

01 DEC 2005

WINNING LEGALLY

What if managers treated their lawyers as partners?

By: Deborah Blagg



Bagley: Legal literacy should be a priority for managers.
Photo by Stuart Rosner

In her new book, *Winning Legally: How to Use the Law to Create Value, Marshal Resources, and Manage Risk* (HBS Press), Associate Professor Constance E. Bagley contends that managers who delegate responsibility for legal issues to in-house or outside counsel do so at their companies' peril. To avoid the kinds of recent blunders that have brought scandal and financial disaster to some of the country's best-known corporations, Bagley believes that general managers need to raise their level of legal astuteness. "Winning Legally isn't about turning managers into lawyers," she emphasizes. "Most managers already have a full plate. However, managers who possess even a basic understanding of relevant legal issues can help their companies become better not only at complying with the law, but also with harnessing its power to achieve their business objectives."

Before joining the HBS faculty in 2000, Bagley was a corporate securities partner in Bingham McCutchen LLP and a faculty member at the Stanford Graduate School of Business. She teaches the MBA elective *Legal Aspects of Management* and serves on the faculty of The Entrepreneur's Tool Kit executive education program. Her books include *The Entrepreneur's Guide to Business Law*, 2nd Edition (Thomson South-Western, 2003).

What do managers need to do to become more legally astute?

Legal astuteness has three components: attitude, organization, and knowledge. Managers first have to appreciate that legal matters are an integral and manageable part of doing business. Organizationally, managers need to facilitate frequent, two-way communication with legal counsel and provide them with enough business information to elicit opinions that make sense in a broad, strategic context. In terms of knowledge, managers need to become more legally literate so they can communicate effectively with counsel. This includes understanding their fiduciary duties and the circumstances under

Winning Legally Winning Legally

Marco Cascella



Winning Legally Winning Legally:

Legal Strategies Antoine Masson, Mary J. Shariff, 2009-12-12 Far from regarding the law as supreme corporations approach law as an element of executive thought and action aimed at optimizing competitiveness The objective of this book is to identify explore and define corporate legal strategies that seek advantage in the opportunities revealed when the Law is perceived as a resource to be mobilized and aligned with the firm s business and economic agendas **How Commerce Became Legal** Omar Youssef Cheta, 2025-09-30 When Egypt s markets opened to private capital in the 1840s a new infrastructure of commercial laws and institutions emerged Egypt became the site of profound legal experimentation and the resulting commercial sphere reflected the political contestations among the governors of Egypt European consulates Ottoman rulers and a growing number of private entrepreneurs both foreign and local How Commerce Became Legal explores the legal and business practices that resulted from this fusion of Ottoman French and Islamic legal concepts and governed commerce in Egypt Focusing on the decades between the formalization of Cairo s practical autonomy within the Ottoman Empire in the 1840s and its incorporation into the British Empire in the 1880s Omar Cheta considers how modern laws redefined the commercial sphere shaping a mode of market governance that would persist for decades to come He highlights the demarcation of a new law defined commercial realm separate from the land regime and from civil or family centered exchanges and reconstructs these changes through both legal codes and state orders as well as individual merchant voices preserved in court documents As this book documents both individual experiences and structural explanations it offers a rare perspective on the scope and reach of market governance over the mid nineteenth century revealing changes simultaneously from within and without state institutions *Legal and Privacy Issues in Information Security* Joanna Lyn Grama, 2020-12-01 Thoroughly revised and updated to address the many changes in this evolving field the third edition of Legal and Privacy Issues in Information Security addresses the complex relationship between the law and the practice of information security Information systems security and legal compliance are required to protect critical governmental and corporate infrastructure intellectual property created by individuals and organizations alike and information that individuals believe should be protected from unreasonable intrusion Organizations must build numerous information security and privacy responses into their daily operations to protect the business itself fully meet legal requirements and to meet the expectations of employees and customers Instructor Materials for Legal Issues in Information Security include PowerPoint Lecture Slides Instructor s Guide Sample Course Syllabus Quiz Exam Questions Case Scenarios Handouts New to the third Edition Includes discussions of amendments in several relevant federal and state laws and regulations since 2011 Reviews relevant court decisions that have come to light since the publication of the first edition Includes numerous information security data breaches highlighting new vulnerabilities *Lectures on Legal Topics* Association of the Bar of the City of New York, 1924 [A Manual for the Use of the General Court](#) Massachusetts. General Court, 1925 Contains rules of both

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Table of Contents Winning Legally Winning Legally

1. Understanding the eBook Winning Legally Winning Legally
 - The Rise of Digital Reading Winning Legally Winning Legally
 - Advantages of eBooks Over Traditional Books
2. Identifying Winning Legally Winning Legally
 - Exploring Different Genres
 - Considering Fiction vs. Non-Fiction
 - Determining Your Reading Goals
3. Choosing the Right eBook Platform
 - Popular eBook Platforms
 - Features to Look for in an Winning Legally Winning Legally
 - User-Friendly Interface
4. Exploring eBook Recommendations from Winning Legally Winning Legally
 - Personalized Recommendations
 - Winning Legally Winning Legally User Reviews and Ratings
 - Winning Legally Winning Legally and Bestseller Lists
5. Accessing Winning Legally Winning Legally Free and Paid eBooks

- Winning Legally Winning Legally Public Domain eBooks
- Winning Legally Winning Legally eBook Subscription Services
- Winning Legally Winning Legally Budget-Friendly Options
- 6. Navigating Winning Legally Winning Legally eBook Formats
 - ePub, PDF, MOBI, and More
 - Winning Legally Winning Legally Compatibility with Devices
 - Winning Legally Winning Legally Enhanced eBook Features
- 7. Enhancing Your Reading Experience
 - Adjustable Fonts and Text Sizes of Winning Legally Winning Legally
 - Highlighting and Note-Taking Winning Legally Winning Legally
 - Interactive Elements Winning Legally Winning Legally
- 8. Staying Engaged with Winning Legally Winning Legally
 - Joining Online Reading Communities
 - Participating in Virtual Book Clubs
 - Following Authors and Publishers Winning Legally Winning Legally
- 9. Balancing eBooks and Physical Books Winning Legally Winning Legally
 - Benefits of a Digital Library
 - Creating a Diverse Reading Collection Winning Legally Winning Legally
- 10. Overcoming Reading Challenges
 - Dealing with Digital Eye Strain
 - Minimizing Distractions
 - Managing Screen Time
- 11. Cultivating a Reading Routine Winning Legally Winning Legally
 - Setting Reading Goals Winning Legally Winning Legally
 - Carving Out Dedicated Reading Time
- 12. Sourcing Reliable Information of Winning Legally Winning Legally
 - Fact-Checking eBook Content of Winning Legally Winning Legally
 - Distinguishing Credible Sources
- 13. Promoting Lifelong Learning
 - Utilizing eBooks for Skill Development

- Exploring Educational eBooks

14. Embracing eBook Trends

- Integration of Multimedia Elements
- Interactive and Gamified eBooks

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