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Issues & Dilemmas for General Counsel

The Evolving Role of the General Counsel

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The Evolving Role of the General Counsel

- ***Trusted Business Adviser to CEO and Managing Directors***
- ***Independent Legal Adviser to the Board – Whistleblower***
- ***Accountability for all legal services provided to the Company***
- ***Manager of a Business – Budget***
- ***Manager of People***
- ***Director?***

Can these responsibilities be credibly balanced?

How do we achieve balance?

- ***A Culture of Integrity and Openness – it is ok to make a mistake***
 - ***Attracting and retaining great people – who preferably know more than you do!***
 - ***Effective Governance and Management communication lines***
 - ***Business Alignment through Service Plans***
 - ***High value work of strategic importance being insourced***
 - ***Being clear on what work will always be outsourced***
 - ***Setting team goals annually and monitoring performance***
 - ***Clear and concise policies to manage conflicts***
 - ***Management of the Legal budget and discretion to outsource legal work***
 - ***Receive regular and ongoing performance information***
- GREAT PEOPLE WITH VALUES ALIGNED TO ANZ NATIONAL'S CORPORATE VALUES***
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The Key to Attracting Great People

- ***Listen to your team***
 - ***Diversity – Understand the team’s current skills well and look for others who will add to that skill base***
 - ***Remunerate at market***
 - ***Get the right people doing the right roles***
 - ***Give each person areas of principal accountability and responsibility***
 - ***Personal Development and Career Plans***
 - ***Regular development discussions***
 - ***Actively manage underperformers***
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How Can External Advisors Help?

- ***Get to know us, our people, our business and our values***
 - ***Make sure you have clarity around the purpose of the job, the required time and cost***
 - ***Deliver***
 - ***Don't be afraid to be proactive – it is always appreciated***
 - ***If the cost is likely to change then give an early warning to give us the choice as to how we want to progress***
 - ***Use your marketing machine strategically***
 - ***Reciprocity can be important***
 - ***Provide resources where we don't have our own***
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