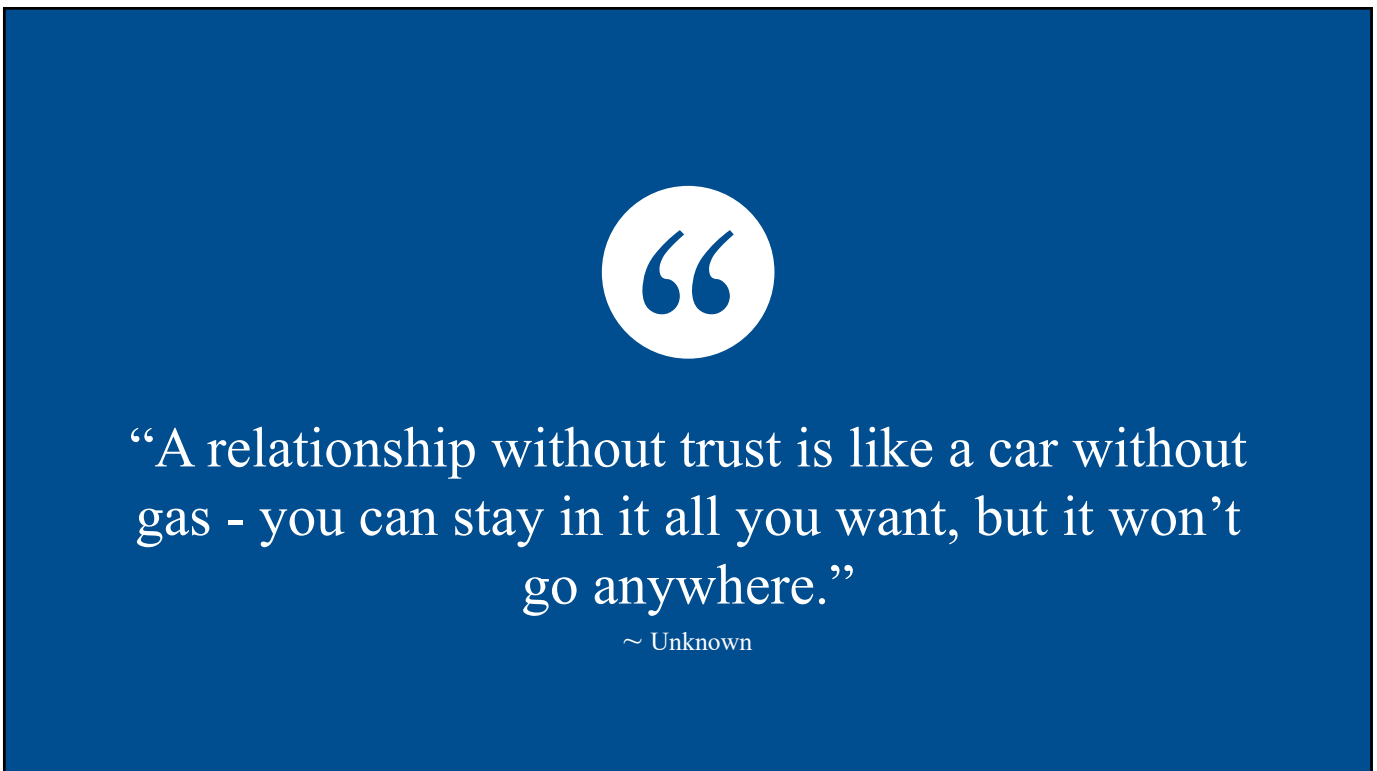




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Presenters

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Building Credibility

Understanding your organizations
business model, culture and priorities.

Relationships

Developing and strengthening
relationships.

Actionable Legal Advice

Providing clear, practical advice that is
solutions oriented and addresses risk.

Navigating Difficult Conversations

Knowing when to say “no” but providing
alternatives

Hypos / Group Activity



TRUST

Building Trust

Developing Trust and Rapport is key
to success as in-house counsel.

Building Credibility

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Building Credibility

Blueprint for Understanding Your Organization

1. Understanding The Business

What can you do to lay the foundation prior to starting your role?
How do you learn the organization's business model?



2. Mission & Culture

How do you go about learning the mission and culture of the organization?



3. Priorities & Pain Points

What are the organization's priorities and pain points?



4. Key Contacts

How do you identify and develop relationships with key contacts?
Who do you try to meet - Legal, Business teams, Leadership, Finance, Government Relations?
Virtual v. in person?



5. Internal & External Resources

How do you leverage resources both internally and externally?
Creating contacts with professional associations, trade associations and other similar organizations?



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Legal as a Connector



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Legal as a Connector

Strengthening Cross-Department Relationships

1. Active Listening

Improves understanding and builds trust



2. Transparency

Position legal as a supportive partner



3. Cross-Functional Engagement

Identify operational needs and anticipate risks



4. Internal Team Building

Building your “team” to ensure supportive culture in Legal Department



5. Regular Check-Ins

Strengthens rapport and fosters proactive problem solving



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Delivering Practical Legal Guidance

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Delivering Practical, Business-Focused Legal Guidance

1. Translate Legal Jargon

Improves clarity and decision-making



2. Understand Business Goals

Ensure advice takes into account business objectives



3. Understand Risks

Identify legal risks/analysis. Consider other business, reputational, and external risks.



4. Early Involvement

Develop rapport that allows for early Legal engagement – helps prevent “crises” and enables proactive solutions



5. Identify Legal v. Business Issues

Understand role of Legal; and whether issue is truly a legal v. business issue



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Navigating Difficult Conversations

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Navigating Difficult Conversations

Clarity and Confidence

1. Explain Reasoning Clearly

Builds understanding and trust



2. Offer Alternatives

To the extent practical, offer alternatives
This positions Legal Department as solutions-oriented



3. Use Plain Language

Enhances clarity and reduces confusions



4. Acknowledge Business Goals

Demonstrates alignment and empathy



5. Maintain Collaborative Tone

Preserves partnership during difficult conversations



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Hypotheticals



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Hypothetical #1



- You have just joined a 3 to 5 person Legal Department at a fast-growing start-up medical device company. The company develops software solutions for AI-assisted diagnostics. Although you have a strong legal background, you have never worked in the medical device industry.
- Your portfolio will include:
 - Clinical contracting (e.g., clinical trial agreements, investigator agreements, data use agreements)
 - Fraud and abuse counseling (AKS, Stark, beneficiary inducement, off-label risk considerations)
- Leadership expects you to “hit the ground running,” but the environment is fast-paced, and the business teams are still maturing in terms of process discipline and regulatory awareness.

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Hypothetical #1 (cont'd)



- Develop a plan for how you will:
 - **Build rapport** with internal clients, including clinical operations, product development, compliance, and senior leadership.
 - **Establish substantive credibility** in an industry that is new to you.
- What do you do within:
 - Your first 30 days
 - Your first 6 months

Hypothetical #2



- You are the General Counsel of a major hospital system. Leadership wants to acquire a large specialty physician practice (~55 physicians) that holds significant local market share. The practice is also being courted by your chief competitor.
- Internal Dynamics:
 - CEO: Strongly supports the acquisition for strategic and competitive reasons.
 - CMO: Skeptical—concerned about clinical alignment, compensation integration, and public optics of consolidation.
- Regulatory Risk: State AG and FTC have recently scrutinized hospital–physician practice deals in similar markets.
- Business team is pushing for speed; competitor may acquire the group if you don't.

Hypothetical #2 (cont'd)



- Your task – Develop a clear path forward in next 2 weeks:
 - How do you navigate the conflicting executive viewpoints?
 - How do you assess and communicate about potential legal exposure?
 - Do you recommend risk-mitigation strategies or alternative structures?