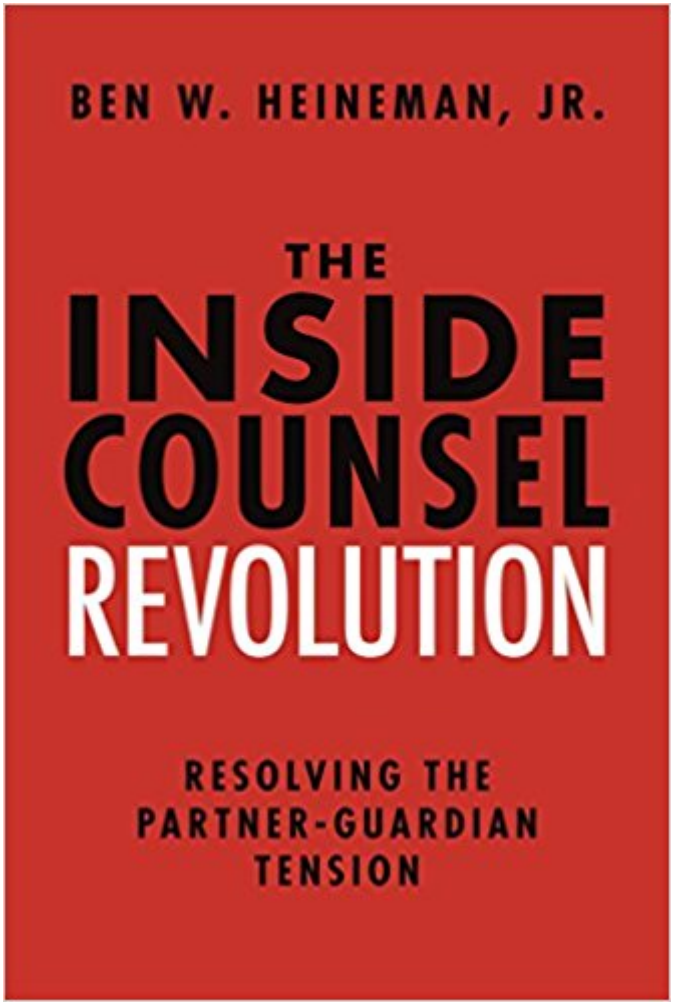
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The Inside Counsel Revolution: Resolving The Partner-Guardian Tension



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Synopsis

In the past 25 years, there has been a revolution in the legal profession. General Counsel and other inside lawyers have risen in quality, responsibility, power and status. Once second class citizens in corporations and the legal profession, they have become core members of top corporate management, equaling in importance the Chief Financial Officer and the finance function. Benjamin W. Heineman, Jr. has led that revolution in his nearly 20 years as the top lawyer at GE. In this analytic and prescriptive book, he describes the essence of that transformation and the modern role of inside counsel: the key functions, relationships, issues, problems and dilemmas, and argues for the role of inside counsel as lawyer-statesman, motivated not just by the desire for income but by broader values of integrity and corporate citizenship.

Book Information

Hardcover: 515 pages

Publisher: Ankerwycke (May 15, 2016)

Language: English

ISBN-10: 1634252799

ISBN-13: 978-1634252799

Product Dimensions: 6.6 x 1.6 x 9.4 inches

Shipping Weight: 1.8 pounds (View shipping rates and policies)

Average Customer Review: 5.0 out of 5 stars 28 customer reviews

Best Sellers Rank: #54,561 in Books (See Top 100 in Books) #20 inÃ Â Books > Law > Legal Education > Legal Profession #23 inÃ Â Books > Law > Business > Corporate Law #34 inÃ Â Books > Textbooks > Business & Finance > Business Law

Customer Reviews

"The transformation of the corporate legal department from a Ã¢â ¬Å“backwaterÃ¢â ¬Â• into a premiere destination for ambitious lawyers to learn and grow their careers, in many ways forms the nub of what Heineman calls the Inside Counsel Revolution..... HeinemanÃ¢â ¬â„¢s book is not a memoir of his time inside GE or a history of the inside counsel movement. Rather, he offers a set of prescriptions for how GCs can maximize their role in a corporation. The book explicates the unique role that a general counsel can play to help a corporation meet its highest performance and maintain integrity. He draws on recent history to call out lawyers who have fallen down, or commend his colleagues who in his view have effected tough decisions.... in-house counsel bring a unique perspective and analysis that makes them a conscience [of the company], their views important and

their role bigger than a bureaucratic function, he writes." ----Gabe Friedman, Bloomberg Big Law BusinessÃ¢â ¬Å“Ben Heineman redefined the world of inside lawyers and corporate General Counsels. His book, The Inside Revolution: Resolving the Partner-Guardian Tension, provides a thoughtful and thought provoking analysis of the role General Counsels, and lawyers more generally, can and should play in business and society. Every lawyer working in or for a business should read this book. And every business leader who works with lawyers should read it. BenÃ¢â ¬â„¢s analysis will help them understand what to expect from their lawyers, as it also holds a mirror to what they should expect from themselves in handling the complex issues that define the modern corporate world.Ã¢â ¬Â• --Frank Blake, former Chairman and CEO, Home DepotÃ¢â ¬Å“This powerful book explains how the inside counsel revolution has helped shape the role of responsible global companies and has transformed the legal profession. How should the corporation where you are general counsel deal with the use in China of the ultra-sound equipment it manufactures to carry out sex-selection abortions aimed at favoring boys over girls? What's an in-house lawyer to do when her duty as guardian of the corporation conflicts with her role as the CEO's lawyer and partner? On these issues and everything else Ã¢â ¬â ¢ from good citizenship, to managing the profit maximizing urges of outside law firms, to handling internal scandals, to managing risk, to dealing with laws and regulations that contradict each other once you cross a national border, to chiming in on appropriate executive compensation Ã¢â ¬â ¢ Ben Heineman, Jr. has provided the ultimate analysis of how corporations can, and should, function in a complex legal environment here and around the globe. More than that, he offers a fascinating set of examples of how it's done. Every board of directors should read this book Ã¢â ¬â ¢ and make not just their lawyers but their executives, too, study it and take an oath to live it.Ã¢â ¬Â•--Steven J. Brill, Brill Journalism EnterprisesÃ¢â ¬Å“Ben Heineman is responsible forÃ¢â ¬â Ã Â definingÃ¢â ¬â Ã Â the Ã¢â ¬â Ã Â modernÃ Â Ã¢â ¬â Ã Â Office of the General Counsel.Ã Â This is a must read for all in-house attorneysÃ¢â ¬â --and for all outside lawyers who serve corporations.Ã¢â ¬Â•--Michael J. Holston, Executive Vice President and General Counsel, Merck & Co.Ã¢â ¬Å“This is a must read for any director of a public company. Ben Heineman, legendary GE GC, makes a compelling case that the General Counsel is an essential partner for boards and business leaders on core issues of performance, integrity and risk. The stories of right and wrong will stay with you for years.Ã¢â ¬Â• --Shelly Lazarus, Chairman Emeritus, Ogilvy & MatherÃ¢â ¬Å“Major international corporations have become quasi- public institutions impacting the thousands, if not millions, who are either employed by them, use their output, or are impacted by their functioning, worldwide.Ã Â Inside legal counseling of their

management requires a vast combination of talents:Ã Â law, obviously, and sensitivity to public policy, governmental concerns, and most importantly, courage.Ã Â Ben Heineman, the long-time leader of the inside counsel revolution, has that combination in abundance and brings to those attempting that counseling an aspirational model, and to the general reader, a fascinating glimpse of the tensions inherent in counseling the management of these unique institutions.Ã¢â ¬Â•--Ira M. Millstein, Senior Partner, Weil, Gotshal & MangesÃ¢â ¬Å“Based on his pioneering work in creating the modern corporate law department, lawyer-statesman-teacher Ben Heineman ably sets out the core rules that must guide lawyers of skill and integrity as they advise businesses striving to achieve sustainable strong long term performance. The challenges he faced and the lessons he learnedÃ Â provide an invaluable and practical visionÃ Â for both inside lawyers and the external counsel who work with them.Ã¢â ¬Â•--John F. Olson, Partner, Gibson, Dunn & CrutcherÃ¢â ¬Å“Ben Heineman puts forth a vision of the modern General Counsel that is both aspirational and profoundly practical.Ã Â Refreshingly candid about the challenges facing global companies today, The Inside Counsel Revolution shows why Heineman's Ã¢â ¬Ëœlawyer-statesman' General Counsel is an indispensable member of a winning leadership team. A must-read for CEOs and boards of companies seeking high performance with high integrity.Ã¢â ¬Â•--Lynn Sharpe Paine, John G. McLean Professor of Business Administration, Harvard Business SchoolÃ¢â ¬Å“Ben HeinemanÃ¢â ¬â , a renowned pioneer at GE, Ã¢â ¬â has written an extraordinary and definitive book on the role of the general counsel in companies today. It offers Ã¢â ¬â rich insights not only for those of us who Ã¢â ¬â serve in these positions, but for Ã¢â ¬â business people who must operate at the intersection of business, law, public policy, and corporate responsibility.Ã¢â ¬Â•--Brad Smith, President and Chief Legal Officer, Microsoft CorporationÃ¢â ¬Å“No one understands better the critical role General Counsel play in assuring the success of global corporations than Ben Heineman, the former GC of GE. Expanding on his important and ground breakingÃ Â work and writing, Heineman's The Inside Counsel RevolutionÃ Â is deeply insightful--- richÃ Â with detailed analysis and penetrating vignettes based on real life crises.Ã Â This is a must read for anyone, not just lawyers, whoÃ Â want a practical visionÃ Â of how global corporations can thrive and avoid the reefs and shoals of today's treacherous legal environment.Ã¢â ¬Â•--Larry D. Thompson, former Deputy Attorney General of the United States and former Senior Vice President and General Counsel, PepsicoÃ¢â ¬Å“Ben Heineman's extraordinary book,Ã Â The Inside Counsel Revolution, is a Ã¢â ¬Ëœmust read' not only for inside corporate counsel at all levels but also for all corporate officers in the C-Suite and senior outside counsel who regularly interact on major matters with the corporate

team.Ã Â Why?Ã Â Two primary reasons:Ã Â First, it is a richly-textured and comprehensive chronicle of his remarkable first-hand experiences in high-level, real-world, and high-stakes settings.Ã Â Second, it is chock full of wisdom, insightful analysis, and priceless advice for any lawyer sitting, or aspiring to sit, on the hot seat of the chief legal officer.Ã¢â ¬Â• -- E. Norman Veasey, former Chief Justice of the Delaware Supreme CourtÃ¢â ¬Å“During and after his landmark tenure at GE,Ã Â Ben HeinemanÃ Â becameÃ Â the leading voice articulating the highest aspirations for the general counsels that have followed in his footsteps.Ã Â In this insightful andÃ Â deeply practical book, heÃ Â forcefullyÃ Â describes the tremendous potential that general counsels have to help their companies, the legal profession, and society as a whole achieve what he aptly refers to as Ã¢â ¬Ëœhigh performance with high integrity.' His sustained and comprehensiveÃ Â analysisÃ Â should be required reading for every academic, practitioner, and law student committed to making this ideal a reality.Ã¢â ¬Â•--David B. Wilkins, Lester Kissel Professor of Law and Director, Center on the Legal Profession, Harvard Law School"In his nearly 20 years as the top legal executive at General Electric, Heineman redefined the role of the GC in the modern corporation....indispensable new book, Ã¢â ¬Å“The Inside Counsel Revolution,Ã¢â ¬Â• ...Thanks in no small part to Heineman, the in-house backwater is now the wave of the future in modern practice. And it can be an exhilarating, enlivening, fulfilling professional ride...Heineman calls his book Ã¢â ¬Å“my last will and testament on the role of General Counsel in the high performance with high integrity corporation.Ã¢â ¬Â• It's impossible to do it justice in a short review. Ã¢â ¬Å“The Inside Counsel RevolutionÃ¢â ¬Â• pulls together skeins of string he has gathered over the years Ã¢â ¬â œ speeches, articles and broad experience in private practice (... Sidley, Williams & Connolly), academia (Harvard, Yale), government (Department of Health, Education & Welfare), the Supreme Court (clerk for Potter Stewart), and, of course, at GE (Senior Vice President and General Counsel) Ã¢â ¬â œ and weaves it into a comprehensive and coherent framework for the GC role Ã¢â ¬â œ and the role of lawyers generally....It is an exhilarating, invaluable work that has earned widespread praise....[with] many over-the-moon comments..." -- Joe Calve, Metropolitcan Counsel

Benjamin W. Heineman Jr. is GE's former senior vice-president for law and public affairs and is currently a senior fellow at Harvard Law School and at Harvard's Kennedy School of Government.

This is a great book ÃƒÂ¢Ã â ¬Ã â œ a brilliant analysis of the revolution in the roles that lawyers

play inside the modern corporation. The book isnÃƒÂ¢Ã â ¬Ã â„¢t a memoir, but the story is told by the revolutionÃƒÂ¢Ã â ¬Ã â„¢s leading figure, the legendary Ben Heineman, who took over the top lawyerÃƒÂ¢Ã â ¬Ã â„¢s job at GE as an outsider with an extraordinary reputation and retired having permanently changed the corporate world and the legal profession as we know them. The book details the wide-ranging roles that lawyers inside the corporation have increasingly come to play and that Heineman believes they must play to assure that corporations create value in far-reaching, legal and ethical ways. But the book is not just about lawyers and not just for lawyers. Because Heineman sees the role of inside counsel as so wide-ranging, his book is also an outstanding overview of the vast and diverse roles that the large modern corporation plays. It thus becomes a uniquely important book in illuminating the complex, global and indispensable world of business more generally.

This is a great book. The only book I know that describes the job of insider counsel. I have given it many people and as a general counsel, I refer to it often.

Ben HeinemanÃƒÂ¢Ã â ¬Ã â„¢s "The Inside Counsel Revolution" is an astonishing effort. Not only is it a must read for in-house counsel, it is a must read for anyone who cares about modern corporate governance. Focusing on the concept of the general counsel as a ÃƒÂ¢Ã â ¬Ã Å“lawyer-statesman,ÃƒÂ¢Ã â ¬Ã Â• the book lays out a broader framework for how corporate governance needs to evolve to create at once high-preforming and highly ethical companies.While the book is visionary, it is at the same time down-to-earth, readable and highly practical. Heineman illustrates the principles he is advancing with fascinating and detailed analyses of actual cases ÃƒÂ¢Ã â ¬Ã â œ where things went wrong, how the companies involved responded, and how they should have acted in the first place.At the center of his beautifully coherent framework for high performing/high integrity companies is the general counsel; but the book also details how other actors ÃƒÂ¢Ã â ¬Ã â œ the CEO and senior management, the board of directors, the broad span of stakeholders, from employees to share-owners from regulators to customers ÃƒÂ¢Ã â ¬Ã â œ figure into his framework.The book is the obvious product of both enormous in-the-trenches experience and trenchant thought. For those who have been frustrated by the seemingly never-ending slew of corporate scandals, but who also believe in market economies, Ben HeinemanÃƒÂ¢Ã â ¬Ã â„¢s book is offers a clear-headed prescription for hope. And we hope in-house lawyers and all corporate actors will read it.

Ben Heineman led the transformation of the multi- faceted role of the chief legal officer in a modern corporation, especially one whose activities reach into many countries. Now he has written a book of great power and clarity charting how that dramatic change occurred over the last quarter century and how vital it is to companies seeking to succeed in the several dimensions of performance, shareholder value, customer service, talent development, crisis management, integrity, governance, leadership interacting with governments , policy makers and regulators, all of which together define reputation and success. This book will be valuable to lawyers in or outside a corporate law department. But it should also be essential reading for ceo's , board members, senior executives and those who aspire to leadership roles in enterprises around the world.Lewis KadenVice Chairman, Citigroup (retired)Lead Director, ArcelorMittal SA

Ben Heineman's book "The Inside Counsel Revolution" is the best book ever written for GCs, not only because Ben Heineman has a great vision but also because he explains how and why every company (thus everyone) should implement it. Following his former 2008 book "High Performance with High Integrity", Ben Heineman goes far beyond and develops his vision on capitalism and the central role of GCs who should not only serve corporation but also the entire society playing the "lawyer-statesman" role. GCs, in-house lawyers and outside counsels should read this great book, because the Revolution is not over! CEO and C-levels should also read "The Inside Counsel Revolution" and embrace the "high performance with high integrity" paradigm. Olivier R. Chaduteau, Managing Partner of Day One Consulting.

This is a must-read for any general counsel -- or those who aspire to the title. Ben Heineman figuratively -- and now literally -- wrote the book on how to be a general counsel for a world-class company. The Inside Counsel Revolution is well-written, easy to read, and broken into essay-sized chapters. In his years at GE, Heineman reshaped and redefined the role of general counsel. And the hard-earned wisdom he shares here is priceless: How to earn both the trust and respect of the CEO and the C-Suite, walk the line being partner and guardian, and help build and sustain a culture of integrity where employees not only do things right, but do the right things. It should be within arms-reach of any general counsel who aspires to do the right things, too. Buy this book.

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