

Katherine Toll | Work Samples Summer 2019

1. Understanding and Leveraging Networks: 3D NetScope *Artifact*

I found this exercise to be an interesting sort of “Rubik’s” cube assignment; it was challenging, given all the information we were offered, to sift through it and select my recommendations for both the new General Counsel and for the shortlist of replacements for the vacated position of the newly promoted General Counsel. Historically I am known for my ability to spot talent and ferret my way through the “facts” when hiring people and forming teams, so I loved having more advanced analytics available to me. Having the various levers to pull, and then comparing and contrasting the candidates was fascinating. In the future, the informal influence one demonstrates and the internal and external reach he/she will add can serve as another lens from which to view the team candidate(s). My success rests with the strength of the collective team – not with one individual (although a strong quantitatively-focused person is helpful), but, as we know Intelligence Quotient (I.Q.) and Emotional Quotient (E. Q.) are not the same things. I’ll take a person with a slightly lower I.Q. if I believe they possess a higher E. Q. and the ability to build bridges and find the best resources for the job. After all it is not *what* you know, but *who* you know.

LO1: Articulate connections between the interdisciplinary field of communications and central themes and managing complexity, collaborative leadership, and elegant communication.

LO2: Demonstrate the ability to assess complex organizational environments and achieve communication goals.

LO5: Critically analyze messages.

D04: Be equipped to influence change.

Key Words: Collaboration, I. Q., E. Q., NetScope, General Counsel, Collective, Rubik’s Cube

1. 3D NetScope Analysis

Succession Planning in the Legal Department:

The senior executive team would like to prepare for upcoming changes to their Legal Department. Thomas Peake, current General Counsel, has announced his intention to retire at the end of this fiscal year. The decision has been made to promote an existing Vice President of Legal to succeed him.

Management would like your guidance as they prepare succession plans for Thomas' position as General Counsel and the Vice President of Legal that will be promoted to succeed him.

The succession plan for General Counsel should enable Thomas to facilitate the transition before he retires. Your recommendation between one of two leading candidates is requested. You have also been requested to fill the resulting vacant Vice President of Legal position by identifying a short list of internal candidates for further consideration.

Key factors for both positions:

- Foster a collaborative environment throughout all levels of the organization and with other groups that interact with Legal to improve the efficiency and quality of work performed by the Legal Department and increase retention of top performers.
- Demonstrate strong potential for further advancement
- Increase racial and gender diversity at the level
- Deep and broad experience to contribute competitively at the level

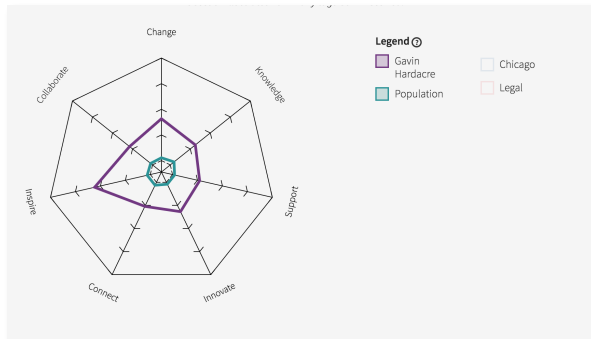
Combine the given information with observations from the 3D NetScope platform.

Create a short report explaining the Pros and Cons of each candidate as they would pertain to the position of General Counsel. Use 3D NetScope to supplement information given above.

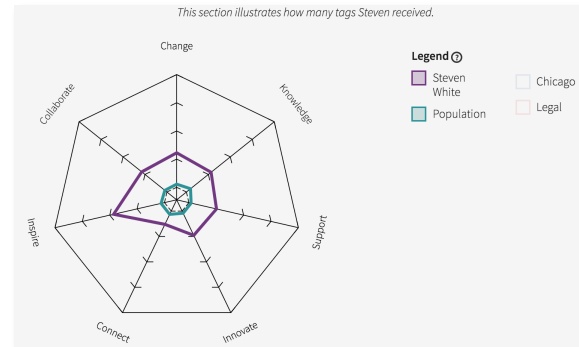
As an example: Potential differentiation between Gavin and Steven may be how collaborative they are across departments, their reach to different locations, as well as the strength of their connections to the executive office.

	Pros	Cons
Gavin Hardacre	<ul style="list-style-type: none"> ▪ Has developed training programs to improve company's reporting on regulatory compliance ▪ Well-entrenched in the organization's network including executive office ▪ More exposure to other law firms and the industry ▪ Well balanced soft skills ▪ Understands the strengths and weaknesses at the organizational and individual levels ▪ Assembled teams to reduce outsourcing or billable work 	<ul style="list-style-type: none"> ▪ Has a narrow scope in developing training programs ▪ May be a more political animal with personal motives trumping the teams ▪
Steven White	<ul style="list-style-type: none"> ▪ Worked his way up through the organization; understands the culture ▪ Has strong connections with internal IT and an external IT law firm ▪ Developed firm's knowledge management system to reduce redundancy ▪ Consistently excelled and was promoted ▪ Well-connected within his own team ▪ Decent penetration into the executive office 	<ul style="list-style-type: none"> ▪ Homegrown; may lack a more sophisticated world view ▪ May not be taken as seriously by internal and external stakeholders ▪ Seems to have worked in a vacuum with IT to develop knowledge management system without input from end-users (aside from one subordinate)

Overall, my recommendation is Gavin Hardacre. He appears to be more well-rounded and has better exposure to the industry and other law firms compared to Steven White. He is deeply entrenched in the organization with four or five strong ties to the executive office (according to the people visualizer) but he's not as well connected with the balance of the legal team, so he'll need to focus on deepening relationships with them, however his "received" tags are better than White's and depicts a better rounded leader. He may benefit from an executive coach to assist him with his transition.



Hardacre



White

Creating a shortlist of candidates for a new VP

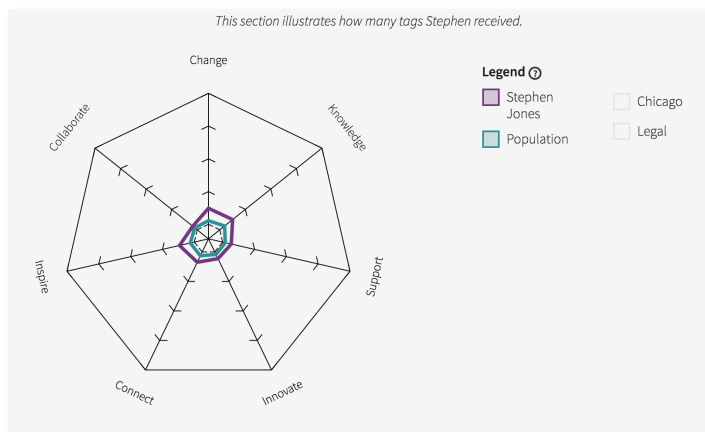
Regardless of who is promoted to General Counsel, Lizard Farm will need to identify a replacement for Vice President of Legal Services. The company would like to promote internally promotion for the position as well. They have asked you to identify a rank-ordered short list of 5 candidates from current Legal Team Leads as potential promotion candidates, considering your previously-identified success factors.

	Candidate
1.	Stephan Jones
2.	Andrew MacDonald
3.	Alexander Tucker
4.	Caroline Graham
5.	Abigail Simpson

VP Legal Candidate Shortlist.

It pained me not to recommend a woman as one of the number one or two spots, given one of the mandates is the increase gender and race diversity, but neither were well-connected enough when viewing them on the people visualizer tool. It does bear mention that unless I'm filtering improperly, the entire legal team is white, with only three women.

So, that needs to be remedied ASAP. In any event, Stephan Jones is well connected with his team and has a few in-roads into the executive team. I was less than enthralled with his received tags, but no one fared that much better. I would strongly recommend supporting the new VP with an executive coach to round out their soft skills and help them transition to their new role.



Stephen Jones

#end