

## IN-HOUSE COUNSEL

### COMPANY PROFILE

Chris Gaenzle is the general counsel at INC Research Holdings Inc., a contract research organization that provides clinical development services to the pharmaceutical industry, including clinical trials, data and regulatory services. The company conducted a successful initial public offering in 2014.

Headquartered in Raleigh, North Carolina, INC Research employs about 6,700 people and operates in more than 50 countries. The company took in about \$1 billion in revenue in 2015. Gaenzle said the recent hiring trend over the past year is up.

### LEGAL TEAM

Gaenzle supervises a staff of 10 lawyers and 10 administrative, paralegal and contracting professionals.

Gaenzle estimates 50 percent of his matters are transactional, 20 percent are labor and employment and 30 percent combined are litigation and compliance and corporate governance. In a new hire, he's looking for someone who is "comfortable as a decision-maker, willing and able to evaluate risk and reward, and someone who can own their own decisions." He also said technical legal capabilities "are important for anyone we would hire."

### OUTSIDE COUNSEL

Gaenzle estimates 50 percent of the legal team's work is handled in-house. When outside counsel is called for, Gaenzle has called on Weil, Gotshal & Manges for mergers and acquisitions and corporate governance; Wyrick Robbins Yates & Ponton of Raleigh for corporate governance; and Hunton & Williams for privacy and Asia-Pacific matters.

Asked about his criteria for hiring outside counsel, Gaenzle said he values "strategic capability and outside the box thinking."

Gaenzle said he uses alternative billing only "rarely."

### DAILY DUTIES

Gaenzle arrives at the office daily between 8 and 8:30 a.m. and usually leaves by 6 p.m.

Generally, he said he brings a couple of hours of homework with him in the evening.



### CHRIS GAENZLE

Chief administrative officer,  
general counsel and secretary

INC Research Holdings Inc.

AGE: 49

Asked about the part of the job he likes best, Gaenzle said, "Building the company, delivering value for shareholders, and helping my team grow and take on new responsibilities."

Gaenzle estimates that he travels around 25 percent of the time, and reports to the company's chief executive officer, Alistair Macdonald.

### ROUTE TO THE TOP

Following graduation in 1989 from Colgate University with a Bachelor of Arts degree in political science, Gaenzle earned his J.D. from the Syracuse University College of Law in 1994.

He joined INC Research in 2012 as general counsel.

His advice for those seeking the general counsel role? "Be prepared for the dual and sometimes contradictory role of facilitating business growth while protecting against risk. Also, don't underestimate the importance of establishing a relationship of trust with your peers."

### PERSONAL

Gaenzle's hobbies include traveling, boating and skiing. He's married to Carey Gaenzle, a physical therapist. They have a daughter (18) and a son (16). Gaenzle is a member of the International Association of Defense Counsel.

### LAST BOOK

The last book Gaenzle read was "The Arabian Nights: Tales from a Thousand and One Nights," by Richard Burton and A.S. Byatt. Gaenzle said the book "has a sense of place that I associate with traveling to Morocco."

—RICHARD ACELLO