

DISTINGUISHED LEADER



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What are some of your proudest recent achievements?

Cravath gave me the privilege of working with some of the best litigators and clients in the world, and becoming Head of Litigation in 2017 has enabled me to contribute on a deeper level to our firm's ability to provide top-notch legal services.

I'm particularly proud of being able to further the development of the next generation of star lawyers through the creation of an orientation program for new partners to help them understand the responsibilities and business perspectives associated with the position.

I'm also proud to continue a fully active practice, representing financial services and other clients in a wide variety of matters. I recently represented Allied World Assurance Co. in obtaining a precedential decision enforcing an arbitration clause in a bankruptcy adversary proceeding, and Argentina in overturning extraordinary injunctions arising from sovereign debt litigation, clearing the way for a return to the international capital markets for the first time in 15 years.

What does it mean to be a leader? Being a leader means being strategic as well as tactical and empowering those you work with to acquire the experience and confidence to stand on their own. As lawyers we have to be prepared for the unexpected and have the guts to take risks when they are in the best interests of our clients. Cravath's rotational, hands-on training gave me the skills and perspective to be lead counsel on major matters, and I strive to provide those tools and opportunities to younger attorneys at the firm.

Name a lawyer or mentor whose leadership inspired you. As an outstanding trial lawyer

and leader over the firm and litigation department for nearly two decades, Evan Chesler, in particular, is a role model. He is as deeply committed to educating younger attorneys as he is to representing his clients, achieving remarkable victories no matter the subject matter because of his straightforward style and willingness to roll up his sleeves and bring the best out of his team. He is a dedicated mentor who has influenced generations of Cravath attorneys, myself included.

How are the business and profession of law changing, and how should lawyers adapt for the future? Technology has caused widespread changes in nearly every profession, and the legal field is no exception. New tools are being developed to help attorneys perform tasks more quickly and accurately.

My advice would be for attorneys to embrace these changes and use technology to their—and their clients'—advantage. Cravath, for example, has made significant investments in the area of

artificial intelligence and data analytics in order to provide our clients with cutting-edge advice and service. As the legal market becomes increasingly competitive, clients will begin to expect the firms they hire to offer these types of innovative services.

What is the best advice for someone considering a career in law, or someone already in the profession who is seeking to make a greater impact? The best advice I can offer is to not be afraid to step out of your comfort zone. Perhaps the generalist training I received at Cravath makes me biased, but I feel that the best attorneys are the ones who are prepared to take on their clients' toughest cases—no matter the area of practice. As the world changes, lawyers are increasingly facing new legal challenges.

Attorneys who want to make an impact must be prepared to find the answers to questions that have never been asked before.

CRAVATH, SWAINE & MOORE LLP