



705:Managing & Motivating In-house Counsel in a Down Economy

Donna Costa

Vice President and General Counsel
Mitsubishi Chemical America, Inc.

Michele S. Gatto

Executive Vice President - Corporate Services & General Counsel
National Life Group

Wilma Wallace

Associate General Counsel
Gap Inc.

Faculty Biographies

Donna Costa

Donna Costa is vice president, general counsel and secretary of Mitsubishi Chemical America. She founded Mitsubishi Chemical's U.S. law department to support the North American operations of Mitsubishi Chemical Corporation, a Japan-based chemical company involved in the research, development, manufacture, and sale of pharmaceuticals, information storage media, graphic arts and imaging products, functional materials, specialty and fine chemicals, and petrochemicals. She manages a six-member legal department with a legal budget of over \$3 million. She is responsible for all legal and intellectual property matters, as well as the corporate ethics and compliance program.

Prior to joining Mitsubishi, Ms. Costa was a litigator at Cleary Gottlieb Steen & Hamilton in New York and law clerk to the Honorable Pierre N. Leval, United States District Judge for the Southern District of New York.

Michele S. Gatto

Michele S. Gatto is executive vice president and general counsel of The National Life Group in Montpelier, Vermont. As chief legal officer, her responsibilities include management of all the legal affairs for a diversified financial services group, which offers life insurance, annuities, retirement products, mutual funds, and related trust, broker-dealer, and investment services. Additional management responsibilities include human resources, corporate services, policy forms, market conduct compliance, and corporate secretary.

Prior to being appointed executive vice president, Ms. Gatto had been senior vice president and general counsel since joining the company. Formerly she was vice president, general counsel, and corporate secretary of Massachusetts Casualty Insurance Company, a subsidiary of Sun Life Assurance Company of Canada (U.S.). Prior to this she served as vice president, assistant general counsel, assistant secretary/treasurer at The Paul Revere Corporation, now merged with UNUM-Provident Corporation and formerly a subsidiary of Textron Inc.

Ms. Gatto serves on the board of governors of the Association of Life Insurance Counsel and the Advisory Council of the New England Legal Foundation. She is a member of the ABA, ACCA, the executive committee of ACCA's Law Department Management Committee, and is the liaison for the State of Vermont Lawyers Professionalism and Ethics Committee of the Defense Research Institute ("DRI"). She also serves on the Business Advisory Council for the Graduate School of Management at Clark University. Ms. Gatto authored articles for the *ACCA Docket* entitled "What Every Law Department Needs: A Performance Evaluation System that Works" and "Making M&A Deals Really Work."

Ms. Gatto holds a bachelor's degree from Indiana University of Pennsylvania, MBA from Clark University, JD from Western New England College School of Law, and master's degree from Youngstown State University. She also completed the Executive Development Program at the Harvard Business School.


Wilma Wallace

Wilma B. Wallace is associate general counsel at Gap Inc., a publicly traded, San Francisco based retailer. She is responsible for managing a variety of legal issues for the company including the company's commercial litigation and transactions. Ms. Wallace also oversees the management of Gap Inc.'s environmental and government affairs functions.

Prior to joining Gap Inc., Ms. Wallace was an associate at the law firms of Folger Levin & Kahn and Orrick, Herrington and Sutcliffe where she focused on commercial and employment litigation.

Ms. Wallace is a board member of California Child Care Resource and Referral Network.

She received her undergraduate degree from Brown University and her JD from University of Virginia School of Law.



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Approaches to Managing and Motivating Your Staff

- ✎ Opportunities and challenges in a down-economy
- ✎ What works and what doesn't

Training

👉 Formal

- Legal training
- Business training
- Leadership and management training

👉 Informal

- Cross-training
 - Inter- and intra-department

Rewards and Recognition



Money



Awards



Titles

Quality of Life

- ✎ What does it mean?
- ✎ How do you offer it?

Performance Measurements

- ✎ Informal and formal
 - How frequently do you measure?
 - How do you measure
 - Client feedback?
 - Law firm feedback?
 - Peer feedback?

Should I Stay or Should I Go Now?

✎ Retention and attrition

- Why care?
- Impact on management and development for those that leave and those that stay
- Career pathing within and without Legal