

# General Counsel Under the Magnifying Glass

Maximising the breadth of General Counsel potential, examining their bridge-building role in the C-Suite, warning signs for stress and planning for succession.

# General Counsel Under the Magnifying Glass



In the current global climate, the role of the General Counsel (GC) has never been more critical, and there has never been a greater need for effective leadership of organisations.

This report will consider the expansive role that GCs can play beyond mitigating risks and has been produced for GCs, aspiring GCs, Chief People Officers (CPO)/Chief Human Resources Officers (CHRO), Heads of Talent, CEOs and CFOs to help maximise General Counsel potential, examine their bridge-building role in the C-Suite, spot

warning signs for stress and plan for succession. Our findings have been based on:

- What competencies GCs consider to be the most critical for success.
- The alignment between these competencies and a 'typical' GC profile.
- The behaviours likely to come more easily to GCs and those which point to a GC being overextended.
- How a 'typical' GC profile compares to other executive functions.

## THE APPROACH

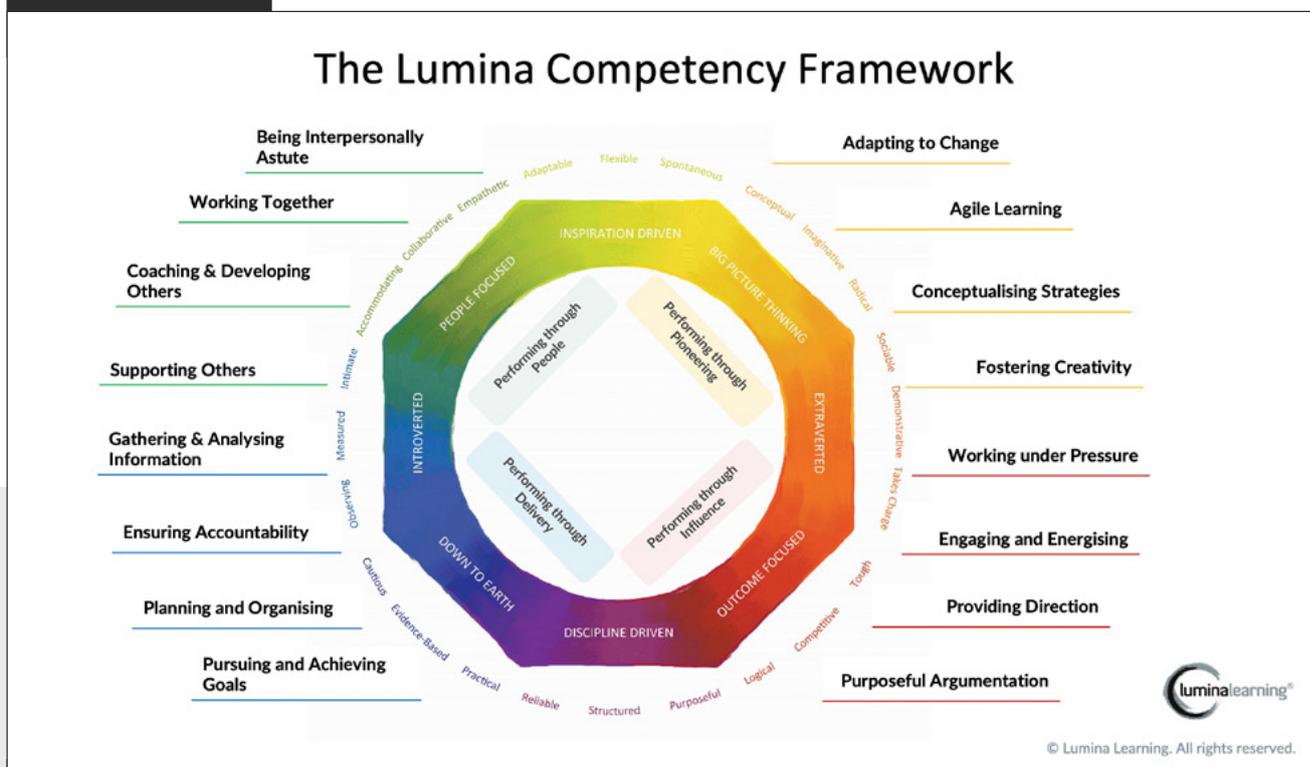


Figure 1. The Lumina Competency Framework and the Lumina Spark model at its centre

## Defining what great looks like – a GC's perspective

A sample of 149 GCs were asked to identify the competencies they felt were most important to their role using the Lumina Learning Competency Framework.

The Lumina Competency Framework comprises 16 Competencies encompassing 4 Domains:

- *Performing Through People*
- *Performing Through Pioneering*
- *Performing Through Influence*
- *Performing Through Delivery*

Of the 149 GCs who took part in this research, 108 additionally completed the Lumina Spark questionnaire. Lumina Spark is a detailed psychometric tool used by Laurence Simons to pinpoint the strengths and underlying potential of candidates, while assisting organisations to better understand their talent.

Drawing on extensive personality research and utilising the best of Jungian and Big5 models, Lumina Spark provides an individualised report measuring respondents against 24 personality traits which will be referred to as 'qualities' for this report.

This personality data was also used to identify the competency potential of the GCs sampled, to explore which of the 16 competencies are likely to come more easily, based on their personal preferences.

Through this research, the key qualities and competencies which make up the profile of a GC have been examined alongside potential implications for C-Suite executive colleagues, the employer and the GC themselves.

# Corbett et al.

## FOREWORD

Laurence Simons has been at the centre of innovation in the legal search industry for more than thirty years, helping senior legal candidates and clients understand themselves and each other, whilst ensuring each thrive.

In that time, we've seen the influential role of a GC extend beyond the legal function.

With a powerful and varied skill set, best-in-class GCs also have leadership skills in business, strategy, innovation and shaping culture.



The results of our study reflect the versatility of the GC profile and close alignment between the qualities GCs perceive to be critical for the role and their natural behaviours. From these results and our long-standing experience of working hand-in-hand with GCs, there is strong potential for GCs to use the breadth of their competencies to help transform companies, executive teams and legal functions.

As organisations prepare for the needs of the future, our results also show that GCs have high *Agile Learning* potential - an important, general leadership attribute for adapting to change and evolving circumstances.

The study has revealed a similarity between a typical GC and CEO profile. GCs who naturally have the competencies outlined in the report and commercial inclination, should think about and be considered for broader business and ultimately CEO roles, as part of their career development and CEO succession planning.

We looked at potential gender differences in approach and found alignment in the results, with one notable difference when it comes to coaching and developing team members.

With mental health awareness growing in the workplace, we also identified the warning signs and overextended qualities of GCs under stress. Understanding the potential triggers for these can help individuals and organisations make the changes needed for essential well-being and success.

These findings make for a compelling report and I would like to thank the GCs who participated in this study for their time and candour.

All our search consultants are Lumina qualified practitioners. We use Lumina profiling as part of Laurence Simons' executive processes to appoint candidates with the requisite competencies for succeeding in a GC role, for coaching, succession planning and building high performing teams.

For further information or to obtain a personal GC competency assessment, please do get in touch via: [angela.floyd@laurencesimons.com](mailto:angela.floyd@laurencesimons.com)

**Angela Floyd**

Chief Commercial Officer, Laurence Simons

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# Competencies that Every General Counsel Should Possess

From the sample of 149 GCs, there were six key Competencies that were identified as most essential to the role:

## Adapting To Change

Possessing a flexible approach and a willingness to evolve in changing work environments.

## Working Under Pressure

Being resolute and tenacious when faced with challenges to keep objectives on track.

## Conceptualising Strategies

Having a broad vision aligned to a keen strategic mindset, being able to detect patterns and shifts in the market. Having the capability to plan towards accomplishing long-term goals.

THE SIX  
SELECTED  
COMPETENCIES  
MOST  
IMPORTANT TO  
THE ROLE

## Providing Direction

Being drawn to positions of authority including delegating and coordinating work to achieve results.

## Coaching & Developing Others

Empowering and encouraging others to develop by motivating and mentoring them.

## Being Interpersonally Astute

Showing an understanding of others, building rapport and managing emotions effectively.

There was consistent alignment between the Competencies identified by the 149 surveyed GCs as ‘most essential to their roles’ and the Competencies identified as ‘showing highest potential’ in the Lumina psychometric testing of the 108 GCs. This consistency is higher than the results of similar exercises conducted by Lumina Learning on other C-suite executives.

GCs see themselves as adaptable, strategic and innovative and they deem empathy and empowering others as crucial to the role. These qualities, alongside the natural emphasis that a GC’s role has in providing direction, make for a powerful combination of competencies, which, if harnessed, can enable a GC to lead effectively, whilst also fostering an empowering and encouraging environment.

As shown in figure 2 below, this conceptualisation of the role of a GC draws

on the Lumina Domains of *Performing Through Pioneering*, *Performing Through Influence* and *Performing Through People*, with less emphasis on *Performing Through Delivery*.

*Adapting to Change* and *Conceptualising Strategies* (shown in yellow), through new ideas and methods, rank highly while influence is also a key factor with GCs providing direction and guidance under pressure (highlighted in red).

Coaching and helping people to develop and grow (see Figure 2) is also vital for a GC’s role, as is having a strong understanding of others and the ability to assess the different situations that can arise in the role.

*Performing Through Delivery* was considered less important (highlighted in blue) with planning and organising ranked as the least vital competency among the cohort.

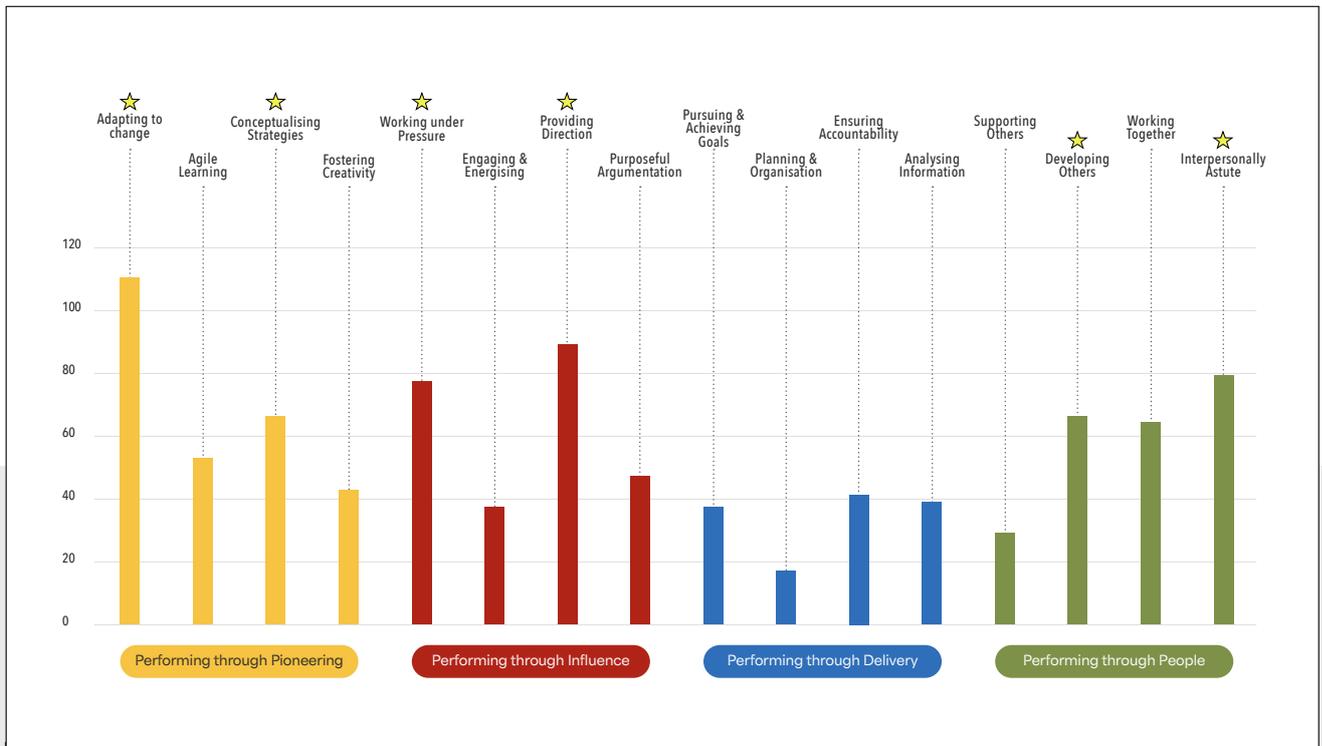


Figure 2. Most important competencies: as ranked by the entire General Counsel research cohort (N+149)

See how you rank against these competencies

# The Profile of a GC Revealed

## HOW GCs MEASURE UP AGAINST THE REQUIRED COMPETENCIES

108 respondents completed their own Lumina Spark profile, examining whether their preferred competencies were aligned with the selected competencies from the survey.

Overall, there was strong alignment between the competencies ranked most important by GCs, and where they demonstrated the most potential (see Figure 3).

### Areas of lower alignment between highest ranked competencies and GC potential

Most of the GC survey respondents identified *Being Interpersonally Astute* as an indispensable competency for any successful GC. *Being Interpersonally Astute* is defined as showing understanding of others, building rapport and managing emotions effectively.

However, when measured against the other competencies that were most prominent in the GCs Lumina Spark competency profiles, comparatively, this competency of *Being Interpersonally Astute* emerged as one of the lower areas of potential. That said, the GCs competency potential score was still in the average range, and the vast majority of GCs (70%) scored at least average or above in this competency, compared to the general working population. This suggests that *Being Interpersonally Astute* is an area that comes fairly easily to many GCs; however it is likely to be a behaviour that is more variable and less consistent in GCs and is likely to take more conscious effort at times.

The discrepancy around this competency can be identified as a potential development area for GCs and organisations may need to consider how the competency of *Being Interpersonally Astute* can be better nurtured both at an individual level as well as within the organisational culture, more widely.

	Competencies ranked highest (based on GC rankings (149))	Competencies where potential is highest (based on GC personality data (108))
Adapting to Change	★	
Agile Learning		★
Conceptualising Strategies	★	★
Fostering Creativity		★
Working Under Pressure	★	★
Engaging & Energising		
Providing Direction	★	★
Purposeful Argumentation		★
Pursuing & Achieving Goals		
Planning & Organising		
Ensuring Accountability		
Gathering & Analysing Information		
Supporting Others		
Coaching & Developing Others	★	★
Working Together		
Being Interpersonally Astute	★	

Figure 3. Competencies ranked most important by GCs compared to the competency potential of GCs based on their psychometric data.

## Areas of high potential not indicated as critical

There were three competencies where GCs showed highest potential that were not identified as most critical to their role by the GCs but nonetheless reflect key strengths that GCs are likely to bring to the role. These were:



### Purposeful Argumentation

Being persuasive and convincing by projecting confidence when speaking out and being comfortable challenging others.

### Agile Learning

Applying an exploratory and curious approach underpinned by a willingness to experiment, take risks and try unconventional methods.

### Fostering Creativity

Being imaginative, exploring new ideas, coming up with new ways of solving a problem and driving innovation.

While *Fostering Creativity* and *Agile Learning* indicate innovative thinking, *Purposeful Argumentation* shows that GCs can articulate and push their ideas. They do this clearly through a healthy tolerance for conflict and are comfortable expressing their views openly and authentically.

Though *Agile Learning* was not ranked as one of the most important competencies by GCs, it aligns with the broad expectation of leaders having high learning agility for developing the competencies which may be needed in the future, as circumstances change.

See how you rank against these competencies and find out your potential against the competencies considered critical for effective GCs:

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# Holding Heart and Mind: The Paradox of General Counsel

## THE ABILITY TO DRAW ON EMPATHY AND LOGIC

Effectiveness is rarely about being one thing all of the time and like most leaders, a GC should be able to be situationally agile, dialling up and down different qualities to suit the context.

The Lumina Spark model embraces and actively explores this paradox by measuring seemingly opposite areas of the personality spectrum independently and avoiding ‘typing’.

A significant finding from the Lumina Spark profiles of GCs were the areas where GCs embrace paradox, most notably in the *People Focused* and *Outcome Focused* aspects, reflecting their ability to lead with both ‘head’ and ‘heart’.

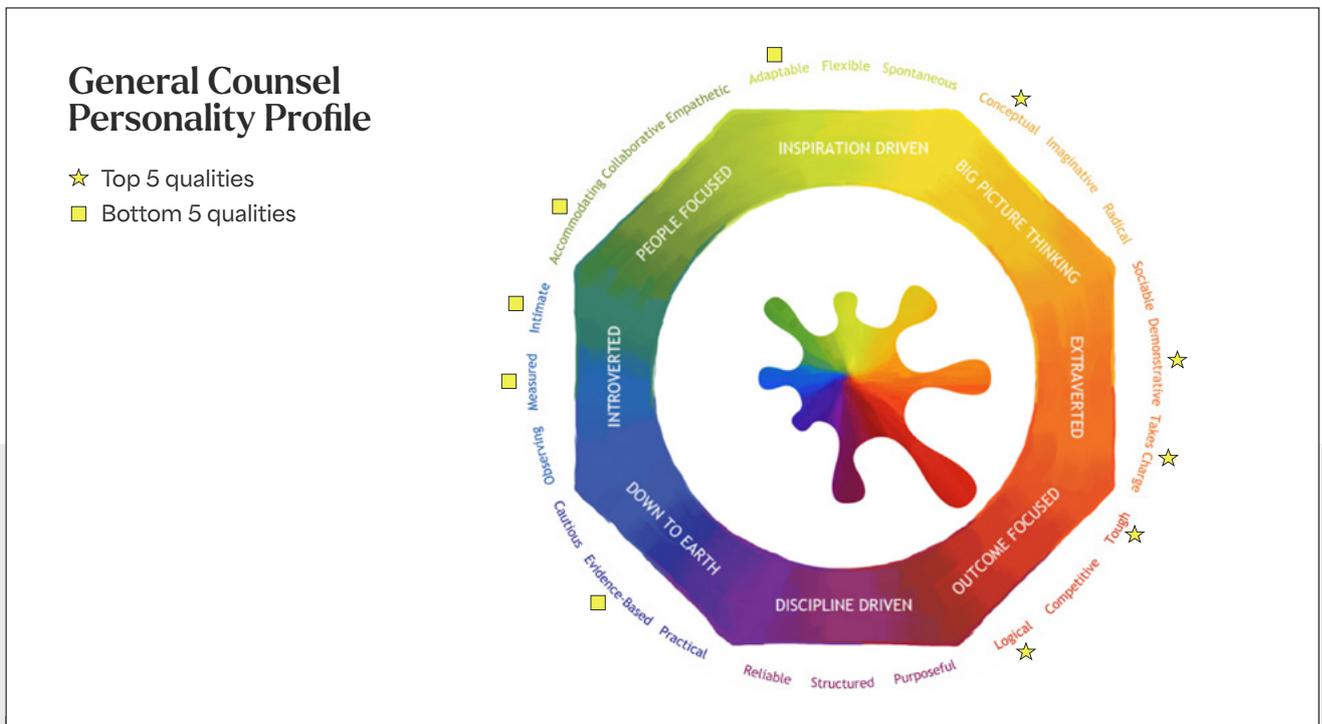


Figure 4. The Spark personality profile of the 108 GCs sample; top and bottom claimed qualities are highlighted.

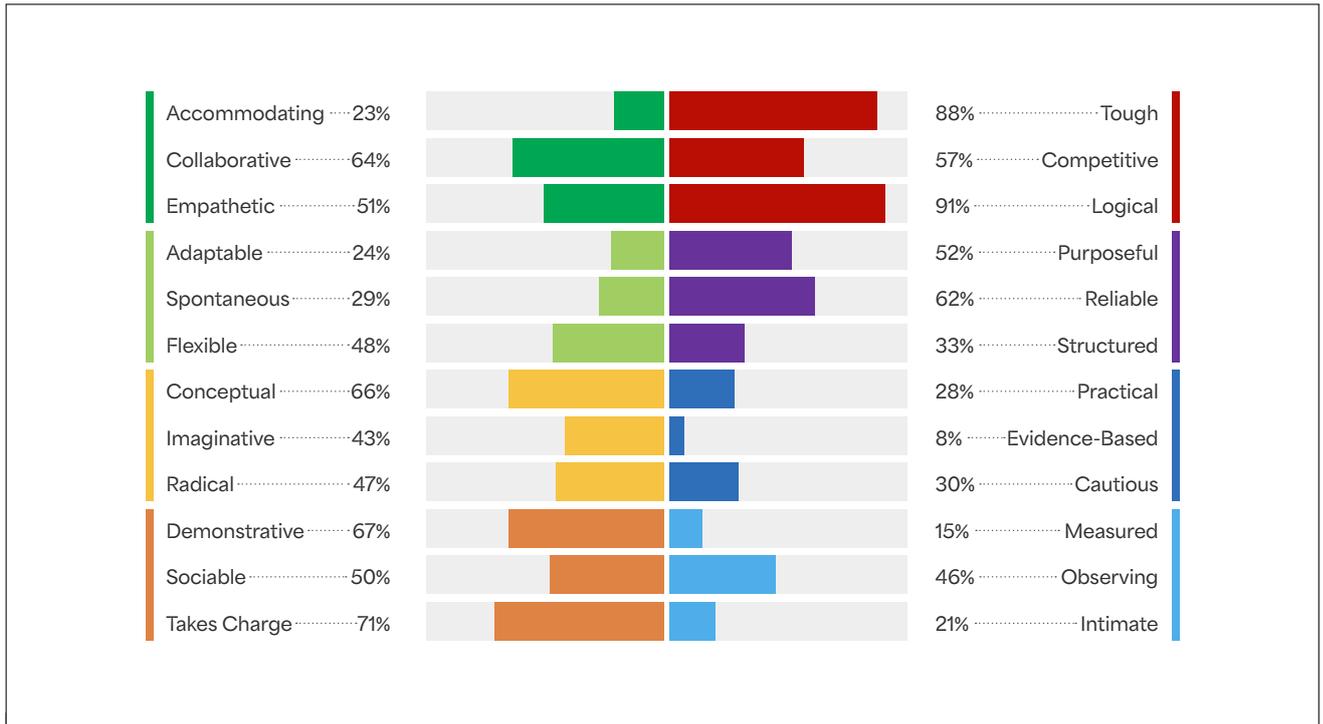


Figure 5. The 24 Qualities of a 'typical' GC (N=108)

We can see a more nuanced view of these paradoxes when we drill into the 24 Qualities of a 'typical' GC (see Figure 5. above).

For example, GCs scored above average on their *Empathetic* scores and very high in the opposing *Logical* quality showing they have the ability to flex and connect with human emotion whilst balancing this with logical thought processes. Similarly, GCs are generally quite *Competitive*, but also highly *Collaborative*, suggesting a strong drive to succeed but through a win-win approach rather than self-interest.

The personality profile of a 'typical' GC reveals they can lead, manage and empower others while having a logical and results-oriented outlook which allows them to push objectives forward efficiently. They boast an empathetic understanding and collaborative approach which means they are better placed to take a people-centric approach to difficult decisions.

See how your own Spark Splash ranks against these competencies and find out where you feature on the logic and empathy scale:

# Warning signs for a GC

## STRESS, OVERWHELM AND ANXIETY SIGNALS

These are uncertain times in the world with looming recessions, global conflict and the still present effects of the COVID-19 pandemic. Many professions feel the weight of this uncertainty, which is no less acute for GCs who are expected to continue to manage their responsibilities and mitigate risk.

**63%**  
Of legal professionals suffer from stress on a daily basis

Nearly half of all legal professionals surveyed by the International Bar Association<sup>1</sup> indicated they would be reluctant to discuss their mental well-being with their firm or organisation for fear of the impact on their career. Additionally, a Protectivity Study Report<sup>2</sup> found that 63% of legal professionals suffer from stress on a daily basis.

When natural strengths are overused, particularly under stress or in reaction to unexpected events, this can tip into what Lumina refers to as the ‘Overextended Persona’, and is characterised as overplaying a strength to the point of it becoming, ‘too much of a good thing’ and ultimately derailing performance. This Overextended Persona can come into effect both consciously and unconsciously. The Spark data of the GCs sample profiled showed these five Overextensions as most prevalent:

- The *Logical* quality can become *Argumentative*
- The *Tough* quality can become *Seeking Conflict*
- The *Taking Charge* quality can become *Controlling*
- The *Demonstrative* quality can become *Overbearing*
- The *Competitive* quality can become *Winning at all Costs*

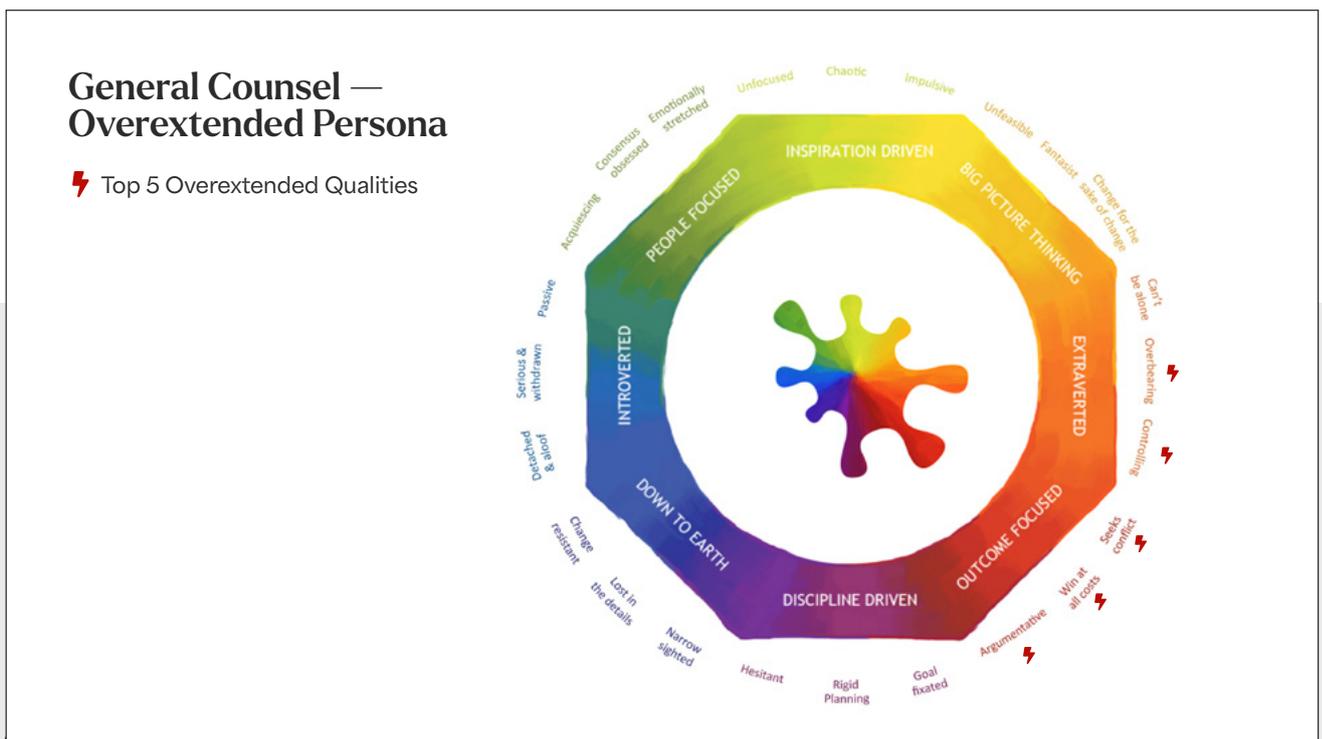


Figure 6. The top 5 Overextended Qualities of a ‘typical’ GC

<sup>1</sup> <https://www.ibanet.org/document?id=IBA-report-Mental-Wellbeing-in-the-Legal-Profession-A-Global-Study>  
<sup>2</sup> <https://academy.avvoka.com/2021/11/03/mental-health-and-stress-in-the-legal-profession-how-to-cope-with-it-and-how-can-technology-help/>

GCs have a great deal of *Outcome Focused* competencies and qualities which allow them to be strong and confident leaders within their organisations. When overextended, one of the major risks for a GC is their leadership style might shift from strong to autocratic. Instead of managing and guiding, GCs could be at risk of becoming *Overbearing*, taking sole charge and leading as one, which in turn might lead to conflict within the team.

While these are some of the aggregate trends, each individual will overextend in ways unique to them. For example, if a GC naturally leans towards being *People Focused* and pushed too far, they could retreat and acquiesce, which may result in ‘watered-down’ decisions. It is important for GCs and their colleagues to be aware of their overextension risks and recognise the ineffective behaviours

that might be holding them back so they can learn how to shift away from those behaviours and operate in a more mindful and conscious driven way.

## Implications for senior HR professionals

In 2022, nearly two-thirds of lawyers reported that their job had a negative impact on their mental and physical health. In the same survey, more than half of those lawyers suggested their employer needed to offer more support.<sup>3</sup>

Knowing the characteristics a GC may present when experiencing times of stress, allows the CPO and team members to identify when a GC could be overextended. Seeing these warning signs, HR professionals can pre-empt any adverse effects of stress on their well-being and the organisation.



“We see that GCs have a natural ability to take charge, apply objective, rational thinking whilst also being empathetic and collaborative. For original Star Trek fans, it’s balancing between the logical approach of Mr Spock and the human element from Captain Kirk. In practice it’s unusual to be completely equal in “opposing” qualities. There tends to be an overall preference towards one aspect.

In my discussions with GCs who participated in the survey, there’s been refreshing honesty and self-awareness about their over-extensions. Some GCs with a higher inclination towards the outcome focused qualities have recognised becoming too tough or directive under pressure. Whereas others risk becoming emotionally stretched or acquiescing under pressure. Neither is healthy or constructive but recognising when these behaviours are creeping through can help shift the behaviour.”

### Angela Floydd

Chief Commercial Officer, Laurence Simons

See how you rank against these competencies in times of stress and uncertainty:

# Key Differences Between Experienced GCs and Legal Counsel

## SUCCESSION PLANNING, STARTING WITH PERFORMING THROUGH DELIVERY, PROGRESSING TO PERFORMING THROUGH PIONEERING AND PEOPLE

The most significant distinction seen in lawyers' competencies and attributes is the difference in *Performing Through Delivery* and *Performing Through Pioneering and People*.

GCs draw on *Big Picture Thinking* while lawyers who are at the start of their careers are expected to possess above average levels of discipline; qualities such as reliability, structure and evidenced-based practical thinking, which might restrict lawyers from bolder, more out of the box ideas.

This difference is most plainly seen in the quality paradox from practicality, held by the lawyer sample, to conceptual, held by the GC. There is also a greater aptitude towards the *People Focus* in the GC sample.

Lawyers share some of their personality traits with GCs with both being *Logical* and *Tough*. However, where lawyers are

*Practical, Reliable* and more *Competitive*, the GCs are *Demonstrative*, more *Conceptual* and *Take Charge*.

Legal roles inherently require a heightened sense of vigilance and sensitivity to risk, and so while some lawyers will naturally have the extroverted qualities found in the GC sample, the danger is they may not allow themselves to be their authentic selves at work through taking a more cautious approach.

By being *Risk Averse* and more focused on *Delivery Through Performance*, lawyers may focus too much on their hard skills, sometimes neglecting to exhibit their softer skills, which could help them to influence others in a powerful way.

*Pioneering, Inspiration* and *People Focused* competencies and traits are particularly high in the GC sample.

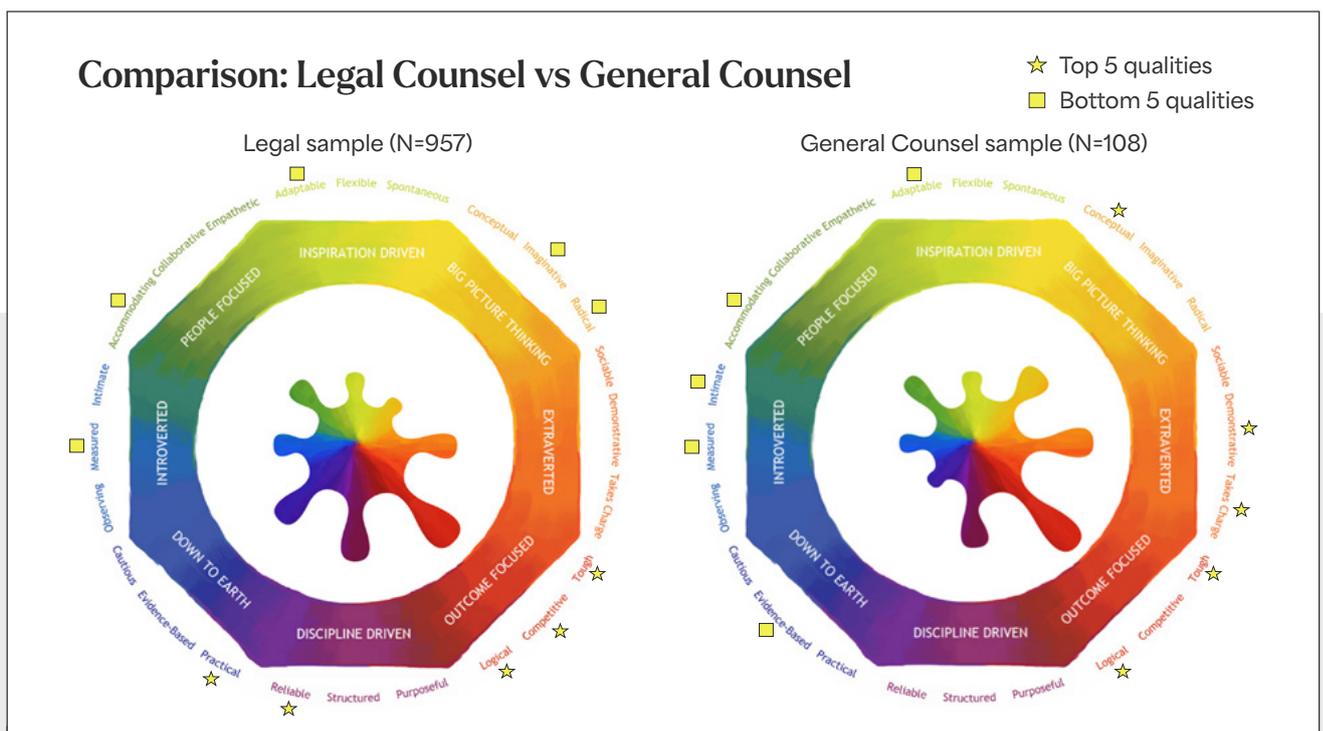


Figure 7. Spark Profile of Legal Counsel compared to GCs

## Implications for Lawyers aspiring to become GCs

Holding the competencies and qualities of the GC sample may differentiate a lawyer from their peers. The risk is that they may perceive this difference as a negative and attempt to hide their natural pioneering, people-focused and inspiring competencies to fit in with their peers and their environment.

Completing a Lumina Spark Portrait is recommended to see where the qualities and competencies held by the GC sample may exist and using this information to continue growing and developing in these areas. Areas where a lawyer may have underlying qualities and competencies could be developed to become strengths, through coaching.



“Legal Counsel are expected to be strategic business partners whilst managing risk - balancing between big picture thinking and down to earth qualities. It requires skill and experience to seamlessly flex between the opposing aspects we see in GC profiles. Legal Counsel will often have underlying creative and collaborative qualities but tend to favour outcome and down to earth qualities in their everyday approach. To fast track the GC competencies, I would encourage lawyers early in their career to be more authentic at work and exercise their underlying creative thinking and people skills. When I qualified as a lawyer, I recognised myself as highly focused on outcome and results, the destination rather than the ‘journey’. Over time, I’ve seen the powerful impact of using people focused competencies which can often be underestimated.”

**Angela Floyd**

Chief Commercial Officer, Laurence Simons

See if you have the traits of a GC:



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# The Unique Alignment of Generations and Genders of GCs

## HOW TO SPOT TALENT IN YOUR TEAM AND TARGET AREAS OF DEVELOPMENT

### Generational and Gender Alignment on What's Important

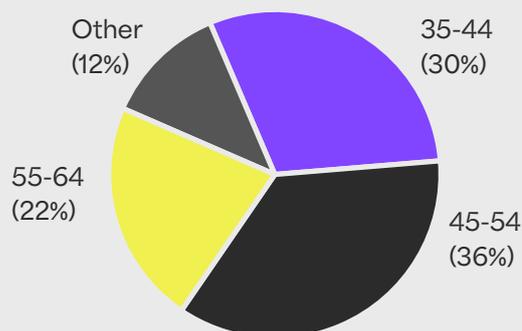
The characteristics that are considered most important to GCs appear largely aligned irrespective of the age, gender and experience of the GCs who took part in this study. The graph below outlines the breakdown of the competencies ranked as most important by the different sub-groups.

Most important competencies	Performing through Pioneering				Performing through Influence				Performing through Delivery				Performing through People			
	Adapting to Change	Agile Learning	Conceptualising Strategies	Fostering Creativity	Working under Pressure	Engaging & Energising	Providing Direction	Purposeful Argumentation	Pursuing & Achieving Goals	Planning & Organising	Ensuring Accountability	Gathering & Analysing Info	Supporting Others	Coaching & Developing Others	Working Together	Being Interpersonally Astute
All (N=149)	★		★		★		★							★		★
C-suite (N=102)	★				★		★							★	★	★
Non C-suite (N=37)	★		★		★		★								★	★
< 15 years experience (N=28)	★	★	★		★		★									★
16-25 years experience (N=73)	★				★		★							★	★	★
26-35 years experience (N=32)	★		★				★							★	★	★
35 + years experience (N=16)	★	★			★		★	★							★	
Female (N=51)	★		★		★		★							★		★
Male (N=76)	★		★		★		★								★	★
Org. Transformation (N=121)	★		★		★		★							★	★	★
No Org. Transformation (N=23)	★				★		★	★						★		★

Figure 8. Most important competencies - breakdown by sub-group (total sample=149)

### The Demographics of Partners in the UK:

(SRA, 2022) <sup>4</sup>



## Gender Alignment — Collaboration versus Empowerment

Although both the male GC respondents and female GC respondents were aligned on almost all the self-selected, most essential competencies for their role, there were two competencies where the respondents differed.

These competencies fall under the *People Focused* attributes but have different implications for how these GCs approach their roles.

The male GC respondents selected *Working Together* as one of the most important competencies to possess for their role. This competency is described as collaborating well with others and demonstrating commitment to their employer.

The female GC respondents selected *Coaching and Developing Others* as one of the most important competencies to possess for their role. This aligns with research from the Harvard Business Review which found that female leaders are more likely to coach, mentor and develop their direct reports than their male counterparts.<sup>5</sup>

## The Value of Identifying Potential

Age and years of experience have not impacted the results. We see consistency in competency potential regardless of GC tenure. This is one of the benefits of measuring potential to help identify whether individuals have the behavioural and motivational disposition to demonstrate a competency, irrespective of their current level of skill and experience.

## Implications for CPOs and CHROs

The fact that GCs defy generational differences is significant for organisations looking to develop their internal talent and for succession planning. If there are concerns regarding someone's skill level, this portrait could offer insight into whether the individual is already demonstrating the required competencies. Equally, this alignment allows them to target where their talent might need some specific coaching and development.

See the traits of a successful GC:

<sup>5</sup> <https://hbr.org/2020/04/7-leadership-lessons-men-can-learn-from-women>



# The Only Competency Domain Not Selected as Crucial to the Role

## THE NATURAL PROGRESSION OF A GC AND BUILDING TEAMS TO SUPPORT THEM

None of the GC survey respondents selected the four *Performing Through Delivery* competencies as the most important to their role.

This could be described as a natural evolution of lawyers, in their promotion to GC or CLO, or taking on leadership roles. This aligns with a GC's increased *People Focused* competency as part of managerial responsibilities and delivery being delegated subject to competency within the team.

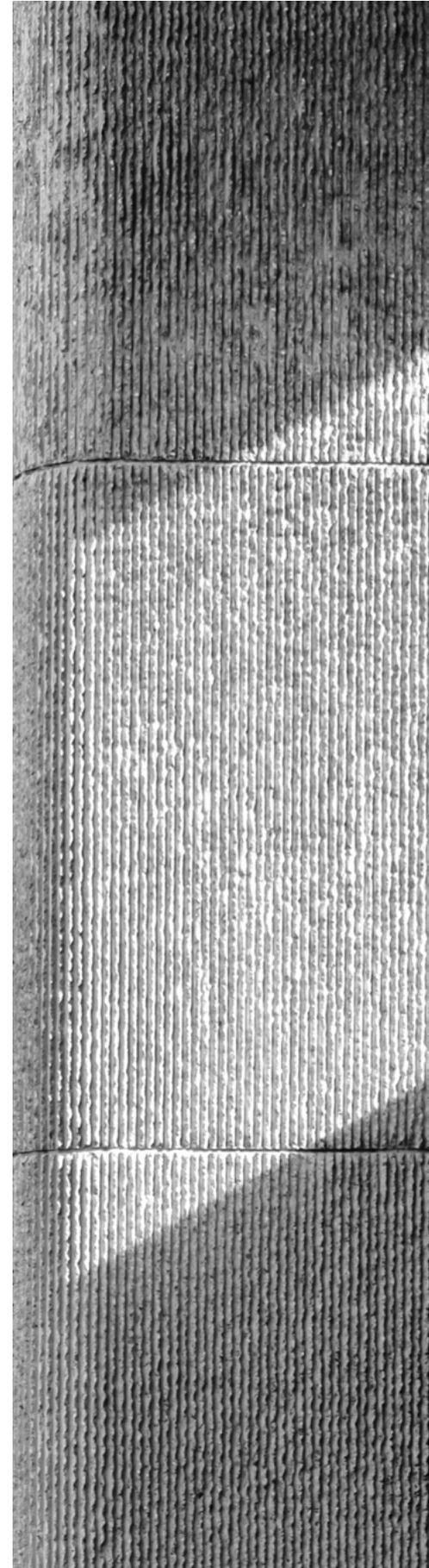
*Performing Through Delivery* competencies:

- *Pursuing & Achieving Goals:* Being ambitious, persevering and focused in order to achieve targeted results.
- *Planning & Organisation:* Being an effective and prompt planner.
- *Ensuring Accountability:* Being disciplined, maintaining a consistent work ethic and being responsible.
- *Gathering & Analysing Information:* Being analytical and thorough when gathering and verifying information in order to solve problems effectively.

### Implications for the CPO and CHRO

When helping the GC to configure their in-house legal team, it is beneficial to look for team members who score high in the competencies that have been identified as most critical in this report. If a GC does rank highly in the *Performing Through Delivery* domain, at the expense of strategy, the GC may need to increase performing through the other domains, via coaching or conscious "dialling up". The GC may also need to appoint competent team members they can delegate to effectively,

Check to see if you perform through delivery:



# Key C-Suite Relationships

## GCs ARE STRATEGIC PARTNERS AND BRIDGE BUILDERS IN THE C-SUITE

Respondents who completed their Lumina Spark profiles were compared against a sample group of CEOs who had also completed their Lumina Spark profiles.

A comparison of their Spark profiles is presented below (see figure 9).

The GC respondents and the CEO sample were aligned on four of the top five qualities. This suggests a higher degree of alignment between CEOs and the GC than between the CEO sample and the CFO sample (see figure 11).

This data supports industry research where, in a survey, 70% of CEO respondents described their ideal GC as someone who acts as their strategic business partner.<sup>6</sup> A recent Gartner report shows that the most effective GCs are those who can influence the CEO and provide a significant impact on strategy decision-making.<sup>7</sup>

Although both these groups are aligned in terms of qualities, the GC sample scored higher than their CEO counterparts in the *People Focused* aspect. GCs can potentially have difficult conversations that some CEOs may be unable to have while they can also act as a sounding board for the CEO when working with the broader team.

What is important to note is that the GC and CEO share several qualities with the CHRO sample, but not all (see Figure 10). GCs and CEOs demonstrate a stronger preference to use more demonstrative energy and take the lead.

These attributes mean GCs can assume control while being open and unrestrained with how they feel, communicating with others on a human level.

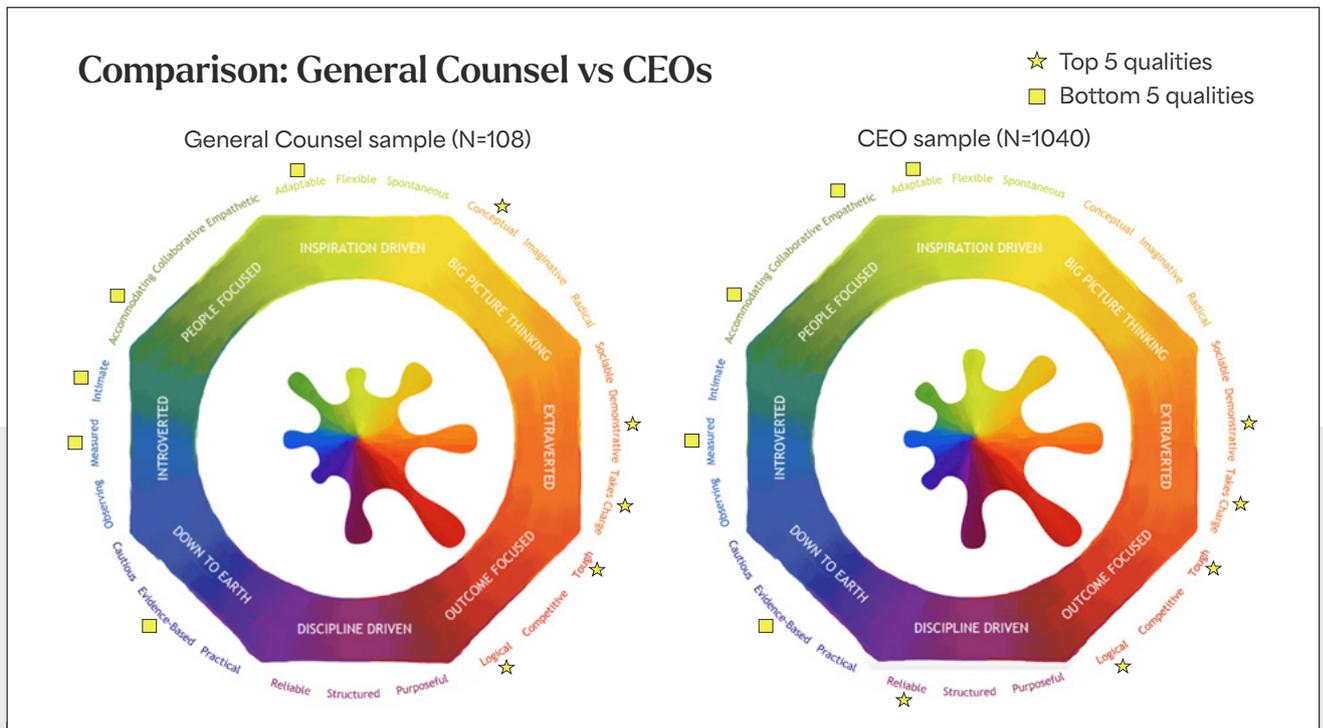


Figure 9. Spark profile of GCs compared to CEOs

<sup>6</sup> <https://www.barkergilmore.com/blog/study-finds-ceos-want-more-from-their-gcs-how-should-gcs-respond/>  
<sup>7</sup> <https://www.gartner.com/en/newsroom/press-releases/2020-08-24-gartner-says-general-counsel-should-pivot-from-legal-to-business-leadership>

The CFO sample is an outlier to the CEO, CHRO and GC samples (Figure 11.). The CFO sample leans into *Performing Through Delivery*, with their top personality traits being *Practical, Reliable, Logical, Tough* and *Collaborative*.

GCs play a crucial role as strategic leaders, capable of guiding and empowering others while delegating and providing direction to those around them.

Possessing competent interpersonal skills, GCs are strong communicators who aren't adverse to conflict in order to convey their ideas. GCs are understanding and thus, less likely to damage morale by pushing too hard, instead showing compassion and appreciation. It can be posited that by drawing on their logic and empathy abilities, GCs can act as a conduit between the different members of the C-Suite.

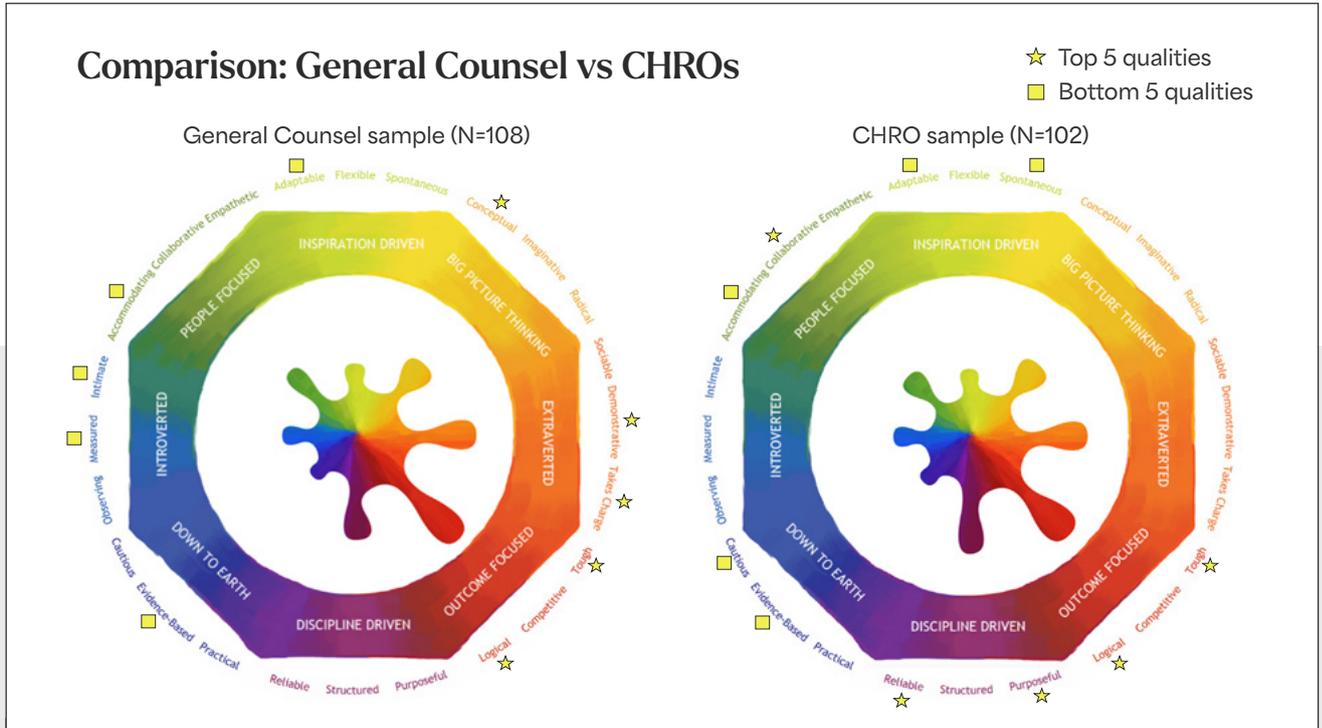


Figure 10. Spark Profile of GCs compared to CHROs

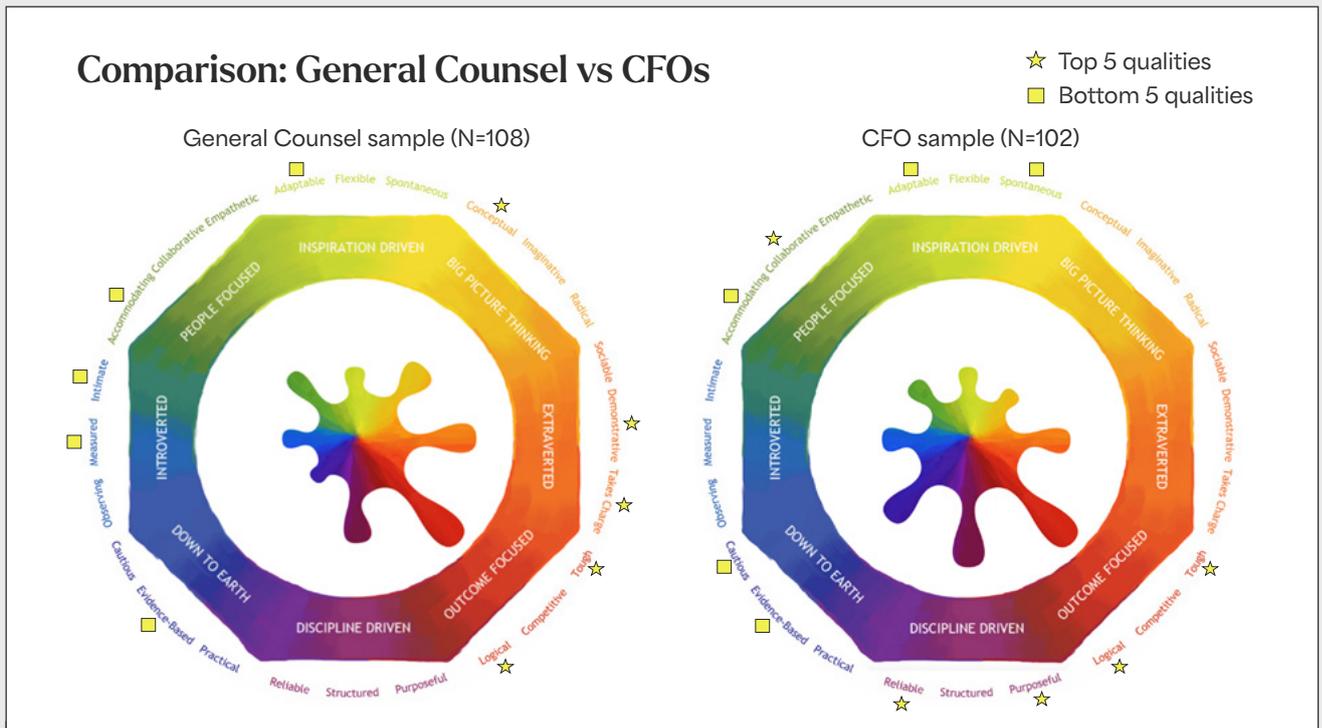


Figure 11. Spark Profile of GCs compared to CFOs

## Comparison: C-Suite Top Qualities

General Counsel	CEOs	CHROs	CFOs
Conceptual	Take Charge	Collaborative	Collaborative
Take Charge	Demonstrative	Logical	Logical
Demonstrative	Logical	Tough	Tough
Logical	Tough	Purposeful	Reliable
Tough	Reliable	Reliable	Practical

### Implications for the C-Suite

GCs have an expansive, important role within the C-Suite. Drawing on both their *Outcome Focused* and *People Focused* competencies, GCs are naturally positioned to help executive colleagues navigate issues and foster constructive communication, making them a powerful asset to any C-Suite. GCs are capable of driving and guiding the team by highlighting where improvements need to be made in a way that avoids conflict.

### GCs as CEOs

In parallel, characteristics can be drawn between GCs and members of the C-Suite. This not only informs how the two can complement each other in the workplace, but also impacts career decisions for GCs. For those GCs wanting to further develop their careers beyond Group General Counsel, moving into CEO roles could be a natural progression, as they already possess many of the characteristics of those already in the role. Although this is still relatively uncommon, GCs with business acumen and an interest in revenue, leadership and commerce have the potential to consider alternative career paths.



# Conclusion

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This report reveals that GCs can manage and empower whilst also coaching, developing and mentoring the team.

Great leadership is integral to the success of any organisation. GCs are relied upon to possess and demonstrate key leadership skills to deliver that success, but are often pulled in conflicting directions, dictated by increasing and changing demands.

The personality qualities and competencies of GCs show they are adept at being empathetic while still being driven to succeed. GCs can balance logic against their understanding of emotions, meaning they are likely to deliver with a people-centric approach.

Looking at the personality qualities and competencies of GCs show they are adept at being empathetic while still being driven to succeed. GCs can balance logic against their understanding of emotions, meaning they will deliver but not at the expense of morale, for example.

Through Lumina Learning, lawyers can become more influential, develop as effective managers, build successful teams and improve results.

Lumina Learning uses personality traits to predict competency potential and enables

individuals to understand their own persona at work and at home to help transform their relationships.

Their psychometric profile helps individuals identify and explore their stress triggers and different behaviours when under pressure, as well as helping individuals and teams to build self-awareness so that they can value diversity and build better rapport to ultimately co-create better results.

We use the Lumina Learning suite of tools to display how competencies can align with different qualities of personalities and provide information about the characteristics of the candidate to help organisations make more informed hiring decisions.

The insights from Lumina Learning's psychometrics can also help to find the ideal talent for your company and help your people to thrive.

Why not see how you compare with the GCs based on your own competencies and qualities. At Laurence Simons, we have a team of certified Lumina practitioners, many with legal backgrounds. To learn more about how Laurence Simons can help you use Lumina Spark in your organisation:

**If you are ready to take the next step and receive your own Lumina Learning profile, get in touch today and call [+44 \(0\) 220 7645 8555](tel:+4422076458555) or email [lumina@laurencesimons.com](mailto:lumina@laurencesimons.com)**

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## **Laurence Simons**

Laurence Simons is a global team of legal sector experts with more than 30 years of knowledge, fuelling a fresh approach. Our focus is on people, relationships and the journey to build lasting strategic partnerships with both clients and candidates and help talent thrive.

## **Lumina Learning**

Lumina Learning is a global provider of innovative personalised selection and development solutions for individuals, teams and organisations.

Designers and deliverers of cutting-edge products based on their integrated suite of digital psychometric resources, Lumina Learning qualify and support a global community of Practitioners specialising in organisational transformation.

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