

Integrating Flexible Legal Talent into Your Team



Sam Miller, legal advisor, executive consultant and former DGC at Intel.

INTRODUCTION

Flex counsel programs are an important component of creating a dynamic and resilient legal team. When making the investment to bring flexible legal talent into your

organization, ensure you're set up for success by following the guidance of Sam Miller, former DGC at Intel, who has pioneered implementing and maintaining successful flex counsel programs.

Get the in-house team on board

START SMALL

Pilot in a group that will be receptive and focus on ensuring a good attorney fit. Use that initial success to drive adoption.

EMPOWER YOUR TEAM

Make them active participants in bringing on and managing flex counsel. Overseeing flex counsel is a great opportunity for individual contributors to gain management experience – ask them to evaluate flex candidates and provide a simple rubric for measuring performance and value add.

ACT ON FEEDBACK

If a flex counsel is not a good fit for your team, move quickly to address and find a more suitable match for your organization.

Engage the right flex counsel and partner organization

CONSIDER SENIORITY

To start, bring in flex counsel a seniority level higher than the role requires. That extra experience helps speed ramp-up time and the ability to work independently in a new environment, both critical components of successful flex counsel engagements.

FOCUS ON EQ AND SOFT SKILLS

Navigating the in-house environment as flex counsel requires high EQ – flex counsel must navigate business client needs without the same empowerment as an in-house team member, which necessitates skillful relationship management and ability to live the company's values.

PARTNER WITH YOUR FLEX FIRM

Share as much information as you can about your needs and your organization, so they can help identify talent that will be a good culture fit for your organization.

Invest in retaining your trusted flex counsel

INTEGRATE FLEX COUNSEL

Ensure they have the requisite context and company information to do their job well. Invite them to staff meetings and foster community between flex counsel and the in-house team.

CREATE AN INTERNAL ROSTER

Make it easy for your team to engage with flex talent that has been vetted by the organization.

PRIORITIZE REDEPLOYMENT

Find ways to keep your trusted flex counsel engaged across multiple projects or engagements, to preserve institutional knowledge and long-term relationships.

Sam Miller is a legal advisor, executive consultant, and former DGC at Intel with nearly three decades of experience working at the intersection of law, business, and technology. At Intel she held a breadth of roles, including VP and Corporate Secretary, VP and DGC of Global Business Legal, and General Counsel of Intel Capital (Intel's investment arm). Sam works with a broad range of companies and nonprofit organizations, and is a board member at the Law Foundation of Silicon Valley, the Minority Corporate Counsel Association and the Oshman Family JCC.

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