



Winning Legally: Value of Legal Astuteness

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Winning Legally

- Constance E. Bagley, “Winning Legally: The Value of Legal Astuteness,” *Academy of Management Review*, vol. 33: 378 (2008).
- Constance E. Bagley, “What’s Law Got to Do with It?: Integrating Law and Strategy,” *American Business Law Journal*, vol. 47: 587 (2010).

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- Constance E. Bagley & Mark Roellig, “General Counsel: Strategic Partners or Hired Guns?,” *in* European Company Lawyers Association, ed., *Company Lawyers: Independent by Design* (New York: Lexis-Nexis, 2014).
- Constance E. Bagley, “Integrating Law and Strategy: The Value of Legal Astuteness,” *in* Christoph H. Vaagt & Wolf-Peter Gross, eds., *General Counsel in the 21st Century: Challenges and Opportunities* (London: Globe Law and Business, 2015).

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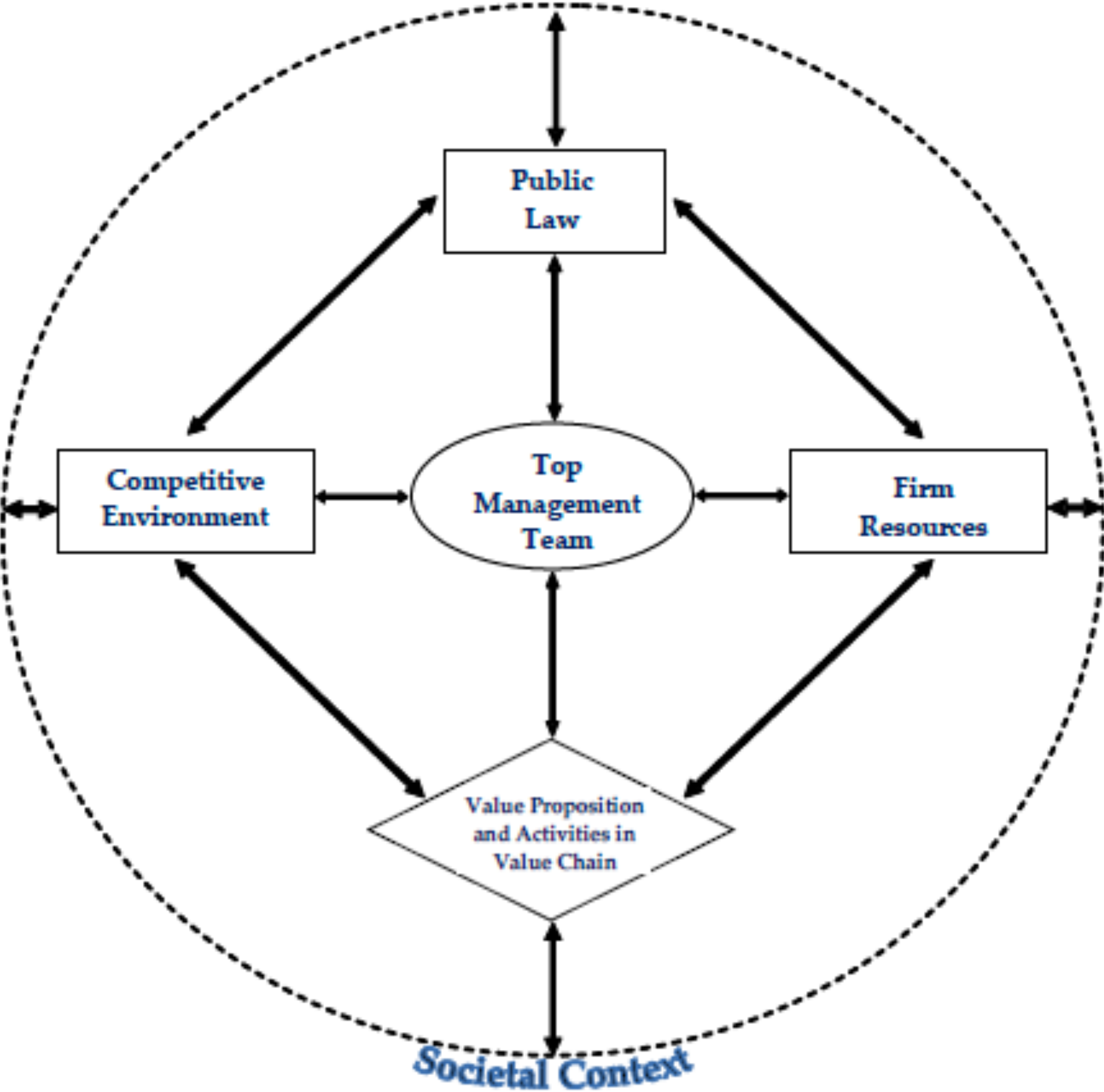
- Constance E. Bagley, Mark Roellig & Gianmarco Massameno, “Who Let the Lawyers Out?: Reconstructing the Role of the Chief Legal Officer and the Corporate Client in a Globalizing World,” *University of Pennsylvania Journal of Business Law*, vol. 18(2): 419-507 (2016).

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- Constance E. Bagley, “The Value of a Legally Astute Top Management Team: A Dynamic Capabilities Approach,” *in* David J. Teece & Sohvi Leih, eds., *The Oxford Handbook of Dynamic Capabilities* (Oxford: Oxford University Press 2016).

N.B. See sources cited in the above-referenced papers for a complete set of references.

Integrated Approach to Law and Strategy



Value of Legal Astuteness

- Legally astute TMTs have ability to
 - Sense and seize opportunities
 - Acquire, deploy, enhance the value of, and redeploy firm resources
 - Use formal contracts as complements to relational governance
 - Create valuable options
 - Practice strategic compliance management
 - Help shape “the rules of the game”

Five Components of Legal Astuteness

- Set of value-laden attitudes about the importance of law and ethical behavior to firm success
- Proactive approach to regulation and risk
- Exercise of informed judgment
- Context-specific knowledge of the law and the application of legal tools
- Strategically astute counsel