
Organisational Competency for Today's Commercial Operations

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A little context

- BT International
- Joint Ventures – MCI, AT&T, Concert
- Global Services
- Creation of Legal and Commercial Function
- CLearR project
- Buy-side and Sell-Side combined
- Risk Management
- Global Commercial Legal Regulatory Department
- Regionalisation and focus

The Role of the Commercial and Legal Community

- It Varies
- Typically to address and mitigate risk through contract
- Raise strategic issues on contracts with both Suppliers and Customers; (often critical to joint ventures and other forms of risk sharing).
- Knowledge of the law: Application to the (full) facts, awareness and training.
- Ensure that management understands the risks (and the rewards)
- Provoke accountability for risk registers, identification of risk, actions owners and timetables, so that contracts work in the real world
- Governance – Internal and External
- Understand and apply strategy, tactics and best practice.
- Build knowledge and experience – Internal to CLR and beyond

Issues along the way

- All come from disparate backgrounds
- Lawyers need to become more commercial
- Commercial need to understand the law
- What is our competency?
- Globalisation
- Avoid being a dumping ground
- Risk Management – who does it?
- Interface with other functions
 - Rule of 3

Assessing our Competency

- Internal and External Courses
- Professional Community
- Ways of Working – Commercial Methodology
 - Prepare for the event / Commitment Management
 - Select the Team
 - Define the Goal
 - Think Risk - Prevention is better than cure
 - Work Together: win-win, nurture relationships, earn trust
 - Close Out: sign off, risk registers, handover contract management, plan
 - Celebrate Success
 - Coach: AAR, Store knowledge and best practice
- IACCM Accreditation and Certification Programme
 - On line assessment tool
 - measures current strengths and weaknesses,
 - provides a detailed benchmark against peer professionals
 - delivers a personalized report and development plan.
 - comprehensive learning syllabus - a series of more than 30 on-line modules to fill identified gaps or develop new areas of expertise.
 - on-line examination obtain IACCM's certification award

Next Steps

- Constant Review – have we got it right?
- Understand what we need to be
- Address What needs changing today
- Why It Matters
- What Improvements Could Be Achieved
- Recommended Actions
 - Cost/benefit analysis
 - Risk mitigation
 - Growth