



TECH TRANSFORMATION

U.S. bank's drive to support products through innovation.

By Dan Clark

FOLLOWING THE FINANCIAL CRISIS, IN-HOUSE attorneys in commercial banking had to wear two hats: one of their particular specialty and another that let executives know they could navigate through regulations.

"Commercial banking is highly regulated. It always has been and always will be," says James Chosy, U.S. Bank's executive vice president and general counsel.

Now these same attorneys must put let their employers know they can put on an innovation cap to support the bank's new products.

Mary Baker, executive vice president and director of legal operations at the bank, says the operations function at the bank has a hand in helping to consolidate these technologies.

Baker says legal operations touch all of



JAMES L. CHOSY, EXECUTIVE VP AND GENERAL COUNSEL AND MARY BAKER, EXECUTIVE VP AND DIRECTOR OF LEGAL OPERATIONS

says innovation was among the most concentrated on topics.

The approximately 40 panels that make up the lion's share of the law division's out-

cating information in the way that clients want it and need it," Chosy says.

An outgrowth of that conference, Chosy says, was that Faegre Baker Daniels invited Baker and a few others in the law division to take part in its design lab at Stanford University.

"They set up design labs for clients, like us, and set up what they call 'design sprints' where you can come in and through their design lab, a lot of which has to do with visual advocacy, and problem-solve in real time," Chosy says.

Baker added that the visual advocacy portion was a major component of the sprint. "That is where things are moving in the industry," Baker says. "That is something we're working on when it comes to thinking differently and innovation".



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the efforts, including outside counsel use and management. The collaborative effort to foster innovation does not end internally for the legal department.

In the fall of 2018, the law division at Minneapolis-based U.S. Bank held its first preferred panel conference, where Chosy

side counsel spend convened, and attorneys from firms such as Faegre Baker Daniels, Davis Wright Tremaine, and Greenberg Traurig discussed what they're doing to help clients with innovation and technology.

"[We're] moving away from the law firm memos of old and really communi-