

mcmillan

# Road Map to Transformation

Women General Counsel  
Canada Conference 2023

| February 8, 2023



WOMEN GENERAL  
COUNSEL CANADA 

Conference will  
begin at 10:30am.  
Please standby.

# WGCC 2023: Welcome and Opening Remarks



**Clare Smith**  
2023 Conference Co-chair

General Counsel,  
PepsiCo Beverages Canada



**Ratika Gandhi**  
2023 Conference Co-chair

Head of Legal and Compliance,  
Corporate Secretary, Alcon Canada Inc.

# WGCC 2023: Agenda



- **Keynote Presentation: Paula Pepin**

*Transforming the General Counsel Office:  
Where Do You Start, What You Should Know*

- **Panel Discussion: Ratika Gandhi, Cinda Serianni & Julie Han**

*Transforming the General Counsel Office:  
The Good, the Bad and the Ugly*

- **Closing Remarks: Clare Smith & Ratika Gandhi**

- **Lunch and Networking**

# WGCC 2023: Keynote Presentation

**Transforming the General Counsel Office:** Where Do You Start, What Should You Know



**Paula Pepin**

Founder + CEO, LexGO



# Roadmap to Transforming Your Legal Department

PARTNERS IN YOUR  
TRANSFORMATION

LEXGO

# A little bit about me

## Paula Pepin

Former GC, Founder of LexGO, Certified Professional Coach



Proud mom of two young boys. Strong advocate to women in leadership positions & mental health in the legal profession

Legal and HR Executive with 20+ years of experience leading organizations through scale, transformation and hypergrowth.

Passionate about linking business operations, strategic execution and in-house legal strategy.

Mentor and coach to General Counsel and ambitious in-house lawyers to become legal leaders

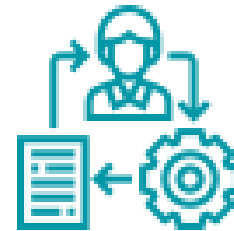
“A goal without a plan is just a wish”

# What is Transformation ?

Transformation is a **fundamental change** in :



People



Process



Technology

“Legal transformation is the term used to describe the re-imagining of the **structure**, **working style**, and **value** that in-house Legal teams provide to the business.”

# How much are legal departments spending on transformation?

The level of focus on transformation initiatives varies widely by company size. In general, the larger the company, the more investment is dedicated to improving litigation and investigation performance. Half of participants representing small companies with under US\$1 billion in revenue reported not having dedicated any investment on transformation initiatives. Just seven percent reported a significant amount of focus. On the other hand, just nine percent of large companies (\$US10 billion +) indicated that they had not focused on transformation at all while two-thirds dedicated some or a significant amount of investment in transformation.

## BY COMPANY REVENUE



**Source:** ACC Trends in Legal Transformation and Technology Report

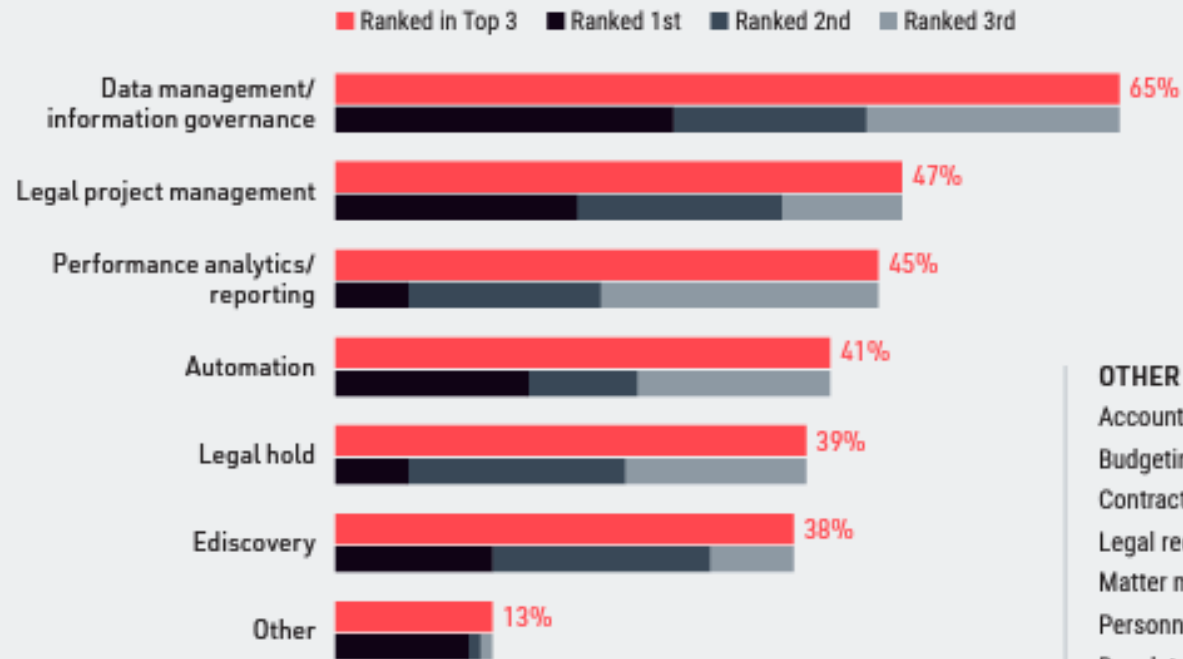


# What projects do they focus on ?

Top transformation initiatives undertaken

LEVELS 3 & 4

30%  
of departments



## OTHER INITIATIVES TAKEN

- Accounting system integration
- Budgeting and finance
- Contract management
- Legal recoveries
- Matter management
- Personnel
- Regulatory compliance
- Training

*Asked only to those departments with significant focus on transformation – levels 3 and 4. Up to three initiatives selected and ranked in order of importance.*

Source: ACC Trends in Legal Transformation and Technology Report

# My own observations



\* Based on small to medium Canadian legal departments (1-10 lawyers)

# Why is transformation hard for lawyers ?



## Skills

Lawyers generally lack the training required to lead transformation projects effectively. They also prefer doing legal work.



## Time

In-house Lawyers will often struggle prioritizing transformation projects



## Managing Change

Transformation projects require specialized change management skills



## Budget

Budgets are often tight and transformation projects are resource intensive

# What I'm observing across legal departments

The General Counsel leads transformation projects with very little resources (both from a headcount and budget perspective)

Legal departments struggle to articulate the business case around the need for transformation

Transformation projects are not prioritized and not appropriately resourced

Transformation projects in legal departments will often fail

# The GC's role in transformation

“ The General Counsel Must Create a Climate Conducive to Successful Transformation Projects”

01

Voice Support & create a climate that prioritizes continuous improvement & transformation work.



Build a culture of continuous improvement

02

Design a project that is realistic, feasible & build staff engagement by demonstrating their value (internally & to the business)



Design the Project & Build Engagement

03

Help rationalizing workloads to ensure that team members are not forced to trade these projects off for other asks

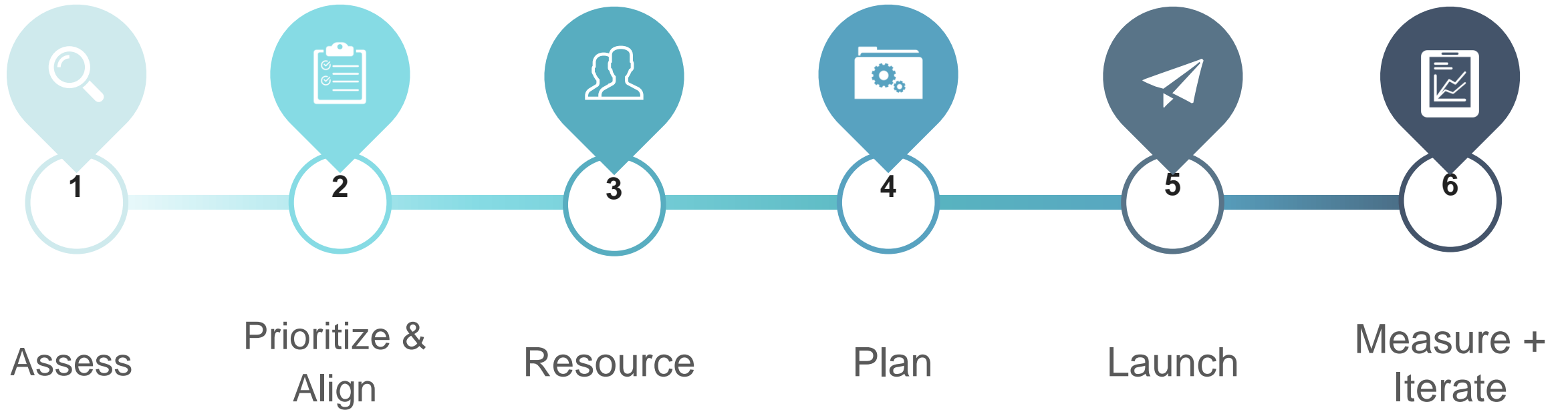


Help Prioritize



# Six Steps to Successful Transformation

# 6-steps Framework



# Step 1 | Assess

Engage your team, define the “what” & “why”, identify your stakeholders

## OUTPUT

Document summarizing all your projects including your what & why

## **Tip**

Define your “why” and the ROI from each stakeholder’s Point of view





# Step 2 | Prioritize & Gain Alignment

Stack rank projects, prioritize them, create a detailed project plan

## OUTPUT

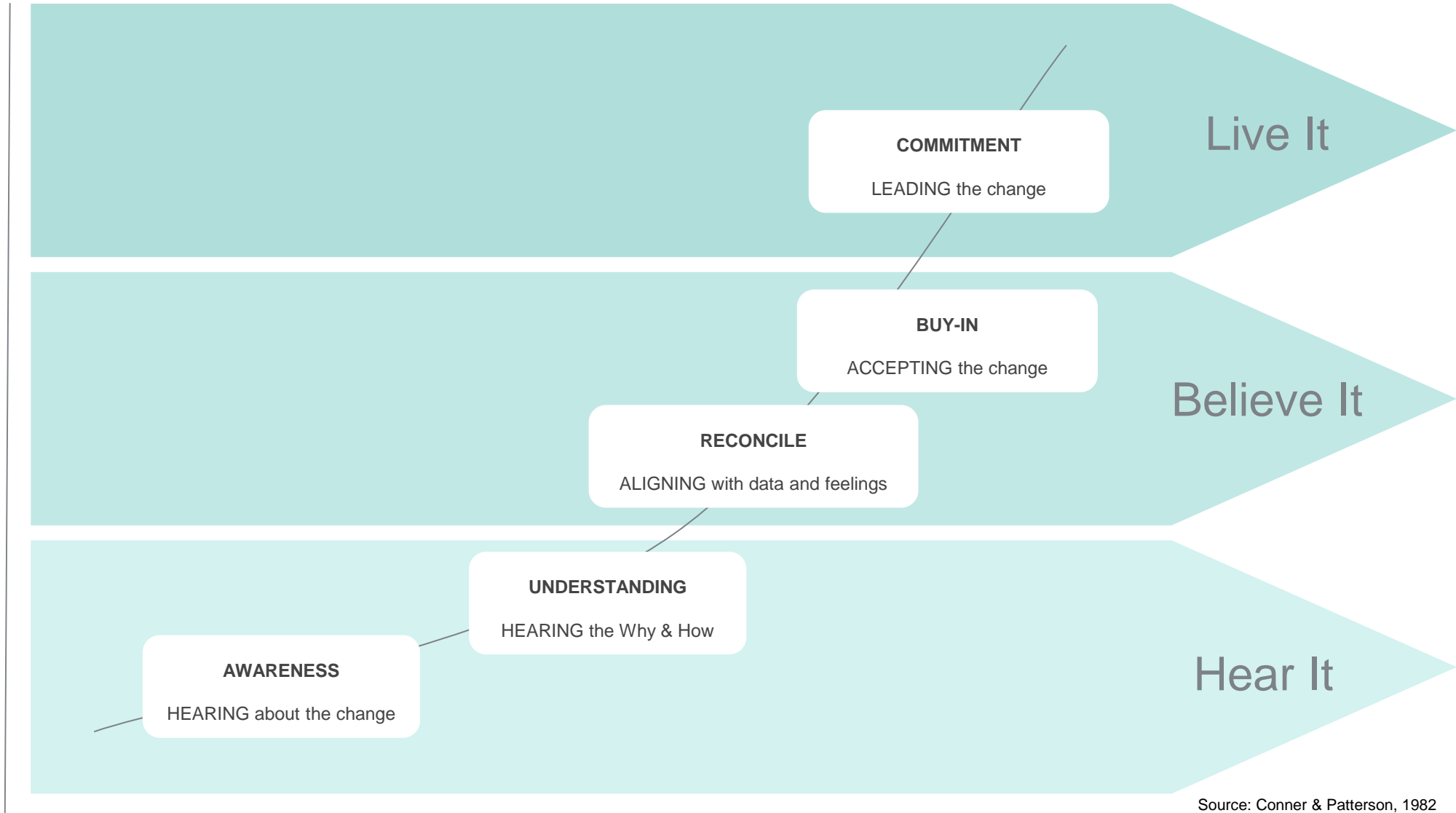
Detailed Project Plan

### Priorities Stack Ranked

	Why	Stakeholders
Priority 1		
Priority 2		
Priority 3		
Priority 4		



# Change Commitment Curve



# Leverage Influence



## Advocates

Engage them in the project  
/ Process

Give them a role on the  
change team

Ask them for input

Have them influence  
“blockers”

Once an advocate, always  
an advocate !



## Detractors

Talk to them about their  
resistance / how you can  
manage or address it

Give them a role on the  
change team (outnumber  
them with advocates)

Prepare for their objections

Decrease their influence

# Step 3 | Resourcing

Create a resourcing plan. A transformation project without a proper resourcing plan is likely to fail.

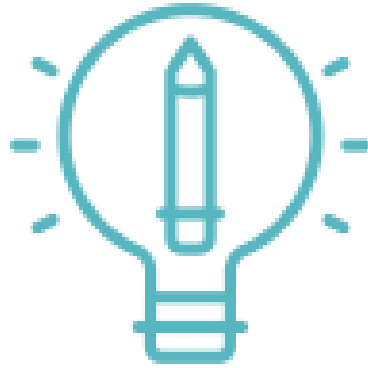
## OUTPUT

Short & long term resourcing plan including budget for each

	<u>Role</u>	<u>Costs</u>
<b>Contractor</b>	Ops, cadence	\$10,000/month
<b>Advisor</b>	Strategy	\$3,000/month
<b>Internal Biz resource</b>	Overall support	\$0



# Creative Resourcing



Internal biz  
resources

Short-term  
contractors

Advisors &  
Consultants





Operations  
People

# Step 4 - Finalize Plan

## OUTPUT

**Detailed** Project Plan with owners, timelines, status

### Project Plan

	Why	Stakeholders	Owner	Start / Finish	Status
Priority 1					
Priority 2					
Priority 3					
Priority 4					



# Step 5 - Launch



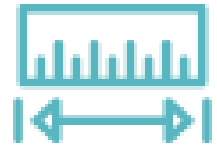
Work out  
Loud !

## OUTPUT

Communication plan for launch & ongoing updates to stakeholders



# Step 6 - Measure & Iterate



Assign Project Manager

Hold regular cross-functional meetings with stakeholders

Review input + iterate

## OUTPUT

Meeting cadence with detailed agenda







# Final Tips

# Final Tips

## Don't do this alone !



**Find your  
Internal Allies**



**Setup a cross-  
functional  
working group**



**Rely on peers &  
advisors**



**Build  
momentum &  
cadence**

“Transformation success depends on giving lawyers the right tools and support as well as ensuring they have the skills and capabilities they need for transformation.



“The secret to getting ahead is getting started.”

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**LEXGO**

# WGCC 2023: Panel Discussion

## Transforming the General Counsel Office:

Where Do You Start, What Should You Know – the Good, the Bad and the Ugly



**Julie Han**  
Moderator

Partner, Project Finance and P3,  
McMillan LLP



**Ratika Gandhi**  
Panelist

Head of Legal and Compliance,  
Corporate Secretary, Alcon Canada Inc.



**Cinda Serianni**  
Panelist

Associate General Counsel,  
Gilead Canada

# WGCC 2023: Thank You and Closing Remarks

Survey:



## WGCC Conference Planning Committee



**Ratika Gandhi**

Head of Legal and Compliance, Corporate Secretary, Alcon Canada Inc.



**Karyn Sullivan**

Chief Counsel, Canada Mondelēz International



**Erica Zarkovich**

Senior Vice President, Government Markets at LifeLabs



**Cinda Serianni**

Associate General Counsel, Gilead Canada



**Clare Smith**

General Counsel, PepsiCo Beverages Canada



**Corinne Pruzanski**

Former General Counsel and Corporate Secretary, CAPREIT