

How In-house Counsel Can Stand Out on LinkedIn (Without Feeling Salesy)

Career Development



Banner artwork by JarTee / *Shutterstock.com*

For many in-house counsel, LinkedIn feels optional at best and uncomfortable at worst. It can feel performative, noisy, or like one more thing competing for attention in already full days.

Here is the reframe: LinkedIn is not about self-promotion. It is about visibility with intention.

In a recent ACC session, we explored how in-house lawyers can use LinkedIn in a way that feels authentic, sustainable, and aligned with their professional goals. What follows is a practical summary built around three core pillars. There are no shortcuts, but there is a clear path.

Watch the #ACCAM25 Encore on demand

Pillar one: Start with your “why”

Before optimizing a profile or writing a post, ask a more foundational question: Why are you on

LinkedIn at all?

For in-house counsel, the answers vary widely. Some are building credibility in a specialized area. Others want greater visibility within their organization. Some are establishing thought leadership. Others are creating optionality for future roles or expanding their professional network without constant cold outreach.

Many are navigating transitions. A new role. A new specialty. Or simply staying relevant as their career evolves.

The key is this. LinkedIn works best when it supports your actual goals, not when you try to do everything at once.

A reframe we shared during the session resonated strongly. When you are clear on your why, your activity becomes more focused and far less draining.

> Authenticity is a strategic advantage. The simplest way to stand out is to sound like yourself.

Pillar two: Your profile is a landing page, not a resume

One of the most common mistakes we see is treating a LinkedIn profile like a digital CV. In reality, your profile functions more like a landing page.

It should quickly answer three questions: Who are you? What do you do? Why should someone care?

Headline and search visibility

Your headline is the most important section for search. It is what LinkedIn’s algorithm and recruiters read first.

A practical tip for in-house counsel is to write your headline toward where you are going, not only where you have been. If a recruiter searched for the role you want next, would your profile appear?

Clarity matters more than creativity here.

The About section

The About section is the second most important area for both humans and search. This is where your voice matters.

Clear language beats clever language every time. Short paragraphs help. Concrete descriptions build trust. Say what you actually do and care about, not what you think sounds impressive.

AI can be a helpful thinking partner in drafting this section, but it should not replace your voice. Generic language is the enemy of trust. Profiles that sound automated tend to blend into the background.

Skills and endorsements

Skills and endorsements are often overvalued. Default skills like “legal research and writing” rarely differentiate anyone.

Instead, this section should reflect how you actually add value and what you want to be known for going forward. Align it with future roles, not just past ones.

> Visibility does not have to feel salesy or performative. Quiet consistency compounds.

Pillar three: Engagement is the engine

If your profile is the foundation, engagement is the engine. This is where many professionals hesitate, especially introverts or those who feel shy about visibility.

The good news is that engagement does not need to start with posting.

Start with baby steps

Commenting is one of the most effective and underused ways to build visibility. Thoughtful comments often create more recognition than posts. Public engagement builds familiarity and removes much of the awkwardness of traditional networking.

A simple reframe helps: Commenting is networking without the awkwardness.

Start by commenting on posts from people you know will engage back. Build from there.

Train your feed

Your LinkedIn feed is shaped by what you engage with. Likes, comments, and follows teach the algorithm what matters to you. When you engage intentionally, your feed becomes more relevant and less overwhelming.

Here is a stat that surprises many people. Over 900 million people use LinkedIn, but only about 1% post regularly. That means thoughtful engagement, especially commenting, offers outsized visibility relative to the effort required.

Find all of ACC’s career guidance in the **Career Corner**

Match engagement to your goal

Different goals call for different actions.

- **Internal visibility:** Engage with company content and celebrate colleagues publicly.
- **Thought leadership:** Comment consistently, curate articles, and add perspective.
- **Career optionality:** Light but consistent engagement keeps you visible over time.
- **Introverts:** Smaller circles and deeper interaction. Scale is not required.

You do not need to do everything. You only need to do the right things for your goal.

Authenticity is your differentiator

A final point on visibility: Authenticity is a strategic advantage. On LinkedIn, sameness is the norm — many profiles and posts blur together because they sound interchangeable. The simplest way to stand out is to sound like yourself.

That means making intentional choices about your tone of voice: casual or formal, serious or light?hearted, concise or story?driven. There is no universally “right” style. What matters is that the way you show up aligns with your why.

When your tone reflects who you are and what you stand for, your content becomes more memorable, more trustworthy, and far easier to sustain over time.

Do not get frustrated

One final point we emphasized during the session. Consistency matters more than perfection.

Posts by senior leaders tend to receive significantly more engagement. On LinkedIn, content from CEOs and senior leaders gets about four times more engagement than the average post, which suggests the algorithm rewards experience and authority. However, that doesn’t mean your voice doesn’t matter. Individual profiles outperform company pages by wide margins, and thoughtful engagement still moves the needle even for early posters.

The bar is lower than most people think. Most users are scrolling, not posting. Showing up consistently, even in small ways, puts you ahead of the majority of your peers.

Join your peers at the **2026 ACC Annual Meeting**
October 4-7 | Boston, MA, USA

A final thought

Visibility does not have to feel salesy or performative. Quiet consistency compounds.

Most people think LinkedIn is about self-promotion. We think it is about making it easier for the right people to find you when the moment comes.

When LinkedIn reflects who you already are, rather than who you think you are supposed to be, it becomes far more effective and far more sustainable.

Join ACC for more career resources and guidance!

Disclaimer: The information in any resource in this website should not be construed as legal advice or as a legal opinion on specific facts, and should not be considered representing the views of its authors, its authors' employers, its sponsors, and/or ACC. These resources are not intended as a definitive statement on the subject addressed. Rather, they are intended to serve as a tool providing practical guidance and references for the busy in-house practitioner and other readers.

Brooke Loesby



Founder

Law Life Coach, Inc.

Brooke Loesby, Esq. is a legal career coach and founder of Law Life Coach Inc., where she works with in-house counsel and attorneys navigating career growth, burnout, and leadership transitions. She writes the Law Life + AI newsletter and is the author of The Nine Lawyer Archetypes: From Burnout to Breakthrough (Spring 2026).

Giuseppe Marletta



Managing Director Europe

Association of Corporate Counsel

Giuseppe Marletta is Managing Director Europe at ACC, where he partners with members and volunteers to ensure ACC delivers meaningful impact for the European in-house community. He is very active on LinkedIn, using the platform to foster community, share insights, and create value for in-house counsel across Europe.