

The background features a pattern of overlapping, semi-transparent geometric shapes, primarily hexagons and parallelograms, in shades of blue and grey. The shapes are arranged in a way that creates a sense of depth and movement, with some appearing to be in the foreground and others receding into the background.

# Wearing Two Hats at a Time: Legal Perspective

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# Previously on Wearing Two Hats at a Time



[YouTube](#)

# Agenda

1. Skillset and Ownership of Legal
2. Skillset and Ownership of Compliance
3. In-house Lawyers as Compliance Officers



# 1. Skillset and ownership of Legal

- Professional vs. Expert
- Soft skills vs. Hard skills
  - Business partner (solution, client orientation, flexibility, strategic thinking, listening, written and oral speaking, business acumen, networking, project management, delivering results through processes , etc.)
  - Subject matter expert (managing inspections and investigations, managing litigations and inquiries, managing BD and M&A, provision of legal advise, drafting and review of agreements and other binding documents)
- Ownership: patents?, personal data protection?, public procurement?, regulatory?, taxes?, compliance?



## 2. Skillset and ownership of Compliance

- Professional vs. Expert
- Soft skills vs. Hard skills
  - Business partner (solution, client orientation, flexibility, strategic thinking, communication, public speaking, business acumen, networking, project management, delivering results through processes and people etc.)
  - Subject matter expert (11 Elements: Misconduct management including. hotline, coaching senior and middle manages for compliance and ethics tone, drafting and review of policies and procedures, risk assessment, incentives and discipline management, monitoring and due diligence, third party management, compliance advice, legal advise?)
- Ownership: personal data protection?, public procurement?, managing inspections and investigations?,



# 3. In-house lawyers as Compliance officers

- Protection of whistleblowers against retaliation
- Costs and effectiveness in terms of relationships and approvals
- External lawyers vs. in-house lawyers, who has more ethics?  
Knowing your company code of ethics vs. attorney ethics ([art. 25](#))
- In-house lawyers already have prevention functions (agreements review, trainings on various legal topics including to the board, internal investigations)
- Is there a possible conflict of interest of legal and compliance?
- Conclusion: overcoming crisis requires changing the status quo
  - Ukraine anti-corruption bodies example,
  - Post Enron regulation
  - Post FCPA companies



“If you think compliance is expensive, try non-compliance.”

– Paul McNulty

Thank you!

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