

# Contents

	<b>INTRODUCTION</b>	<b>1</b>
<b>1</b>	<b>ESTABLISHING AN IN-HOUSE LEGAL TEAM</b>	<b>3</b>
	Rationale .....	4
	Management commitment.....	4
	Pitfalls.....	5
	A suggested starting point .....	6
<b>2</b>	<b>GETTING THE BALANCE RIGHT BETWEEN IN-HOUSE AND EXTERNAL RESOURCES</b>	<b>11</b>
	Resources in the business .....	13
	Resources in the legal department .....	15
	The importance of visibility and dialogue.....	18
	Networking and benchmarking .....	19
	Hard times: Richard Norman .....	20
<b>3</b>	<b>ALIGNING LEGAL SERVICES WITH BUSINESS NEEDS</b>	<b>23</b>
	Client allocation and care .....	24
	Managing legal risk .....	26
	The gulf between business and law .....	28
	Adapting to change .....	29
	Reporting lines and corporate governance .....	29
	Strategic alignment for legal departments .....	30
<b>4</b>	<b>SUPPORTING THE COMPLIANCE EFFORT</b>	<b>33</b>
	The challenge of combining the roles .....	34
	Genuine compliance vs lip service.....	36
	Preferred approach .....	36

<b>5</b>	<b>STAFFING THE LEGAL SERVICE</b>	<b>37</b>
	Recruiting .....	38
	Induction and integration .....	39
	Letting go.....	40
	When legal departments merge: Richard Norman.....	41
<b>6</b>	<b>ESSENTIAL ELEMENTS FOR PERFORMANCE – MOTIVATION AND CAPABILITY</b>	<b>45</b>
	Access to legal materials.....	47
	Distilling and sharing know-how .....	48
	Support staff.....	48
	Business integration and acumen.....	49
	Internal communication and processes .....	50
	Work environment and resources .....	53
<b>7</b>	<b>DEVELOPING THE IN-HOUSE TEAM</b>	<b>55</b>
	Coaching and training .....	56
	Managing performance .....	57
	Competency and skills development .....	58
	Competency profile .....	59
	Team work .....	61
<b>8</b>	<b>RAISING LEGAL AWARENESS</b>	<b>63</b>
	Developing programmes .....	64
	Methods of delivery.....	65
	Appetite and capability .....	66
<b>9</b>	<b>WORKING WELL WITH EXTERNAL ADVISERS</b>	<b>67</b>
	The role .....	68
	Selecting and appointing .....	70
	Reinforcing the relationship.....	72
	Taking a secondee from a law firm .....	73

<b>10 WHAT NEXT?</b>	<b>77</b>
Should you actively seek greater responsibilities? .....	78
Unrelenting pressure to keep costs down or to cut them .....	79
What pressures from our teams?.....	79
What do we need to change? .....	80
Some concluding thoughts: Richard Norman.....	81
And finally .....	82
 <b>BIBLIOGRAPHY</b>	 <b>83</b>
 <b>USEFUL RESOURCES</b>	 <b>83</b>
 <b>APPENDICES</b>	 <b>85</b>
Appendix A: Checklist for effective management of legal services.....	86
Appendix B: Managing and Developing Yourself.....	90
Appendix C: Strategy for legal services.....	93
Appendix D: Designing, introducing and sustaining a competition compliance programme .....	98
Appendix E: Induction programme for new recruits .....	102
Appendix F: Legal assistant expectations .....	107
Appendix G: Tips for business integration .....	112
Appendix H: Appraisal tips .....	115
Appendix I: Developing competencies.....	116
Appendix J: Requests for proposal (from law firms).....	118