



## Look for supportive leaders to help transform law firms for the future

Today, the legal profession is being challenged and transformed by the advent of AI technology, generational shifts, and increased client expectations. In that uncertain environment, true leaders are those who can steer the ship by motivating their colleagues and building strong cultures that balance rigorous standards of excellence with compassion and forward-thinking.

Leadership is not a skill or technique; it depends on the values and integrity of the person. Leaders have an enormous role and responsibility in setting or transforming workplace culture. A culture that solely prioritizes hard work and results without balancing empathy and support results in burnout and attrition. Leaders can encourage through their own example a different kind of culture – one that is committed to team building and collaboration, that emphasizes meaningful mentorship relationships, supports professional growth opportunities for lawyers at all levels, and encourages effective communication among teams and firm but fair feedback. Leaders who embody and drive forward those values are investing in better, more well-rounded lawyers in the future – lawyers who are surrounded by the qualities and culture that will allow them to become future leaders themselves.

The hierarchical structure of a law firm requires lawyers at every level to be skilled managers in order to keep the trains running on time, the team on task, and the client happy. But leading a team and being a leader are often different. Law firms are replete with managers: partners manage senior associates, who manage junior associates, who in turn manage paralegals. Managers are crucial to ensuring that everyone in the rowboat is manning an oar and moving at a consistent pace. Leaders are crucial to determining where the rowboat is going.

No one can foresee exactly what the legal profession or law firms will look like in 10 or 15 years. They are already vastly different from what they were 10 or 15 years ago. Navigating through these times takes strategic vision and a commitment to investing in the key asset of a law firm – its people – by highlighting the firm's strengths and building consensus around a shared future and the steps it will take to get there. True leadership ultimately is not measured only by financial results, but by the clarity of the values a leader espouses, the strength of the culture they help to shape, and the steadiness with which they guide others through times of transition.

**Education:** JD, Fordham University School of Law, cum laude: Notes & Articles Editor, Fordham Law Review, Associate Kaufman Editor, Moot Court Board

**Company Name:**  
Hughes Hubbard & Reed LLP

**Industry:** Legal

**Company CEO:**  
Neil Oxford and Robb Patryk

**Company Headquarters Location:**  
New York, NY

**Number of Employees:** 173

**Words you live by:** You catch more flies with honey than with vinegar.

**Who is your personal hero?** Nobel Peace Prize Laureate Narges Mohammadi

**What book(s) are you reading?** *The Lion Women of Tehran* by Marjan Kamali

**What was your first job?**  
Making pizzas in my parents' restaurant!

**Favorite charity:** Doctors Without Borders

**Interests/Hobbies:** Growing flowers, history podcasts, baking

**Family:** My husband (also a law firm partner) and our two boys, ages 7 and 11