

## JULIE NORMAND

Bar: QC 1995

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At Delegatus since 2018



*I have a unique combination of know-how and soft skills which stems from field experience as a provider, client, and manager of legal services.*

### Biography

Julie Normand is a lawyer and executive with extensive legal knowledge across America and strong management skills. Holder of an MBA and Six Sigma certification, she has nearly 30 years of legal and human resources management experience in the legal services industry. She has practiced in a wide variety of environments, including a national law firm, a multinational corporation, a non-profit organization and a SME.

Julie synthesizes and analyzes complex information and data to quickly identify and prioritize issues, propose solutions, and implement them. She also transforms organizations and processes to increase efficiency and improve productivity. She offers a risk management approach that skillfully balances business objectives with the legal framework.

Her experience makes her a team player with inspiring leadership and sharp business acumen. She stands out for her in-depth knowledge of the legal services industry, her results-oriented collaborative approach, her ability to foster consensus, her strategic vision and her commitment to maintaining rigorous standards.

### Areas of practice

- Advisory services in legal optimization
- Commercial law
- Confidentiality, privacy and cybersecurity

### Experience in private practice

Early in her career, Julie practiced as a litigation lawyer for 7 years with Borden, Ladner, Gervais LLP, a national law firm. As a civil and commercial litigator, she managed a large volume of files, mainly in the areas of real estate, banking, mortgage remedies, civil liability and debt recovery.

## In-house experience

After practicing in a big law firm, Julie spent 13 years as Legal Director of a multinational corporation in the manufacturing and distribution of consumer goods. She provided legal and tactical advice on a wide range of issues to all organizational units throughout America, to ensure compliance and mitigate risk. She negotiated over a hundred commercial agreements with customers and suppliers in various fields of activity. She has actively contributed to the creation and enhancement of the legal function in several jurisdictions.

Julie then worked in the philanthropic field for 3 years, including as Executive Director of an international non-profit organization that contributes to increasing women's financial empowerment. After completing the McGill-HEC Montreal Executive MBA in 2017, she oriented her career in administration, leveraging her legal experience and management skills. As a result, she held for 4 years the position of Chief Operating and Compliance Officer at Delegatus, a *New Law* leader in Quebec. In this capacity, she has worked to transform the business by digitizing, automating, and optimizing operations to support the growth of Delegatus.

## Important mandates

- Developed a turnkey toolbox and supported public bodies, international companies, SMEs and NPOs in their compliance with Law 25 which strengthens the protection of personal information.
- Developed and implemented dozens of policies, procedures and processes to standardize, optimize and digitize the operations of a fast-growing New Law firm.
- Started the Quebec branch of an international NPO that was awarded the 2015 Rookie of the Year award by Dress For Success Worldwide.
- Established a culture of collaboration between the legal department and other organizational units of a multinational with more than 25,000 employees, which resulted in the lawyers being viewed as business partners and value-creation agents within the company.
- Recruited, trained and supervised lawyers and legal staff in 3 countries (Canada, Mexico and Brazil), and managed the services of external law firms throughout America.

## Education

- MBA for Executives and Managers (EMBA), McGill University and HEC Montreal | 2017
- Lean Six Sigma Certification, Green Belt Level, McGill University and HEC Montreal | 2016
- Management Coaching, Organizational Psychology, Consulting Firm SPB | 2014
- Finance and Legal Solution-Oriented Workshops, International Institute of Management Development (IMD), Lausanne | 2013
- Quebec Bar School, Ottawa Center | 1994
- Graduate Diploma in Legislative Drafting, University of Ottawa | 1994
- Law degree with great honor, LL. L., University of Ottawa | 1993

## Professional affiliations and community involvement

- Member of the Corporate Legal Operations Consortium | Since 2019
- Member of the Canadian Association of Corporate Counsel – Quebec Chapter, Canadian Bar Association | Since 2019
- Member of the Executive MBA McGill-HEC Montreal Toastmasters Club | 2017-2019

## Conferences and publications

- Speaker for the Women's Work Integration Program, Women's Y of Montreal | 2015-2019