



905 Management/Career Development for In-house Lawyers

N. Cornell Boggs III
Chief Legal Officer & Group Vice President, Public Affairs
Coors Brewing Company

Kathleen K. Lind
Vice President & General Counsel
Heffernan Insurance Brokers

Clement H. Osimetha
Director, Legal Resources
Mary Kay Inc.

Raul E. Tellez
Senior Corporate Counsel
Great American Insurance Co.

Peter M.O. Wong
General Counsel and Corporate Secretary
LeapFrog Enterprises, Inc.

Faculty Biographies

N. Cornell Boggs III

N. Cornell Boggs, III is chief legal officer and group vice president of public affairs for Coors Brewing Company in Golden, Colorado. He is responsible for legal, government affairs, corporate communications, alcohol responsibility, and water and natural resources.

Mr. Boggs has an impressive mix of public and private sector experience and a notable track record, from his years as a trial lawyer for the U.S. government to corporate legal positions with some of the Fortune 500's top high-tech, consumer goods, and bio-tech companies. Prior to joining Coors, Mr. Boggs served as vice president and general counsel for Tyco Plastics and Adhesives. Earlier in his career, Mr. Boggs served as associate general counsel with Anheuser-Busch, where he was lead commercial law counsel for the corporate engineering, purchasing, marketing, and distribution groups. Mr. Boggs also previously served as Americas regional counsel for Intel Corporation and assistant general counsel with Monsanto Company. Mr. Boggs began his career with an earned appointment to the honors program with the U.S. Department of Justice, a prestigious litigation opportunity in which he represented the interests of the United States in court.

Mr. Boggs was featured on a cover of Corporate Counsel magazine as part of its annual list of 10 promising lawyers who can be expected to head the legal functions of leading U.S. and international corporations. Active in the legal community, Mr. Boggs serves on the boards of directors of Valparaiso University and the Minority Corporate Counsel Association. He is past co-chair of the ACC's Law Department Management Committee.

Mr. Boggs earned his undergraduate and law degrees from Valparaiso University in Indiana.

Kathleen K. Lind

Kathleen K. Lind is vice president and general counsel of Heffernan Group comprised of retail, commercial and wholesale broker services, risk alternatives, third party claims administration, and an accommodating broker dealer. Heffernan Group is headquartered in Walnut Creek, California and consistently makes the top ten in the "best places to work" in the Bay Area. Her responsibilities include strategic business initiatives, business commercial transactions, corporate formation and governance, mergers and acquisitions (M&A), insurance coverage and claims evaluation, and labor and employment.

Prior to joining Heffernan Group Ms. Lind was associate general counsel for LSI Logic, responsible for M&A, complex intellectual property transactions, labor and employment, and stock administration. Previously she served as vice president and general counsel for American Protective Services, Inc. (now merged into Securitas) where she led a legal team of 15 handling the affairs of \$500 million in revenue, 70 branch offices, and 16,000 employees. Previous to her legal career she founded several companies one being a private commercial construction company, which billed \$30 million in peak years.

She currently serves as a member of ACC, the Counsel for Agents & Brokers (located in Washington DC); is a member of the Contra Costa Bar Association.

Ms. Lind received her B.A. from California State University in Hayward, and her J.D. from Golden Gate University, School of Law.

Clement H. Osimetha

Clement H. Osimetha is the director, legal resources - international at Mary Kay Inc. in Addison, Texas. In this position Mr. Osimetha oversees the provision of legal support services for Mary Kay's international subsidiaries and business in over 30 countries outside the United States. His current responsibilities include supervising the legal team responsible for supporting the company's international operations in the areas of trade, direct selling, real estate/facilities, contracts, litigation, and corporate governance. He also oversees the legal aspects of new market evaluation and opening, and a myriad of other miscellaneous matters. Additionally, Mr. Osimetha serves as the key legal liaison between top management of Mary Kay and in-country outside counsel in Europe and oversees that function in the Asia/Pacific and Americas regions. He is currently serving a three-year term on Mary Kay culture committee and is one of the committee's co-chairs.

Mr. Osimetha is serving a second term as a member of the State of Texas Board of Disciplinary Appeals, appointed by the Texas Supreme Court. He is also serving a second term as a member of the executive board of Southern Methodist University's Dedman School of Law. Mr. Osimetha is a fellow of the Texas Bar Foundation and the Dallas Bar Foundation. He is the recipient of Mary Kay's Star of Excellence Award, the J.L. Turner Legal Association's President's Award, and the Distinguished Service Award from the Dallas Association of Young Lawyers.

Raul E. Tellez

Raul E. Tellez is senior corporate counsel for Great American Insurance Company in Cincinnati, Ohio. Great American is a specialty lines insurance carrier and a subsidiary of American Financial Group, Inc., a Fortune 500 diversified financial holding company. Mr. Tellez is responsible for corporate and insurance regulatory matters, vendor relationships, and privacy, information technology, and information security issues.

Prior to joining Great American, Mr. Tellez was vice president and associate general counsel for GE IT Solutions, Inc. While at GE, Mr. Tellez developed and implemented strategic compliance policies and initiatives, and was also responsible for corporate governance, employment law, and litigation matters. Before joining GE, Mr. Tellez served as senior counsel for Eagle Picher Technologies, LLC. Prior to joining Eagle Picher, Mr. Tellez was managing partner at Schuh & Goldberg, LLP.

Mr. Tellez currently serves as the treasurer of the ACC's Southwest Ohio Chapter. Mr. Tellez also serves on the ACC's Law Department Management Committee.

Mr. Tellez received his B.S. from the University of Louisville and his J.D. from the University of Cincinnati.

Peter M.O. Wong

Peter M. O. Wong is the general counsel and corporate secretary for LeapFrog Enterprises, Inc. a leading provider of innovative educational products and related content. LeapFrog designs, develops and markets its own technology hardware platforms and software content and sells them through retail channels worldwide as well as to educational institutions, primarily in the United States. Mr. Wong oversees LeapFrog's legal department, which handles the company's litigation and disputes, manages its global patent and trademark portfolios, licenses technology, content and trademarks, handles compliance with applicable laws and regulations when selling internationally and to U.S. public schools, and manages corporate governance matters.

Prior to joining LeapFrog, Mr. Wong worked for two years at Quokka Sports, Inc., a digital sports entertainment company, most recently as associate general counsel and vice president, corporate development. While at Quokka Sports, he oversaw all securities and corporate governance activities, including managing mergers and acquisitions, merger integration and corporate financing transactions. Prior to that, Mr. Wong worked as a business attorney at Cooley Godward LLP and Howard, Rice, Nemerovski, Canady, Falk & Rabkin.

Mr. Wong received a B.A. from the University of California, Berkeley and graduated from the University of California, Hastings College of the Law.



Overview

- **Leadership Opportunities for Attorneys in a Legal Department**
- **Driving A Successful Career**
- **Maximizing Productivity and Handling Work Overload with Limited Resources**
- **Good Leaders, Good Managers, and Your Strengths**
- **Helping Your Colleagues Realize Their Potential**



Driving A Successful Career

Michael K. Tucker
Vice President & General Counsel
Tyco Engineered Products & Services



Driving A Successful Career

“If you are not driving your own career, no one is.
And chances are the places you will go and the place
you end up at the end of the road that is your career
will not be where you want to be.”

From a mentor of mine when I was seeking to veer off the
career path the company had laid out for me.



Career Management – Keys to Success

- Realistic Self-Assessment
- Focused Short Term and Long Term Goals
- Constant Rebuilding of Support and Information Networks
- Planned Periodic Reviews
- Resilient Determination



Realistic Self-Assessment

- Not everyone can be Johnny Cochran.
- What do you think you do well? What supports those thoughts?
- What skills do you *want* to improve? How will that make you more competitive regarding your goals?



Realistic Self-Assessment

- What qualities, skills or achievements (personal and professional) makes you special or gives you an advantage compared to others? What supports those thoughts?
- What do friends, colleagues, mentors and detractors say are your strengths and weaknesses? Is there general agreement among these groups regarding certain aspects of your talents? Under what conditions did they make their comments?



Focused Short Term and Long Term Goals

- A “void” is a place without goals or measurements.
- Your long term goals are your destinations.
- Your short term goals are your mile markers.
- Long term goals – What do you see yourself doing in your career 3 - 5 - 10 -15 years from now? Why do you want to achieve these goals?
- How do these career goals fit in with your personal/family goals?



Focused Short Term and Long Term Goals

- Map out the steps you think it will take to achieve your various goals. Be specific.
- The steps you describe in years 0 – 3 years are your short term goals.
- Time will pass very fast in the short term; and there will be many distractions along the way. It will be easy to get discouraged or procrastinate.



Focused Short Term and Long Term Goals

- Be flexible, but question your changes.
- It's like a game of golf, yes there are others competing with you that must be accounted for; but your most important competitor is yourself.



Constant Rebuilding of Support and Information Networks

- How well do you market your “Brand”?
- How many marketing mediums do you use (managers, colleagues, special committees, professional organizations, friends, family, community groups)
- In your office, who are the King/Queen makers? Do they know you? If so for what reason? What’s important to them; how can you assist in helping them with achieving their goals?
- Networking is not only about connecting with those who may be able to move your career along; it is also about establishing dependable relationships with people who can give you advise regarding your plans and ideas.
- People change jobs, your plans will change. Your network must constantly change as well.

ACC's 2006 Annual Meeting: The Road to Effective Leadership

October 23-25, Manchester Grand Hyatt



Planned Periodic Reviews

- How many hours a week do you spend investing in your career?
- Don't put your plan on the shelf and look at it only once or twice a year. Pick a regular review period (weekly, bi-weekly, monthly) and check your mile markers.

ACC's 2006 Annual Meeting: The Road to Effective Leadership

October 23-25, Manchester Grand Hyatt



Resilient Determination

- Resilience is the practice of getting back up and continuing after you have experienced a setback.
- There is more art than science to driving your career.



Leadership Opportunities & Managing Work Overload

Peter M.O. Wong
Vice President, Legal Affairs
LeapFrog Enterprises, Inc.



Leadership Opportunities & Managing Work Overload

- Find the Right People
- Know the Business
- Build the Foundation



Leadership Opportunities & Managing Work Overload

	Urgent	Not Urgent
Important	QI	QII
Not Important	QIII	QIV

Source: Stephen Covey, The 7 Habits of Highly Effective People



Good Leaders, Good Managers, and Your Strengths

**Raul E. Tellez
Senior Corporate Counsel
Great American Insurance Company**



Good Leaders

Qualities of a Good Leader:

- Vision
- Initiative
- Energetic
- Persevere
- Execute
- Integrity



Good Leaders (cont.)

- Identify common beliefs, needs, and goals
- Hire managers to execute their vision
- Communicate their vision
- Motivate those they lead to be part of success story
- Show results of their vision



Good Managers

- Implement the vision of their leader
- Select employee's who possess talent they seek
- Recognize employee's individuality and individual strengths
- Align job responsibilities with those strengths to maximize performance
- Define clear expectations
- Praise good performance and show that they care about their employees



Identify Your Strengths

- All of us have unique strengths
- Understand what they are
- Career/Personality Assessment Testing
 - Birkman International
 - Myers-Briggs
 - Motivational Appraisal of Personal Potential (MAPP)
- Align your career with your strengths



Market Your Strengths

- Sell your unique strengths and traits
- Seek opportunities and responsibilities where your strengths will shine
- Don't be afraid to try something new
- Network, network, network – remember the interview process never stops (Strategic Networking)
- **Create Your Brand**



Suggested Reading

- Buckingham, Marcus. *The One Thing You Need to Know* (The Free Press, 2005).
- Buckingham, Marcus. *Now, Discover Your Strengths* (Donald O. Clifton, coauthor; The Free Press, 2001).
- Collins, James C. *Good to Great* (HarperCollins Publishers, 2001).
- Collins, James C. *Built to Last* (Donald O. Clifton, coauthor; HarperCollins Publishers, 1994).
- Daniels, Aubrey C. *Bringing Out the Best in People* (McGraw-Hill, 2000)
- Drucker, Peter F. *Managing for the Future: The 1990s and Beyond* (Penguin Group, 1993)

ACC's 2006 Annual Meeting: The Road to Effective
Leadership

October 23-25, Manchester Grand Hyatt



Helping Your Colleagues Realize Their Potential

Kathleen K. Lind
Vice President & General Counsel
Heffernan Insurance Brokers

ACC's 2006 Annual Meeting: The Road to Effective
Leadership

October 23-25, Manchester Grand Hyatt



Potential

- Innate
- Developed
- Mentored
- Perfected
- Renew

ACC's 2006 Annual Meeting: The Road to Effective Leadership

October 23-25, Manchester Grand Hyatt



Potential

- **What is your Potential?**
- *How can you identify innate abilities?*
- *Self Analysis – Quantitative Analysis*
- *Feedback from 360°*
- *True Mentor*
- **Realism and Dreaming**

ACC's 2006 Annual Meeting: The Road to Effective Leadership

October 23-25, Manchester Grand Hyatt



Potential

A true mentor will hold the mirror up

Have you ever felt completely in synch with another individual where time stopped and your potential was tangible?

Mentor = Self Assessment = Support = Success



Potential

Case Studies

- *New Paralegal – Now VP of Fortune 500 just appointed head of “Crisis Management”:* Discussion
- *5 Year Attorney (former manager of Costco) moves from \$2 Billion Chip Company as GC of key player in chip tool technology*
- *1 Year Attorney (in airline crash defense) moves in-house and becomes 6 year Sr. Counsel in software business*



Potential

Case Studies

- **Patent Attorney (+15 Years)** – *Moves from stifling environment to head of Patent Litigation for major Fortune 500 technology hardware company*
- **4 Year Corporate Counsel** *takes on all SEC Reporting functions for large Fortune 500*
- **15 Year Litigator (in tort liability & insurance defense)** *becomes nationally known through forging close relationships with in-house counsel*

ACC's 2006 Annual Meeting: The Road to Effective Leadership

October 23-25, Manchester Grand Hyatt


Potential

Case Studies

- **Intern from UC Cal Berkeley** – *Moves goal to become an attorney to Public Relations. Worked directly for the President of the United States.*
- **Intern from UC Cal Berkeley** - *Moves goal to become an attorney to a specialist in systems integration worldwide for Accenture*
- **30 Year Partner (in Labor & Employment)** *becomes open to moving pregnant (9 months) attorney to his firm over one weekend.*

ACC's 2006 Annual Meeting: The Road to Effective Leadership

October 23-25, Manchester Grand Hyatt



You will never know unless You Ask (& Act)

- Seek first to Understand
- Seek Open Ended Conversations
- Trust your instincts
- Talk to those individuals who are successful and approachable
- Act and dream your actions



Potential

- Identify Potential Mentors
- Find 1 Close Advisor
- Renew Your Professional & Personal Goals
- Begin the Dialogue
- *Dream the Vision Be the Vision*



Potential

- **Disappointment becomes Opportunity**
- **Value in “Lessons Learned”**
- **No One is Perfect**
- **You are Filled With Ability**
- **Renew – *Intellectual, Spiritual, Social, Health, Family, Friends & Colleagues***

ACC's 2006 Annual Meeting: The Road to Effective Leadership

October 23-25, Manchester Grand Hyatt



Potential

Suggested Reading

- **Friedman, Thomas.** *The World Is Flat [Updated and Expanded]: A Brief History of the Twenty-first Century* (Farrar, Straus and Giroux; Expanded and Updated edition (April 18, 2006).
- **Julie Jansen.** *Don't Know What I Want, But I Know It's Not This: A Step-by-Step Guide to Finding Gratifying Work* (Paperback. Penguin (Non-Classics) (January 28, 2003).
- **Michael Watson.** *The First 90 Days: Critical Success Strategies for New Leaders at All Levels* (Hardcover Harvard Business School Press (September 18, 2003).

ACC's 2006 Annual Meeting: The Road to Effective Leadership

October 23-25, Manchester Grand Hyatt