one-page infographic ("The Right Stuff") in this issue. We are also planning a New Member Welcome Reception after one of our upcoming CLEs and look forward to seeing all of you there.

In the longer-term, we are collaborating with our colleagues at ACC's international HQ to develop a more formalized new member onboarding program that fits best with our own unique chapter culture.

In 2018, we also continue to encourage our members to speak up, literally! Our law firm sponsors and partners are often looking for in-house attorneys to join the firm's CLE as speakers or panelists. In this spirit, members are invited to submit article ideas they would like to author for possible inclusion in a future FOCUS issue.

Please send your speaking topics and/or article ideas to neoh@accglobal.com so we can add you to our list of available presenters.

We look forward to hearing from—and seeing—you soon!

Regards,

Jennifer Miller

2018 Chapter President

ACC Northeast Ohio Upcoming Events

May 17

CLE, sponsored by Vorys, Sater, Seymour and Pease

June 21

CLE, sponsored by Frantz Ward

June 28

Summer Social, sponsored by Jackson Lewis

July 19

CLE, sponsored by Buckingham, Doolittle & Burroughs

August 16

CLE, sponsored by Thompson Hine

September

- CLE, sponsored by Fisher Phillips
- Fall Social, sponsored by Vorys

Please visit our chapter's site at acc.com/chapters/NEOH for a calendar of all upcoming events.



Building a Better Team: Chief Legal Officers as Talent Management Leaders

By Ramsey Robert Saleeby

The role of the Chief Legal Officer (CLO) is ever expanding with increased responsibility for both legal and business functions. However, as CLOs secure and maintain their seats at the executive and board tables, it is imperative that they continue to assess and develop the talent of their legal departments. Talent management and development remains high on the priority list for legal departments of all sizes because it plays an integral role in the efficiency and longevity of the department.

Assessing Talent in a Legal Department

Before venturing to explore strategies for developing talent within a legal department, CLOs must assess the department's current talent landscape. After all, it would be impossible to determine the needs of a legal department before first determining the status quo. There are a number of strategies for talent assessment, and CLOs must adopt a methodology that best suits their department. However, irrespective of the exact approach, it is important that it be proactive in nature. A proactive approach is demonstrated by having direct involvement in assessing talent, rather than waiting for deficiencies in skills to surface. This approach allows legal departments to assess whether they require new hires to fill in skill gaps or whether to develop current staff. Further, a proactive approach, although time consuming and sometimes costly, enables a more efficient realization of department strategy.

Internal Methodical Assessments

Internal assessments are critical in measuring the performance of each member of the legal department. One approach mentioned at the 2017 ACC Annual Meeting CLO Roundtables (Roundtables) involved implementing an evaluation comprised of an objective



nine-block assessment. The assessment identified “star performers,” mid-level performers who require professional development to fill in skill gaps, and lower-end performers. Interestingly, star performers are sometimes lulled into a sense of a security and dropped to mid-level performers. Further, some mid-level performers are motivated to learn new skills that empower them to become star performers.

Another approach of note discussed at the Roundtables is defining roles in three dimensions. The first dimension is organizational or functional. This involves identifying technical expertise, for example, litigation or intellectual property. The second dimension involves identifying skills that align with the department's strategic outcomes, such as the implementation of artificial intelligence to boost productivity. The third dimension involves assessing other skills that the team may require, such as a second language or leadership experience. This approach offers both an objective and subjective approach and lends itself to legal departments of all sizes.

Partnering with HR

Another approach to assessing talent involves partnering with the human resources department. CLOs can collaborate with HR to conduct personality assessments, for example. The results of the personality assessments would then be taken into consideration when making decisions regarding an individual's role in the legal department's overall strategy. Although this approach does not offer a comprehensive methodology to assessing talent, it can serve as an effective complement to other processes.

Feedback by Internal and External Stakeholders

Although not necessarily methodical, feedback from internal and external stakeholders can be an effective tactic for assessing talent in legal departments of all sizes. Using feedback as an assessment is particularly effective when paired with the methods described above. Feedback from colleagues within the legal department, stakeholders from business units within the organization,

continued on page 3

continued from page 2

and external stakeholders, such as clients, can be collected to help paint a picture of the talent landscape. Some CLOs have asked whether feedback from outside counsel might also be helpful. Generally speaking, this approach may be problematic given that outside counsel may hesitate to provide a complete and candid assessment of performance.

Developing Talent and Filling In Skill Gaps

Once the CLO has successfully mapped the talent landscape of the legal department, the CLO can then begin to manage that talent. One of the largest impediments a CLO will face in this regard is that raised by flat organizations, or departments with very little turnover and a significant legacy staff. This impediment is bolstered with millennials being hired to fill junior positions, while legacy staff, with low turnover, occupy mid to senior level roles.

Furthermore, CLOs must ensure that developing soft skills is a component of their talent development initiatives. One participant of the Roundtables noted that technical expertise was a “given,” and that soft skills were the chief differentiator. In other words, technical expertise is required, but not sufficient, to excel in an in-house legal department.

How can leaders of legal departments develop talent, including soft skills, with little to no opportunity for vertical mobility?

Short-term Projects

Most CLOs attending the Roundtables noted their use of short-term projects to develop talent. These projects were sometimes non-legal in nature in order to develop soft skills and increase familiarity with the various business functions of the organization. One example was creating a team of attorneys from various legal functions to prepare the organization for compliance with the upcoming EU General Data Protection Regulation. This three-month project developed not only technical skills, but also soft skills

by encouraging collaboration within a newly created team. Another participant identified a skilled attorney with poor interpersonal skills and who frequently garnered negative feedback. The CLO created a team of individuals across the organization outside of the legal department led by this attorney. The team was assigned to tackle a non-legal issue. Interestingly, the attorney thrived and feedback from other team members was overwhelmingly positive. These opportunities for short-term, ad hoc projects invigorate the legal team and drive professional development.

C-Suite and Board of Directors

Involving attorneys in C-suite and board activity is another effective tool for talent development. This can include preparing or giving a presentation to board committees or contributing to executive level projects. CLOs at the Roundtable noted that this approach instills confidence in attorneys, offers an opportunity to provide constructive feedback, and exposes attorneys to the skills required for aspiring CLOs.

Rotations/Cross-training

Another method to keep employees motivated and develop talent is the use of rotations and cross-training, whether vertical, lateral, or outside of the legal department. For example, CLOs can move an attorney with real estate expertise to the licensing department. Furthermore, some participants of the Roundtable went so far as to have attorneys work in business functions to expose them to different facets of the business.

A Global Perspective

For those operating within a global legal function and/or an international company, placing talent in regional offices around the world is highly recommended. Exposure to different cultures, environments, and challenges in a deliberate manner is an excellent development tool; however, people mobility and language requirements may be a hindrance.

Moving On

There will be situations in which there are simply no further opportunities for developing a member of the legal department. In a flat organization, in which there is no room for vertical mobility in the foreseeable future, the best option available to a CLO may be to facilitate the transition of that member to a more a senior role in a different organization. This indirectly raises the profile of the legal department as one that goes above and beyond in talent and professional development, thereby attracting top new talent.

Conclusion

There are a number of different approaches that CLOs can employ to assess and develop talent within their legal department. A proactive approach, leveraging both objective and subjective criteria, is critical to ensure the continued success of any legal department.



Ramsey Robert Saleeby is the Assistant General Counsel & Senior Manager of Program Development, with a focus on CLO programming, for the Association of Corporate Counsel (“ACC”). Thank you Joseph Z. Ayanian, Program Development Coordinator, for your research and help in drafting this article.

ACC News

Go Beyond: Becoming an Indispensable Business Advisor

The 2018 ACC Mid-Year Meeting (April 22-24, Denver CO) is designed to arm experienced in-house counsel with the knowledge and insights required to be better business strategists for their organizations. The program focuses on the most pressing challenges and concrete solutions surrounding both contracts and mergers and acquisitions. The entire curriculum is advanced and offers practical guidance to help in-house lawyers do their jobs more efficiently and effectively. Register today at www.acc.com/mym.

2018 ACC Annual Meeting: Early Bird Rates End March 28

The 2018 ACC Annual Meeting, the world's largest gathering of in-house counsel, is scheduled for October 21-24 in Austin, TX. In less than three days you can choose from over 100 substantive sessions to fulfill your annual CLE/CPD requirements, meet leading legal service providers and network with your in-house peers from around the world. Visit am.acc.com for more information.

Drive Success with Business Education for in-house Counsel

To become a trusted advisor for business executives, it's imperative for in-house counsel to understand the business operations of your company. Attend business education courses offered by ACC and the Boston University Questrom School of Business to learn critical business disciplines and earn valuable CLE credits:

- Mini MBA for in-house Counsel, February 26-28, April 9-11, May 8-10 (Los Angeles), June 4-6, September 12-14, and November 7-9
- Finance and Accounting for in-house Counsel, September 5-7
- Project Management for in-house Law Department, November 14-15

Learn more and register at www.acc.com/businessedu.

Are You Conducting Diligence on EVERY VENDOR and Third-party that has Access to Your Systems or Data?

Your vendors are now prime targets for data breaches and small vendors can provide easy access for hackers. Even cleaning crews, HVAC vendors, and food distributors, to name a few, can all lead to data breaches, but are often overlooked in the vendor diligence process. ACC's Exclusive third-party due diligence service should be in your arsenal. Visit www.acc.com/VRS for more information.

Celebrate Pro Bono and Diversity

Have you or someone you know of made great strides in promoting diversity in the legal profession or providing pro bono legal services? Submit your nominations today for the [ACC 2018 Matthew J. Whitehead, II Diversity Award](#) and the [ACC 2018 Corporate Pro Bono Award](#) to have their achievements recognized! You can nominate an individual or organization for either award – self-nominations are welcome – and submit the completed nomination form along with supporting materials to The ACC Foundation, at foundation@acc.com. Deadline for submitting your nomination is May 11.

New to in-house? Are you prepared?

The ACC Corporate Counsel University® (June 20-22, Philadelphia, PA), combines practical fundamentals with career building opportunities, which will help you excel in your in-house role. Come to this unrivaled event to gain valuable insights from experienced in-house counsel, earn CLE/CPD credits (including ethics credits) and build relationships and expand your network of peers. Register at ccu.acc.com.

Just Released: ACC Chief Legal Officers 2018 Survey

The ACC Chief Legal Officers Survey offers an opportunity to get data that supports the imperative for the CLO to report directly to the CEO. Other notable findings include what keeps CLOs up at night, reporting structures, how CLOs view the future of departmental budgets and staffing, litigation and contract workload, and where data breaches and regulatory issues have the greatest impact. Download it today at www.acc.com/closurvey.

Have you considered that you and your professional legal services may be subject to malpractice scrutiny? Legal malpractice lawsuits can happen unexpectedly—even to in-house counsel. If you rely solely on the protection of corporate management liability coverage, your personal assets and reputation could be at risk. It may surprise you to learn that some of your peers have discovered firsthand that risky coverage gaps often exist. Since 1996, the ACC has turned to Chubb to address malpractice issues unique to in-house counsel. Learn more about Chubb at www.chubb/acc.

Whether managing compliance and ethics, obtaining permissions, or organizing your company's licensing agreements, Copyright Clearance Center's (CCC) Education Certificate Program will guide you through the complex world of copyright. ACC members receive a **25% discount** through 12.31.18 with **promo code: ACC2018**. Visit <http://go.copyright.com/acc2018/education> for a complete schedule and advance your copyright knowledge today.

NEO CHAPTER NEWS

We ♥ CLEs

In November, Porter Wright hosted its annual *Legal Ethics & Professionalism* CLE at the Union Club. The engaging group of speakers addressed unique concerns and issues we face as in-house counsel.



For our last CLE in 2017, Taft Stettinius & Hollister and Fisher Phillips teamed up with a 3.0 CLE, *Unconscious Bias in the Workplace and Avoiding Employer Liabilities with Diversity + Inclusion Initiatives* on December 14.



In *Unconscious Bias in the Workplace*, the speaker discussed the basic principles of unconscious biases and their influences on how we think, work and lead. For the second half, *Avoiding Employer Liabilities with Diversity + Inclusion Initiatives*, the panel of speakers explored how focusing on diversity and inclusion initiatives may also inadvertently expose an employer to liability. Afterwards, speakers from both sessions then combined forces to address specific questions that had been submitted by attendees in advance of the program.

A wonderful winter party: 2017 Winter Social at Magnolia, sponsored by Littler Mendelson

At first blush, the storefront for the event venue was a bit deceiving. It was, after all, just a tiny donut shop. Ah, but a secret entrance (password: Littler) took us through a narrow hallway that opened into to a club with a sprawling bar that held court over a dance floor and cozy seating areas.

Many of the 61 attendees—ACC NEO members, their guests and the Littler team—marveled at the space and said that it must be where the Beautiful People spent their evenings socializing when not being used for private events.

No one dared kick up their heels on the dance floor, but guests enjoyed sampling delicious cocktails and delightful small plates of seafood sliders, hummus and more as they caught up with old friends and made new ones, too.

Thank you again to the Littler team for sponsoring and hosting this year's Winter Social. Bravo!



CREDIT: Winter Social images courtesy of mKreative, www.mKreative.com



The Right Stuff

A guide to leveraging your ACC NEO membership

GIVE BACK TO THE UNIVERSE

- Volunteer for one of our pro bono events
- Write an article for our quarterly newsletter
- Inspire law school students to consider an in-house career
 - Join an ACC NEO Committee

EXPAND YOUR NETWORK

- Schmooze with fellow members at one of our Chapter socials, charity events or career development seminars
- Attend a RoundTable, an informal forum for members to discuss work challenges with each other

BE A STAR

- Attend any of our 12+ CLEs, FREE to ACC NEO members
 - Go to ACC's Annual Meeting, held every October
- Working on a new legal document and want to see some examples? Tap into ACC's extensive online resources

BLAST OFF!

Be sure to complete your ACC member profile and set up your username/password to ensure you have access to ACC's full buffet of online resources



START HERE!

Graphics courtesy of www.flaticon.com



Meet Chaundra Monday

ACC NEO member Chaundra Monday has quite an impressive resume: The Senior Contracts Counsel for Progressive

Insurance holds a BA in Electrical Engineering from Harvard University and her JD from Columbia University.

Right out of Harvard, Chaundra worked as a business analyst. Two years later, she headed to New York to go to Columbia Law School and took a law firm associate position after earning

her JD. In 2014, Chaundra crossed over to the in-house side when she joined GE Lighting as Commercial Counsel. She had been promoted to Counsel by the time she left in March 2017 for her current role with Progressive.

A licensed attorney in Ohio, Chaundra regularly makes time to do pro bono work, mentor students and serve on the boards of area organizations. She took a few moments away from her busy schedule to answer a few questions on her ACC NEO membership experience so far:

Q: Have you always been in-house counsel throughout your professional career?

No. I began my legal career as a litigator at a firm in town, and I was looking for a change after more than nine years of doing that work.

I wanted to move from a world of disputes about commercial transactions into a world of helping the transactions come into fruition from within a company. I was able to do that, and I now devote my practice largely to corporate contracts at my company.

Q: Why did you join ACC NEO? I was recruited to join ACC NEO by a colleague. I was drawn to the organization because having access to a network of colleagues working on similar issues in the legal community throughout the region is invaluable. I also think the CLE programming is top notch.

Q: What has been your favorite ACC NEO CLE or event so far? The Summer Social was very enjoyable!

And the winners are....

In 2017, we asked our members to help recruit new members to our chapter and for each new one, we'd award them with a \$25 Starbucks gift card. We'd like to recognize the individuals who stepped up to the challenge.

The following people each introduced TWO new members to ACC NEO:

Saber Williams VanDetta, Progressive Insurance

Dagmar Fellowes, Progressive Insurance

The following people each introduced ONE new member our Chapter:

Kelly Albin, Sherwin-Williams

Gail Cudak, Retired

Megan Gambrel, ReliabilityFirst

BUT WAIT, there's more! One of these lucky members' names will be drawn for a grand prize (\$250 Amazon gift card) at our upcoming New Member Welcome reception.

Welcome New (and Recently Renewed) Members!

Mary Adams

Kelly Albin

Charles Billington

Justin Cernansky

Adam Cornett

Elizabeth Dellinger

Andy Fordham

Bernardo Galavis

Sean Ryan Hartong

Karl Hauber

Leslie Hines

Joyce Horrana Da Silva

Kelly Hoy

Laura James

Heejin Jun

Sandra Kelly

Sarah Lang

Gabrielle Lorenzo

Michelle Neiman

Jason Perdion

Irina PSimer

Michael Puterbaugh

Barbara Sanchez

Melissa Skilken

Alison Swift

Mark Thompson

Joseph Waters

Patricia Weisberg

Matthew Weisenburger

David Welty

Board Members and Contacts

President

Jennifer L. Miller

Corporate Counsel
Hyland Software

Vice President/President-Elect

Jeffrey Lauderdale

Trial Counsel & Global Group Counsel
Lubrizol Corporation

Secretary

Bruce Martino

Associate Legal Counsel
GOJO Industries, Inc.

Treasurer

Kelly Albin

Corporate Counsel
The Sherwin-Williams Company

Board of Directors

Zoë Carlisle

Assistant General Counsel
The Progressive Group of Insurance Companies

Don Herbe

Corporate Attorney
Park-Ohio Industries, Inc.

Shelly Hillyer

Director-Compliance, Risk and Insurance Management and
Assistant General Counsel
Cliffs Natural Resources

Jason Hollander

Vice President, Associate General Counsel
Diebold Nixdorf

D. Russell Hood

Vice President, General Counsel & Secretary
Bendix Commercial Vehicle Systems

Dena M. Kobasic

Assistant General Counsel
PolyOne Corporation

Mark A. McClendon

Vice President & General Counsel
CCL Industries

Norma Jeanne Mudry

Counsel
ABB, Inc.

David G. Slezak

Vice President, Chief Legal Officer, and Corporate Secretary
Affordable Care LLC

Ellen Stein

Assistant General Counsel
Kichler Lighting

David M. Stringer

Associate General Counsel
The Progressive Group of Insurance Companies

Lisa M. Yerrace

Senior Legal Counsel
Jo-Ann Stores

Executive Director

Betsy Keck

216.333.3008
neoh@accglobal.com



Betsy Keck
Executive Director
2195 Cranston Road
University Heights, Ohio 44118

Recognitions

We'd like to thank our 2018 sponsors for supporting our chapter's educational and social programming:

Signature Plus

Frantz Ward

Jackson Lewis

Littler Mendelshon

Vorys, Sater, Seymour and Pease

Gold

Buckingham, Doolittle & Burroughs

Fisher Phillips

McGlinchey Stafford

Silver

Baker Hostetler

Brouse McDowell

Porter Wright

Squire Patton Boggs

Thompson Hine

Pearl

Donnelley Financial Solutions