

230113 - TL - Chad D - WillEdit - StudioSound

[00:00:00] Hello and welcome to the Talking Law Podcast. Um, I have a absolutely fantastic guest, a global, uh, lawyer, a global achiever, global leader in every regard. And, uh, the lawyering part of it is just sort of feels like an aside. Uh, I've got Chad with me. Chad, can you introduce yourself with your full name so I don't get it wrong?

Yes. Thank you for having me. My name is Chad Dellinger, um, and I'm sitting in Dallas, Texas. [00:00:30] Wow. Now. Chad, you are the Chief Operating Officer of C B R E. And I want you just to, um, tell us firstly, cuz you've got a lot of other accolades, right? Um, and I want you to tell me all the global heads, you're like the top cheese, um, as we say in England, um, or the head honcho.

Uh, maybe, uh, say, but I, I want you to just tell us what do you do? One was C B R E and two. What [00:01:00] do you do there? Because your role is really quite interesting. Yeah. And just to clarify, so I'm, I'm the legal Chief Operations officer, uh, as well as the, um, deputy General Counsel. So lemme start with what C V R is.

Um, we are a global real estate company, um, though we do so much more than just real estate. So we have three different business segments. We have one that is the more traditional, uh, real estate, commercial real estate. Um, Leasing and [00:01:30] selling and whatnot. We have a, a segment called Global Workplace Solutions, um, which helps service buildings and facilities.

And then we have global investors, which is a global investment fund management company as well. So we are incredibly diverse in what we do. We're in over a hundred countries globally with about a hundred thousand employees. Yeah. Um, so what do I do in, within the company? Um, my work has been expanding over time, so I, I.

Four different functional areas of illegal than that I oversee. [00:02:00] Uh, I am the, the global Head of litigation, so responsible for all litigation globally for the company. I am also the head of Global Intellectual property. Uh, I run or oversee the, the Legal Operations Center of Excellence, which also has a global footprint.

And then I recently started overseeing the, the Insurance and Claims Division as well. So those are my four functional areas that report up to. Wow. Now, Chad, just before I move on to some of the questions I want to ask you, [00:02:30] and before I do, um, people think I do a lot, but actually you've got four kids.

Have you got four dogs as well? I have four kids and four dogs. Uh, oh my gosh. Uh, and then also you lecture at the University of Chicago, right? The law school. I do, I do. This is my, this January will be my 20th year of lecturing at the Chicago Law School, uh, which has been sort of a hobby of mine. Uh, so you throw in the, the four kids and the four dogs and the, the [00:03:00] hobby of teaching, it's a pretty, it's a pretty full life and a pretty busy household that we have.

Absolutely. And I, one more thing, I want you to top it because you've certainly beaten me at this. Um, in lockdown, you co-authored a book with your daughter. Yeah, so my, so I have four kids. I have, um, one in college. She's graduating in, in next week actually. Wow. University. University, yes. So at the university.

So she graduates, uh, next week we go to Arkansas to go [00:03:30] to her graduation, but we have two which are in high school. And then we have one who's quite young, still the first grade. So during the covid lockdown of my middle daughter. So the, at the time I think a high school press. Came to me and she's an avid reader.

She actually has a, a book podcast with her mother. They do every week. Uh, and they're both avid readers and she said, you know, I would really like to try to write a book during the lockdown. I said, great. She said, I'd like to do it with you. I [00:04:00] said, even better. Uh, so I got the chance when we were all locked down, uh, to, you know, every week do a couple chapters together with my daughter, which was so much fun.

Um, so we then self-published, uh, this book together, uh, which is now out there, and it was just a really great experience spending time with my, my high school daughter. Wow. Avi, I just think you are amazing, uh, to be able to have that. And I'm gonna ask you about wellbeing, but Chad, can we go back to the beginning?

Where did your inspiration for [00:04:30] law. Come from, or, uh, I mean, I often say a love of the, a love of the law, um, because I think that's just a term that I use for my own experience. But where did that kind of desire for you to

practice law and come into law come from, and how did you end up being, you know, g um, uh, general counsel?

Yeah, so it's, it's a really interesting question. So I, I grew up in a small Iowa town. Uh, my, my father, uh, was a, a pastor at, [00:05:00] at a local church, and my mother was a, a preschool teacher. And for whatever reason, um, for little on the idea of being a lawyer always had this innate appeal to me. So I, I liked sort of the, the idea of, you know, arguing and, or debating, I might say, uh, and doing things to make a difference.

And that just sort of stayed with me throughout, you know, as I grew up in high school and college and, and there was a time in college where I debated, um, the other passion I had was, was one for philosophy. [00:05:30] So when in college I was toying with either going to law school or getting the PhD in philosophy.

And I ultimately chose law school and was very happy I did. Um, and it's just sort of, there's been a, a, a passion of mine ever since, and I, I think what it was was having a profession. Well, you really can make a difference within our country, our world, um, in, in a sort of a fair process, in a way to allow people to have a [00:06:00] voice and to be heard and to, to make changes, uh, throughout our system.

And just had a real innate appeal for those reasons. Wow. I mean, that's, that's really brilliant. And tell me, um, how did the move come about that you became, um, general counsel? Because I, I still don't feel as though in kind of the, you know, private sector. We, we know enough about, Uh, being, becoming gc, you know, I interviewed the [00:06:30] GC for the World Bank, for example.

Um, you know, and it's quite an interesting route to get there. What, what was kind of your route, you know, if I wanted to become a GC and, and where did your route start, if you like? Absolutely. And, and to be clear, so I'm, I'm a deputy general counsel, so I still have a boss who is the general counsel of the company.

Um, but you know, I, um, it's a small semantics. It's fine. I just, I just wanna be clear. Uh, but I'm, you know, I always tell people don't necessarily follow [00:07:00] my path. If you, if you check me on, on LinkedIn, I have moved around a lot. Yeah. So I've bounced around from law firms to companies back to law firms, and the reason I've done that, um, in this, I guess I'll give credit to my white board, um, every couple of years, um, we would sit down.

And talk about, you know, whether I feel like I'm in the right place professionally, whether I'm happy, um, whether, you know, I'm still being challenged or whether something new might be out there that, that's interesting to me. [00:07:30] And, you know, each of those changes I've made was for a very specific reason, but it sort of allowed me to gather a really broad set of skills, right?

So I've worked in boutiques, I've specialized in ip, I've gone to broader litigation firm, done a big global law firms. I worked at, you know, the world's largest company at Walmart. And, and with all of those experiences, I think it gave me the background to come into a role like this where I'm doing a variety of things, managing, you know, a lot of people.

Yeah. Um, but I think it's just that [00:08:00] diversity of background. It really helped get me to where I am today. Well, I, I think it's, it's absolutely fantastic now, um, with that experience and, and you have been at, you know, and you've been to oth other massive firms as well, you know, Catton and Greenberg Turig and, and people like that.

But with that, you've brought with you, um, Uh, a skillset, you know, leadership, uh, and I had the opportunity of experiencing a C B R E, your stand down [00:08:30] day for diversity a and there I saw actually that you weren't just, you know, talking the talk. Um, you were walking the walk. So can you just help me out with why diversity is so important at C B R E, you know, a global, um, Organization in such a way, because it's not just a tick boxing exercise there.

And, and that comes, it's a quote really from Lucy and Banky, some of the people in your team there who are not just singing you [00:09:00] up. You've been a fantastic ally on it. Where do you see diversity as playing an impact in, in global organizations? Yeah. No, I, I think, um, I'll answer maybe in two ways. One is the company, one with myself personally.

I mean, I think with the company it very much is, What I would call a top-down leadership approach, right? That our, our most senior executives, both in legal as well as within the business, um, understand how important diversity is. Um, [00:09:30] not just because it's the right thing to do, which it is, but because it really does make you way better a company.

Um, so it is something that, you know, when you have. , a variety of people and perspectives and viewpoints all sitting around the table and feeling as though they belong. Uh, at that table, it leads to much better outcomes and results and

work grounds. You know, look, and you know this, but it is, [00:10:00] it is no longer in debate, right?

That diversity adds value. So I think it is now for the company. We have very senior leaders who understand that the dials make us a better company and they understand it is the right thing to do. And I think to me that is, that combination being both the right thing and the the right thing for the company.

The right thing morally is, is why it is so pable here at C V R E. Yeah. Yeah, well, it, it, it, it's [00:10:30] fantastic. But, ha, having said that, you know, you are in the States and, you know, I'm in England, a small island surrounded by, by water . I, I just wonder, you know, when you've, You've talked about top-down leadership and it's often, that's what we talk about here, leading from the top and it'll trickle down to the companies.

Um, and you are, you are doing it. I just wondered if you got any tips maybe for organizations and companies maybe of a similar size [00:11:00] to yours or smaller who are thinking, gosh, where do we start with all of this? The moral argument sounds great when we talk about diversity. Actually, where do we start beyond doing, you know, drinks, parties, events, or having a paralegal at the end?

You know, sometimes you've got like a team of eight lawyers, um, who have been instructed because you often, sometimes you need to do that. I know your intellectual property, but you sometimes need to instruct ter external counsel, and then you have like eight [00:11:30] blokes and then paralegal at the. who might tick the diversity box.

So I'm just wondering, you know, are there any tips or ideas that you've got? Perhaps for anybody who's thinking, where do we start? What little things can we do? Yeah, no, I, I, I have some, and I, I think the, the first. Thing I would say is to do something right. Don't have this, you know, paralysis by analysis that you know where to begin, where to begin.

You keep talking and thinking. Nothing ever happens. So I think do something, uh, and start [00:12:00] is the first. So starting is also the hardest thing. Yes. The other, the other thing that I think has really helped our company, uh, and our department is to go beyond the aspirational. I've often seen in programs about diversity.

Uh, you have a, a bunch of people, you know, sitting around a table talking, everyone in violent agreement that yes, it's very important. Yes, we all agree,

we should improve and get better. And then you all go and do your day jobs and nothing ever happens, right? So [00:12:30] get beyond the aspirational to have measurable goals and track what you're doing, right?

If you don't actually. Have goals that you can be judged against and, and tracking, getting good data, you'll never sort of get beyond that aspirational agreement that yes, it's important, but are actually an impact or not. So I would say try to get good data. You know, for example, we hire a lot of law firms, a lot of council, um, and we are really striving, you know, in 2023, they have [00:13:00] much better cleaner data when it comes to not just who we're hiring.

But who's actually doing the work, um, and who's getting credit for the work being done. So it is really understanding your data and then being able to measure how you're performing against that. Um, and the other thing I would say is, um, having a place, um, where people can talk about ideas, you know, beyond the standout day, which, which you were, which you joined us for, and thank you for that.

Yeah, it was wonderful, you know, for the [00:13:30] last couple of years. We have been having what are called monthly diversity dialogues. So we'll take an hour over the lunch hour. Um, anybody can attend. It's, it's optional, not required. And when we, we get together there, there's no titles, there's no hierarchy, but we have a place.

We have a safe forum where people can engage in those difficult discussions and we learn from each other. Uh, you know, we, we understand each other better. We talk about, you know, controversial topics sometimes. [00:14:00] Yeah. But it's a place to actually do that because, You know, I think many of us are very well intentioned.

Um, but I may be doing or saying something that was either harmful or not productive. Unless someone says to me, Hey, Chad, when you say it like that, or when you do that, are you aware it might have this impact to me? Oh, I never thought of it that way. And just sharing those perspectives in an open form like that has been incredibly valuable to, to make people feel as though they can be their authentic selves as they come to.[00:14:30]

Yes. And it's so, so important. Um, and, and to bring the whole selves to work way, as you say, they could contribute in other ways and have the conversations. It's so, so, so crucial. Um, I think I'm kind of, um, uh, going off topic now, um, uh, but back, back to the law cuz I'm just so passionate about diversity. Um, one of the things that, um, I wanted to ask you about Chad was,

um, this was about, uh, You know, who [00:15:00] inspires you to sort of carry on?

Right? Um, it is, you know, this is a, a podcast about legal leaders in the field of law. That's, that's what this podcast is about. That's what, you know, it's got over 200,000 listeners or whatever it is. Um, but who inspires you to carry on? Because we can all get a bit fatigued, can't we, in our jobs, in whatever ways that we're doing.

Yeah, I, I will answer that maybe in maybe three different ways. Uh, spoken like a lawyer, one, two, and three. Uh, you know, I, I think early [00:15:30] on, um, sort of my, my passion for philosophy as well as the law, that combination, um, I was a big fan of H L A heart. The, the Jewish presidential laws. I thought just his, his way of writing, uh, was so clear and the way he, he sort of structured his arguments was just really impactful.

So from an academic perspective, uh, I would say h l a Har, um, personally, uh, when I, when I got to law school, uh, one of my [00:16:00] first professors, uh, was Guido Calabrese. So the Honorable Judge Calabrese from the Second Circuit, he, the, the former dean of, of my law. He was, he still is, but just such a brilliant person.

Um, but beyond his, his utter brilliance, I mean, this is somebody who was Dean of Yale Law School, a second circuit federal judge, um, just an incredible scholar who sort of transformed the area tort law. But he was an [00:16:30] even better person, just one of the most thoughtful impassionate, you know, caring, supportive individuals while law school, I, I still am close to the day with, with Guido.

So he was just somebody who, who really inspired me to realize you could always sort of do more to help people and just be a good human being before you're, before you're a lawyer. So that, that would start one. The third one, uh, is just the people I see around me. You know, the people at the company, the people on my.

This, this stand down [00:17:00] day you talk about was led by, by of, by college club volunteers. You know, Whitney, Samantha, Valerie and Lucy, right. Who just up such enormous amounts of their times, uh, with their full day job and, and, and did this. And the fact that people at all different levels of the company, Cared so much to put in this time and put on an event like that.

That to me is what's inspiring. So just the everyday people you work with who are so committed and doing so much, it is [00:17:30] just, that's to me what's incredible. I mean that, that's amazing. Chad, whilst we're talking about, I mean, that's so inspirational. There's three people, three occasions and big shout out to Lucy who's brilliant and may have just about to give birth, I think by the time, uh, this comes out.

Um, uh, I wanted to ask you about, whilst we're talking about inspiration, um, Who's your kind of favorite legal character? Maybe that you've answered it already in your professor at [00:18:00] Yale, but I just wonder if you've got a, a, a favorite legal character and a favorite book? Um, again, I think you feel, I feel like you've answered them, but, um, I just wondered if, if, if, you know, you could share.

Any of those withers. And indeed, if someone was gonna play you, you know, imagine you're in suits. I know it's totally unreal, isn't it? Um, uh, but if someone was gonna play you, um, who would you like it to be? So you've got like three questions there. If you [00:18:30] want to add to the book, you can, you pick and choose.

So I, I think I'll start with answering the, the book question. . Um, you know, I think I've talked a little bit about sort of, you know, legal characters of people that I like and I will let others inside who should play me. That's probably a better question for my, my, my family or colleagues. But in terms of my book, um, one that is towards the top of my list is the book Wonder.

Um, and that book, um, is a young adult book. We, we read it as a [00:19:00] family, and the story, um, it, the, the, the main character is a. A boy who has, uh, significant facial deformities and sort of how he overcame or sort of learned to live a life, which was quote normal, a phrase I don't like. Yeah. And we, we read that as a family and it was incredibly impactful.

Um, So that was, that was one of, you know, I, I have a son who, who struggles with autism. [00:19:30] So it's just having a, a disabled child, um, who has to overcome challenges that maybe you and I take for granted, uh, really resonated. And, and it sort of also ties into the topic of diversity because I think, you know, often we think of diversity in a, a fairly narrow sense, right?

Race or gender. When you start thinking about things like disability or abilities as we now call them, and things of that source, you know, mental health and wellbeing. So for that reason, that book really [00:20:00] just was very

impactful to our family and, and just also an incredibly good read. Yeah, absolutely.

Absolutely. You know, it's really good points you make there, Chad. Um, and also about inclusion. You know, we often just talk about diversity, but actually we need inclusion. Um, and, you know, and, and the point about your son and that book, cuz it is such a powerful book. It makes me cry a lot actually. Um, when I first read it, it is really powerful and it's really spot on.

Um, well, and I, I would say I would [00:20:30] also have it, you know, I think. We are now trying to move past inclusion to what? Uh, to a council that have belong here. Right? Because I think sometimes of inclusion is, this is my table. Why don't you come and join me at the table? Right? Yeah. But really what we want is everyone belongs at the table.

It's not anyone's table who's inviting others to come. It is. Everyone belongs and has a place there. Yeah. So I think it, we sort of gone from diversity to inclusion is now a sense of belonging and that's what I [00:21:00] think we all be striving for is that sense of belonging. Yeah. Gosh, that's, I'm just writing that down cause I think you're absolutely spot on.

Um, cuz of course you can be at the table but you don't feel, if you don't feel you belong, then nothing that's been achieved. Um, that yeah, that's really powerful. Really powerful, Chad. What do you do for wellbeing? You know, you are in litigation, it's long hours, right? I'm in crime and employment. They're long hours, but you, I'm not, you know, [00:21:30] running a global company to, to speak.

I'm a self-employed and I wear, you know, horse hair when I go to work. Um, and I have a few hobbies that, you know, like you outside, um, doing, you know, podcasts and women in the law and stuff. What do you do for wellness? And to kind of have balance, because I see a theme of family, you know, your family's really important to you and as a lawyer you actually get to see them and like, you know, a lot of lawyers who will say, oh well, you [00:22:00] know, I've got to where I am and I had a very good nanny and you know, they've had a X number of, um, difficulties in relationships and so on.

It's a difficult place to be sometimes. So I wonder how have you kept grounded or what have you done for your wellness or well, That's a, that's a great question. A couple of things. I think first of all, you know, family is most important to me, so my, my wife and kids Ian. I think over the course of my, my career, I've also made a point of, [00:22:30] of spending time with my family.

So I was somebody who would leave my firm to go to a parent-teacher conference or, um, to go to some play or some soccer game or, Yes. And it was something I wanted to, but I also thought it was important because as I got to be more established in life firm, I think having younger lawyers, um, see a more senior lawyer do those things was, was important.

Right. Yeah. And I think it's something where I was very. Vocal about doing those things, and I still am, you know, I [00:23:00] will tell my team I'm taking the morning off to go have lunch at my daughter's school and, and, and you should do the same. I think it's important that whatever the outlet is, be it family or friends or you need to find time away from this job, right?

These jobs could be 24 7 every day of the year if you let them. Um, and that's not healthy. So I think it is one, just making time to do those things. Um, the second thing I would say, Make sure you enjoy what you're doing, enjoy the people you're around. So I've, you [00:23:30] know, I've moved around some, some joke better than others.

But what I, what I've learned is that you know, those maybe 10 people around you at work significantly impact how much you enjoy or don't enjoy the job. Or if you really enjoy your colleagues, your peers, the folks you're working with, it's a pretty good job. Then if you don't, it can be very long. So make sure you're at a place.

you actually enjoy what you're doing and you enjoy the people around you. The, the last thing I would say [00:24:00] is I also, uh, I tend to, um, uh, exercise is a way of, of release. So I, you know, uh, used to be a marathon runner. I don't know that I still am, but I, I've run marathons. I still enjoy running. Um, so I just think critical fitness is really good for wellbeing, mental health, and just an outlet for these sorts of very, sort of long and stressful jobs that many of us.

Yeah, no. Do you know that's such good advice. I know when I'm getting quite tense and I have, you know, long trial or paces off [00:24:30] circuit and you know, just kind of like living off coffee or I haven't been to the gym or a hot yoga class, I think, oh my God, suddenly. You know, I do like a, I dunno, 12 mile walk or something, even though I've got a dog and you feel like, oh, the weight's kind of lifted off because you've got the miles in.

Um, so I think not just exercise, but that's such good advice and I like the way that you are vocal about it because just the other day I was speaking to somebody who said, oh, yes, I, I have, I have at, I [00:25:00] have attended Tivity plays. I don't put it in my diary, so it will just be blocked out as blank and

nobody knows where I am because they don't want to say it's a, it's a family commitment.

So I like the way that you've owned it, like you are saying, yeah, I'm going early cuz it's a Christmas concert, or, you know, which is something I've got to do tomorrow. I, I really think that's wonderful. Um, I think that's important cause I think, you know, at least in the states, there is often a double standard with between men and women Right.

About, you know, going to kids activities and whatnot. [00:25:30] So my thought. If, if I can sort of signal that that's, that's good. If I can do that and be very vocal about it, I'm hoping others then feel more comfortable taking time off and doing those things. I really think that's, that's what we've gotta get better at.

And I just think by. Not hiding the fact you're gonna go see your, I mean, how silly is that? I'm gonna hide, I'm gonna go see my kids. Right? No, you should be proud of the fact you're gonna see your kids and gonna go see a player or a, a, a football game. So very, very proud of doing those things and, [00:26:00] and hope others sort of, um, also do the same.

Yeah. Uh, means. Oh gosh. Spot on. Chad, before I ask you about some advice and guidance and tips for kind of different career levels, um, I wanted to just ask you about allyship, right? You know, you are a white man. I'm a short black woman. You can't see how short I am. Actually, I'm sitting down, but, uh, I'm not, I'm not cab.

You know, it's some six foot supermodel I've learned to live with, uh, my, my shortness with some heels. [00:26:30] Um, but I, um, I just wondered. what I, I talk a lot about allyship and the importance of building allies. So whether it's on gender, whether it's on LGBTQ plus, um, whether it's on race, I really think we need allies.

Um, you know, who. Don't necessarily look like me. I mean, would you agree or do you think, you know, we still need to have safe spaces, which is fine, but I, I, you know, I really think that we need [00:27:00] allies that often just can just call stuff out. You know, if I'm on a train and I'm being asked to get you my tickets again, cuz I'm sitting in first class, although in England the trains are so expensive that no one's buy his first class anymore.

But just on the train and I, I'm the only person in the carriage cuz I'm a black person. You know, and it's exhausting to always, uh, call something out

yourself. Uh, but what is good in the workplace is if we can build allies that are active, the lead [00:27:30] that can make an improvement. And I just wondered where you were on the allyship, um, issue.

No, I, you know, it's, it's interesting because I obviously am very committed to allyship. I mean, I, you know, I, I'm the, the executive sponsor of the company's, you know, De and I work stream with the legal part. Yeah, absolutely. Someone who looks like me doing that, uh, obviously ratings into the issue, ballet ship, and it's something I've thought a lot about.

I, I've had over the last couple years, I've had a couple of people approach me and say, Hey, maybe you shouldn't be [00:28:00] doing this because of the way you look. Right. Because why shouldn't somebody who is more diverse be do that? And I, look, those are good, honest discussions, but I, I, I welcome the feedback. I appreciate those discussions.

Where I landed was that, You know, this is something which I care a great deal about. Yeah. I have a tremendous amount of passion for issues of de and I for a variety of reasons. Yes. And I, I still think, though, I guess maybe somebody else answer the question, I still think having somebody who looks like me, you know, a, a middle-aged [00:28:30] white guy, um, be somebody out there talking about the issues, promoting these issues and fighting for the issue.

Is a good thing. It goes back to that discussion earlier with having, you know, if you have 10 people around this table who all look the same way. Yeah. Sort of violent avoid of how things should change, but you know, they may not be in the rooms where change can happen. I think having allyship is incredibly helpful.

So, you know, I think it was a really important, it's a piece of it. It's not the only piece, it's a piece of. [00:29:00] I think it's incredibly important, but I would love to get your views on, on, on whether that's true or not. Yeah, I mean, I, I, I, I think it is no good just having the same people all the time. You know, I say this in respective gender.

Look, I founded a, an organization which has got 30,000. Professional followers on LinkedIn. It's got, I don't know, thousand members, blah, blah, blah. It's global. It's women in the law, uk loss of allies anywhere. There's no point talking to just a room full of women about some of the issues on [00:29:30] gender, for example, which is a, a large part of what we do, as well as all the other diversity strands.

So I, I do think we need people who don't look like me. I think we need more people who look like you. Advocating and, um, supporting these issues. And I think we need a whole mix, um, of different views and the real perspectives, but, uh, it, it's far more powerful. Uh, and it goes back to something that we know.

There's a study that says, for example, men are better sponsors, um, than women and sponsors are [00:30:00] different, um, to. I'm not talking about mentoring. They're two different things. And I think, you know, that, uh, we, we kind of live in this space, so perhaps we get it, but I do think that we need, um, I, I, I don't like the term middle ma.

Um, middleware age white men. Um, I use a different term. Which one of my guests on here, uh, Bri Hall Stevens KC uses, which is kind of, um, I can't remember it. It'll come to me towards the end, but [00:30:30] I, I, I do agree. Actually, I think we've moved on from diversity that we now, we need people advocating. Um, and true allyship means actually walking in there.

So if you've got a view, I don't know, people might have different views to that, which you and I share, um, by all means, they, they can, um, comment. So thank you for leading, um, on, on the issues and, and being a, a, a true ally. Now, Chad. I want to ask you about some tips and guidance for [00:31:00] somebody who might be wanting to enter the profession, any advice and guidance, and then I want to move on to ask for maybe somebody who's kind of.

Mid-career, maybe 10 years call for Barrister Plus or, um, it's different in the States I know, but you know, people who might just be getting a bit tired and might be thinking, where am I going with my career? So the entrance, any advice and tips if they want to come into law today. Um, you know, maybe three, three [00:31:30] tips that you might have.

Firstly. Yeah, happy to. I think the first one is make sure that. Like the law, right? You know, there's something which I am passionate about, as are you, obviously. But there are, I, I've had a lot of students, um, colleagues, friends, um, who realized after some period of time, I don't really enjoy the law. Uh, so I would say if there's a way to sort of, you know, intern someplace, find out, do you actually enjoy this?

[00:32:00] Because it takes up a tremendous amount of time. So do, do you like the law is number one. Number two, I think, uh, young. Lawyers or seem to be lawyers tend to put too much weight into sort of their first career decision.

Right. You know, which firm do I go to? You know, what is that first move? And I think we have gone.

beyond, which may have been the case, you know, 20, 30 years ago. You, you get out of law school, you go to a firm, you're gonna be a partner to [00:32:30] retire with that firm 30 years later, right? This's gonna be your your path. People move around a lot now, and I just think you, you ought not put so much stress on yourself about what is that first job, because you're likely to have several jobs, Stan, you know what you should be thinking about.

Whatever job you're in, um, how can you benefit, what can you gain for that? What experiences can you gain? And I think most importantly, um, who can you meet, right? I'm [00:33:00] a huge believer in, as you say, mentorship, sponsorship, championship, all those things. Um, and a, a big part of this profession is, is finding people who can help you along the way.

Um, so each, each stop you. Don't lose sight of those, those connections, the networks, the people who can help you in a variety of capacity. So I would say, you know, a, make sure you like the wall. Um, b, don't stress on that first opportunity. And c, really don't lose sight of that, that [00:33:30] network and the importance of meeting and alerting for people around you.

Um, so those are, I guess by three tips for the, the new. Oh, I love that. Now you've got the established person who, I don't, I mean, I know I said knackered, but not everyone is knackered probably. Cuz I haven't done any exercise and I don't run marathons anymore, Chad. Uh, but I'm not, this isn't about me, but Juan, Juan is, you know, Juan's been in the law for some time and, um, they've been practicing law.

Uh, you know, I think we, we, I see a lot of those [00:34:00] people. They're not, you know, they're not gender specific. Um, and they're kind of just looking at. where they want to go with their career. And I just wondered if you might have some advice. It may be that, you know, they've become, they feel more of an imposter.

Maybe they're lost a bit of a love, um, or that enthusiasm that get up and go feeling. I, I, I don't know, but I just wondered, you know, if you had any career advice for the person who's been in the law for a little. I think first I would say be [00:34:30] intentional about what you do. I'm a big believer in all things in life being intentional.

Uh, you sometimes see people who just sort of go through the motions and the same thing day after day. They sort of wake up 10 years later and be, how did I get you? What am I doing? Right? So be intentional about sort of a plan of what you want to accomplish in your career. Uh, but I guess maybe the opposite.

Unintentional with that is be. , uh, don't be afraid to listen to opportunities or look for other opportunities. As I said, I've moved around a fair [00:35:00] amount, uh, but I've been open to change and I think being open to change and opportunities, um, can really help you in your career. Uh, don't be so stuck on the, I'm going to do this the rest of my life, that you sort of miss out on some great chances that might happen around you.

Yeah. Another one, and this sort of ties into what I've said with the, the newcomer is, is, is find those mentors, those sponsors, people who can give you guidance in your [00:35:30] particular path. People who can support you, um, give you feedback. Um, you know, these jobs are really hard jobs and with all varies we have to improve on in finding somebody you can trust, um, who can give you that clear and maybe those, that hard feedback of how to get.

You know, I think we're always striving to improve and then being open to that, being open to this idea that yes, I can improve on this or that, and taking that feedback in a constructive way, um, and striving to get better. Uh, you know, the [00:36:00] practice of while you, it's a journey, right? We're always growing, we're evolving, we're getting better at things, but no one's ever you.

Where they're gonna end up. You could almost get better at certain things. So being willing to improve and take that feedback, uh, is another, I think, really important, uh, piece of advice that I, that I've learned over the years. Yeah. See, I'm, I'm writing all these tips down. I hadn't anticipated it. I know, right?

You knew. I'm the interviewer. . . [00:36:30] You need to give le a masterclass in, uh, in the career careers. No, I mean, they're, they're brilliant, which is why I was writing it down. Right. Um, I think they're really, really fantastic. Um, Chad, we've been talking for a while now and, um, you know, when I looked up and talked to you on LinkedIn, in, in whatever that mode is, I've learned and looked to where you've been in the different law firms, you know, in, in being like, you know, at Walmart, my god, in England, Walmart owned [00:37:00] Asda.

Um, uh, and so, you know, it's huge. That's like the bigger supermarket in the world or something. Um, and then you've been. Done lots of stuff. And now you're a C B R E, so you've had quite a career already. Um, you know, and I

just wondered, um, you know, what's next? Is it becoming, you know, Uh, the, the general counsel, I know I was getting the promotions wrong.

Um, uh, uh, but are are, are there more, have [00:37:30] you got a plan? Could it be the bench? You know, could it be becoming a dean of university in addition to the day job? I, I just wondered whether, um, what's, what's, what's next? Because I, I think, and you're loving what you're doing, you're having such impact, diversity, but there's so much you could do, um, still isn't there Or you just kind of.

It's, it's a great question and it's one where, um, another piece of advice I guess is I think sometimes people have too [00:38:00] long of a time horizon. Uh, I was interviewed years ago for a job interview and someone said to me, where do you see yourself in 10 years? And my answer was, I don't have a clue. And the interview had sort of paused and looked at me kind of funny.

I said, look, I said, if you had asked me 10 years ago, Am I sitting here talking to you for this job? I'd say there'd be no chance. Right. So I think sort of thinking long term, um, it's fine to have goals and ambitions, but it goes back to being open to what's out there and what comes in front of you. [00:38:30] So, um, in the tructure, I would say, um, I wanna keep doing what I'm doing.

Uh, I, you know, just recently taken on this, this legal operations function. I think there's a tremendous amount of work we can do to help the department, help the company, you know? I just wanna keep doing a good job for the company and, and then we'll see what happens, what, what, what comes after that. But, um, uh, I'm gonna still keep teaching and that, that to me is probably more of a hobby, I think, at this point, uh, than a, in a long term career.

I think I just, I [00:39:00] enjoy interacting with law students. I enjoy, you know, teaching and mentoring and that's a way I can do that. And I. A different setting. Um, so I will just say, you know, I, I've been doing this almost two and a half years now in my current role. Uh, let's see where this takes us and, you know, let's talk in five years.

Let's see where we are. Absolutely. Well, I, I'm never gonna ask you that question cuz, you know, uh, I, I, who knows where either of us will be, but, uh, I hope, I hope that might ask. You actually, um, in, in five years time, say, Hey, remember Chad, [00:39:30] what are you doing now? Maybe we could revisit all my podcasts. Let's do that.

We'll, we'll come back in five years and do a follow up podcast and see, see where we both are. I'm happy to commit to that right now. Absolutely. Right. I've written it down so it's got, it's gotta happen. Yes. Um, Chad, um, it's been really wonderful, um, interviewing you, uh, although albeit I hope it felt more like a conversation and, and a chat and welcome.

Absolutely. Brilliant to me is that you are, you are quite a positive person and you're [00:40:00] quite confident. Um, have you always been like that? Have you always had a positive mindset or, you know, I know I've sort of chased and chased you down and you're kind of trapped talking to me, but on a serious note for a moment, because that also affects one's outlook in life, doesn't it?

Um, have you always been that sort of positive. Person and, and you know, and always confident. And if you weren't, um, how did you become a confident person? No, I, I, I think I, I think I have, I [00:40:30] think my, my mindset's been very similar. My, my parents will tell you I've sort of been like this since I've been like five.

I just sort of had the same personality, same demeanor. Yeah. Uh, much of my life. So this is just sort of who I am. But I, I do think, you know, it is, that's an important part of law, I think an important part of leader. It's, it's a combination of being confident in your judgments, but also being open to making mistakes.

Um, you know, what I often tell the folks on my team is that, you know, by the [00:41:00] time decision to reach your desk, uh, there aren't a whole lot of easy decisions left to be made, right? Because the easy ones get made before they get to you. Uh, so a, a big part of leadership is having the competence to make those decisions, but also live with the consequences.

You know, things wanna all go. And is being open to being wrong and sort of living with and being accountable with mistakes that you do make. So I think that goes sort of hand in glove with leadership is the competence, with the accountability for making what things don't go the way you'd hope then yet.

Yeah. [00:41:30] And, and, and finally, Chad, what, what do you think makes a good, a good leader? Because I really love everything that you are about. And you know, I'm always asking these questions all the time on LinkedIn, you know, thought leadership, um, what's a good leader and, you know, and when I post it, you get out 7,000 people interacting with it.

I'm like, oh God, I regretted it now. You know, our, our area of of laws are different, you and I, but we're in the same [00:42:00] sector. And I just wonder,

not just in law, but what, what for you makes a good leader, do you think? I love that question. I, I think about it a lot. I will start with, I think there isn't just one kind of good leadership.

I think being a good leader is being authentic to yourself, the people around you. So the way that you might lead. Might work for you or it might not work for me at all. This is not who I am. So I think you have to be authentic and genuine, number one. Yeah. But beyond that, um, I'll tell you my approach to leadership and we can say whether it's [00:42:30] good or not.

But I'll tell you what, what I view is how I try to lead. Um, I'm a, a big believer in what, what is called servant leadership, right? So your job as a leader is to support and serve those that work with you throughout the organization. So it is your job to help others. Um, and that's I think being a good. I think it is, you know, I've talked to my, my teams.

It's about removing impediments and getting outta their way, right? Letting them do their job, letting them shine. You remove the impediments, you help support them, but don't get [00:43:00] in their way. Don't sort of be a bottle like between them and other more senior leaders. Let them get out there and do what they do so well.

Um, and I think the last part of it, Just being honest. Uh, you know, we, we often talk about in leadership the hard discussions, right? The feedback, the negative feedback. You know, those aren't hard discussions. People want honest feedback. They want to hear how they're doing. They wanna hear everyth get better.

So just being open and honest and transparent with the people [00:43:30] that work with you, that work under your leadership to me, is the way to be an effective leader. Um, so to sort of, those are, those are how. New leadership. Um, but again, it's gotta be authentic to each course. Here else it's certainly not gonna worry.

Yeah. That is superb. Um, gosh, I had no idea I was going to be writing So many tips here. Chad , you've been, well, we'll, we'll have to come back and talk more about these things, but I very much enjoy talking about them with you as well. This has [00:44:00] been a lot of fun. Yeah, me too. Uh, Chad, thank you so much. It's been absolute honor to have you on, um, and, uh, and to hear your journey, uh, on talking Law.

Thank you so much. Thank you. It's been a real, real pleasure and privilege.