



In Their Own Words

Women Lawyers
on Leadership

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Founded in New York in 1917, Kaye Scholer combines the continuity and business acumen of a century-old law firm with a forward-looking, results-driven approach focused around lasting client relationships. With strengths in five core legal areas—corporate, finance, intellectual property, litigation and real estate—and focusing on two key sectors—life sciences and financial industries—we offer strategic guidance and legal services to public and private entities facing litigation, transactional or governance challenges. Our lawyers regularly advise on matters across multiple legal jurisdictions, including in the US, Canada, UK, EU and China.

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Inclusion is a value we take seriously at Kaye Scholer. A diverse group of lawyers and staff increases the value of our law firm and strengthens our ability to attract and retain talented individuals. It also allows us to serve an increasingly diverse clientele, as women- and minority-owned businesses now collectively account for the plurality of all American companies.

The *Harvard Business Review* recently reported on research by executive leadership consultants Jack Zenger and Joseph Folkman which, after analyzing leadership effectiveness evaluations of more than 7,000 executives, showed that women rated higher than men in 12 of the 16 competencies top leaders exemplify most. Those competencies included taking initiative, practicing self-development, displaying high integrity, driving for results, inspiring and motivating others and championing change. Men and women leaders ranked equally when it came to innovation and technical or professional proficiency.

The study further revealed that while women outperformed men in leadership competencies at every management level, the higher up the ladder female executives rose the wider the performance gap between them and their male counterparts. Most interestingly, two of the traits in which women most outscored men—taking initiative and driving for results—have long been thought of as particularly male strengths. Indeed, men outscored women significantly on only one management competence—having a strategic perspective, though women slightly edged out men when it came to solving problems and analyzing issues.¹

Such research should be welcome news to aspiring female executives except for one problem: the higher the executive level, the greater the proportion of men in these top roles.

These results certainly are reflected and mirrored in the legal profession. The American Bar Association's Commission on Women in the Profession found that women account for just 15 percent of all equity partners among lawyers in private practice. The percentage of women general counsel at *Fortune 500* companies was significantly higher at nearly 22 percent; but women only account for 15.6 percent of general counsel among the *Fortune 1000*².

Pamela Yates

LOS ANGELES
PRODUCT LIABILITY
"TOP WOMEN LAWYERS IN CALIFORNIA" LIST, THE DAILY JOURNAL, 2009-2014
RECOGNIZED BY BEST LAWYERS IN AMERICA, LEGAL 500, LMG LIFE SCIENCES AND WHO'S WHO LEGAL



My philosophy in the courtroom is the same as it was on the tennis court—don't leave anything on the table and if you're going to lose, go down fighting.

I grew up in England and came to the United States on a tennis scholarship. My philosophy in the courtroom is the same as it was on the tennis court—don't leave anything on the table and if you're going to lose, go down fighting. Give it your all.

While I love being in the court room, I never lose sight of acting in the client's best interest—and therefore recognize that trial may not be part of their overall strategy. With that in mind, the skills of cooperation, negotiation and compromise are critical parts of a good trial lawyer's arsenal. But when it's time to head to the court(room), let the battle begin!

Alice Young

NEW YORK
FOREIGN INVESTMENTS, CROSS-BORDER M&A
LIFE MEMBER COMMITTEE, COUNCIL ON FOREIGN RELATIONS
TRUSTEE, THE ASIA FOUNDATION
"MOST INFLUENTIAL APIA NEW YORKER" LIST, NATIONAL ASSOCIATION OF ASIAN AMERICAN PROFESSIONALS, 2013



My Asian immigrant parents moved us from DC to Tokyo to Honolulu, so from an early age I had to adapt to different places, cultures and perspectives. As the eldest daughter and the native English speaker, I was also responsible for taking care of the family.

I graduated in the first class of women at Yale College and the first class with 10 percent women at Harvard Law School. To pursue my interest in international law and use my Chinese and Japanese language ability, I became one of the first American lawyers to work in Japan and Hong Kong and to do deals in China in the 1970s. I was also the first woman and minority to head the New York office of a law firm. My struggles as a pioneer in the profession have made me firmly committed to mentoring women and minorities.

Clients value my knowledge of legal systems throughout Asia, my vast Asian network of relationships built over 40 years in government and diverse industry sectors, my solution-oriented approach and my fast response time (regardless of time zone). I make it a point to understand their business and the pressures faced as in-house counsel.



Rhonda Trotter

LOS ANGELES OFFICE MANAGING PARTNER
CO-HEAD, TRADEMARK, COPYRIGHT & FALSE ADVERTISING PRACTICE
NATIONAL BOARD MEMBER, A BETTER CHANCE, INC.
RECOGNIZED BY BEST LAWYERS IN AMERICA, MANAGING IP'S "IP STARS" AND "TOP 250 WOMEN IN IP," AND
WORLD TRADEMARK REVIEW 1000

Commitment to excellence, sound preparation and unwavering integrity are indispensable to the successful representation of clients.

I have had the good fortune of having strong female role models my entire life. Indeed, my mother, who became a criminal defense lawyer as a second career after teaching in public schools for over two decades, was my first lawyer role model of either gender. The significant impact that my role models—both male and female—have had on my life and my career has caused me to view my role as a mentor and confidant to younger lawyers as central to who I am.

It goes without saying that commitment to excellence, sound preparation and unwavering integrity are indispensable to the successful representation of clients. However, as a female trial lawyer of color, I have found that having a diverse team of lawyers and staff is also integral to success. As the make-up of the courtroom—clients, judges, courtroom staff, witnesses and jurors—has become increasingly diverse, it is critical to have trial teams that reflect that diversity.



Niping Wu

SHANGHAI
M&A, PRIVATE EQUITY
RECOGNIZED BY CHAMBERS ASIA-PACIFIC, EXPERT GUIDES AND IFLR 1000

I grew up in China and after graduating high school, I had the opportunity to go to college in the US. While studying and living there, I was exposed to the well-developed American legal system, which was a big contrast to China's "rule of man" regime and unsophisticated legal system. I decided to become a lawyer, with a view toward contributing to the development of China's legal regime.

A successful M&A lawyer is someone with superior technical skills and deal execution capability, who is business savvy and proactive in client work and business development. The biggest challenge facing women lawyers is that we play multiple roles, as mother and lawyer. As an M&A lawyer mainly serving private equity clients, I constantly work around the clock and make frequent business trips. In the meantime, I am a devoted mother of two young children. This requires me to balance and harmonize the demands of work and family. Although I don't think there is a "glass ceiling" per se for female lawyers, the aforementioned challenge naturally limits, to some extent, career advancement of women lawyers. The best way to overcome such challenges is to be super efficient and think positively. Associates who have worked with me all regard me as a great mentor, as I not only teach them legal knowledge and technical skills, but also pass these qualities on to them.

So what does this mean for female attorneys both in-house and those working in private practice? Not that women need to work harder, or even necessarily smarter. Instead they should leverage their competencies by championing one another to improve the percentage of women in the highest echelons of business and law firms.

That's exactly what's happening at Kaye Scholer. Firm leadership recently has adopted a more robust diversity program and is investing resources in attracting, retaining and developing women lawyers. In addition, several female associates and partners have opted to launch grassroots mentoring and leadership building groups of their own that support and align with the more formal program. Formed by our female associates and counsel, WAVE (Women's Advancement, Visibility & Empowerment) takes a five-pronged approach to cultivating an environment that empowers women to achieve individual and collective success: mentoring, fireside chats, leadership conferences, alumni networking and communication. And in January 2014, female partners from our New York, Washington, DC, Chicago, Los Angeles and Palo Alto offices launched WIN (Women's Initiative Network), a video conference series focused on cross-selling techniques, including a book club centered around reading and discussing books on leadership and business development. It should not be lost on anyone that the word "initiative" is the defining term of WIN.

In Their Own Words captures the spirit of these two grassroots initiatives by sharing unique insights of some of our top lawyers on their approach to the practice of law, the challenges they have faced and the satisfaction they take as both mentors and leaders.

- 1 "Spotlight on Women in Leadership: Women in the Workplace—A Research Roundup." *Harvard Business Review*, September 2013. www.hbr.org.
- 2 "A Current Glance at Women in the Law." American Bar Association Commission on Women in the Profession, February 2013. www.americanbar.org/women.



Laurie Abramowitz

NEW YORK
CHAIR, TAX & PRIVATE CLIENTS DEPARTMENT
BOARD MEMBER, RESOURCES FOR CHILDREN WITH SPECIAL NEEDS

As a woman, my natural ability to listen and accommodate others helps me to synthesize the issues and steer the analysis more efficiently.

As a transactional tax lawyer, I am called upon to structure and negotiate complex business transactions. I regularly represent multinational corporations, private equity funds and others in acquisitions, dispositions, debt and equity reorganizations, and management equity participations. My job involves untangling the web of US tax laws and translating them into understandable parameters within which my clients can work. Deal-related tax issues cannot be solved in isolation. As a woman, my natural ability to listen and accommodate others and their different and sometimes competing concerns helps me to synthesize the issues and steer the analysis more efficiently. I am, by nature, a problem solver. Together with my ability to understand and work well with others, this enables me to find solutions to complicated problems and implement such solutions in the most efficient manner. Ultimately, it is these qualities that are critical in getting things done correctly and achieving my clients' goals.



Sylvia Becker

WASHINGTON, DC
IP LITIGATION/LIFE SCIENCES
COMMISSIONER, US FOREIGN CLAIMS SETTLEMENT COMMISSION
FORMER STAFF ATTORNEY, WOMEN'S LEGAL DEFENSE FUND, AWARDED A WOMEN'S LAW AND PUBLIC POLICY FELLOWSHIP

The keys to successful litigation are thorough preparation, thoughtful strategy and compelling presentation.

In my view, the keys to successful litigation are thorough preparation, thoughtful strategy and compelling presentation. When I take on a case, I dig deep into the details to anticipate my opponent's lines of attack and to identify the facts and themes that will animate my client's position and ultimately carry the day. As a woman without a scientific background, I am not a typical patent litigator. That, however, is not a disadvantage. On the contrary, I have found that it enhances my ability to develop and communicate a winning story that is meaningful to a judge or jury, who also typically lack scientific training.

I have been fortunate to work with and learn from truly excellent litigators. Like them, I hope to mentor others, both women and men, not just by encouragement, but by example.

Laura Shores

WASHINGTON, DC
ANTITRUST

Having a good mentor is important; mine taught me to cut square corners and challenge conventional wisdom.

When my mother graduated first in her law school class in 1959, she received only one offer from a law firm—to be a legal secretary. When I was 10, she was elected to the Alabama Supreme Court. She was the third woman to serve on a state's highest court, and the first to be elected to the position. Because of her and other pioneers like her, the path to success for women in the practice of law is easier. Having a good mentor is important; mine taught me to cut square corners and challenge conventional wisdom. But in my experience, being yourself is the key. I recall despairing at my first trial that I would be unable to juggle the change in my pocket like the lead lawyer did as he delivered the opening statement. Quickly, I learned that being a woman in a courtroom could work to one's advantage. Older male witnesses often underestimated me and got into hot water without knowing what was happening. Opponents still do. My father, also a trial lawyer, told me more than once that he hated having women as opponents because they were always better prepared. The lesson? Outwork your opponent. And don't let them see you coming.



Madeleine Tan

NEW YORK
HEAD, PROJECT FINANCE PRACTICE
RECOGNIZED BY CHAMBERS GLOBAL

I like what I do. After almost 20 years of working on complex financing matters, it still thrills me.

I like what I do. After almost 20 years of working on complex financing matters, it still thrills me. I thoroughly enjoy working on matters that involve physical entities—power plants, water treatment facilities, wind farms, solar power facilities, aircraft and infrastructure. As a junior associate, I was thrilled when I recognized the registration number on a plane that I was boarding—I had worked on its financing! As a partner, I still enjoy “kicking the tires,” as it were, of wind turbines, solar panels and power generation facilities, and feel great accomplishment when one of these facilities is fully constructed. I particularly enjoy seeing my work in the field of energy grow and evolve from working on financing coal-fired power plants to biofuel projects, solar power facilities and wind farms, including Brazil's largest wind farm. I have worked on deals on five continents, interacting with various cultures, customs and legal systems. As a result, I have developed a unique emotional and cultural IQ that has helped my clients achieve their desired results on difficult transactions.

Early in my career, I was fortunate to have been mentored by brilliant, passionate lawyers who challenged me to think outside the box and transform my practice into a passion. This is the message I try to instill in the young associates with whom I work.





Catherine Schumacher

NEW YORK
SECURITIES & DERIVATIVE LITIGATION
CO-CHAIR, RECRUITING COMMITTEE
"40 UNDER 40" LIST, CRAIN'S NEW YORK, 2014

In my practice, as in life, I choose to focus on those things I can control. As a litigator focusing on securities and shareholder derivative matters, that means knowing the law, commanding the facts of each case, trusting my intuition and having the courage to make a decision that is appropriate in each situation. It also means really knowing who I am, highlighting my strengths, accepting my weaknesses but addressing them with the right team and working tirelessly and efficiently to achieve the best possible results for my clients. These are all things I can control. In my view, passion and commitment for your work and your clients are gender-neutral.

I am, however, aware of the fact that I am a role model for diverse associates at the firm and I take that very seriously. I benefited immeasurably from wonderful mentors and sponsors when I was starting out, so I know how important it is to do it for others. When I mentor young female lawyers, I tell them to strive to be the person other people—other lawyers, partners and clients—want to work with, to be the "go-to" person that others seek out for assistance and counsel. To achieve that, I encourage them to make themselves indispensable to a case so that their value added is clear and unmistakable. If one is able to do that successfully, I believe that those things outside of one's control—gender, race or other irrelevant factors people may use to judge a person—would be minimized or rendered irrelevant.



Z Scott

CHICAGO
CHAIR, BOARD OF TRUSTEES, CHICAGO HOUSING AUTHORITY
CO-CHAIR, WOMEN IN WHITE COLLAR SUBCOMMITTEE, ABA
RECOGNIZED BY BEST LAWYERS IN AMERICA, CHAMBERS USA AND EXPERT GUIDES

As a litigator and trial lawyer, I have had the opportunity to witness first-hand the importance of fielding a diverse team. Judges and juries now expect to see diversity in the courtroom. Women litigators often bring a unique and valuable perspective to a litigation team. Women are frequently required to multi-task, given the number of work and family responsibilities we traditionally carry. The ability to manage, plan, supervise and delegate while staying focused on what is important and necessary to win is a skill many of us bring to the table in litigation.

Annette Bödeker

FRANKFURT
CORPORATE GOVERNANCE, M&A
NOTARY IN FRANKFURT AM MAIN
RECOGNIZED BY BEST LAWYERS IN GERMANY, JUVE HANDBUCH AND LEGAL 500 DEUTSCHLAND



As a female corporate lawyer, I am very much results-driven. I always try to identify the ultimate goal of my clients and then work with them to develop a practical and efficient way of achieving it. While some lawyers seem to enjoy the challenge of "looking for problems," I prefer to devote my energy to "solving problems" when they occur. And I work to limit challenges arising in the first place by providing my clients with diligent yet expedient legal advice and by giving them the benefit of my experience. This, and the fact that I am personally available for my clients 24/7, is the key to my success as a lawyer.

I started my career in the '90s as the only female lawyer in a 60-lawyer office of one of the most prominent German business law firms. At that time, being a female corporate lawyer and also a mother was rare. Client representatives were predominantly male, but this has changed rapidly in recent years. I work equally well with men and women, but I particularly enjoy working with women, whether they are clients or colleagues.

Sheila Boston

NEW YORK
PRODUCT LIABILITY
CO-CHAIR, PRO BONO COMMITTEE
FEATURED IN PROFILES IN DIVERSITY JOURNAL'S "A LEGACY OF LEADERSHIP," 2014
RECOGNIZED BY WHO'S WHO LEGAL



People management skills and emotional intelligence are increasingly becoming necessities for lawyers, especially in my field—mass torts and product liability litigation. This is due, in part, to globalization, which requires the ability to readily adapt to a rich variety of cultures, traditions and different approaches to business. The ability to play well with others is crucial.

Whether attributable to societal or biological factors, female lawyers tend to possess many of these skills. We use our natural talents—effective team management styles, nurturing instincts, multi-tasking capabilities and work-life balancing skills—to promote collegiality, a solid work ethic and strong professional teamwork, which in turn translates into efficient, value-added and successful work product for our clients.



Amy Conway-Hatcher

WASHINGTON, DC
WHITE COLLAR LITIGATION & INTERNAL INVESTIGATIONS
HEAD, CRISIS MANAGEMENT GROUP
FORMER AUSA FOR THE DISTRICT OF COLUMBIA
RECOGNIZED BY BEST LAWYERS IN AMERICA

My mother inspired me to think outside the box and to be creative, yet practical, in problem solving.

Lawyers often talk about the importance of having strong role models to mentor them during their careers. When it comes to role models, I had the good fortune to be raised by one. My mother is an accomplished environmental lawyer, mediator, painter and photographer. She raised four children, has a successful law practice, consults with foreign governments on the values of mediation and travels around the world to photograph indigenous women, animals and natural wonders. She is smart, passionate, tenacious and fearless. My mother inspired me to think outside the box and to be creative, yet practical, in problem solving. She challenged me not to simply accept the status quo or certain perceptions of reality, but to investigate and understand them, and if I believed they were wrong, to have the courage to change them. She inspired me to pursue my professional calling with vigor and without regard to “glass ceilings.” This is the foundation upon which I have built my legal career, and it is the foundation I hope to give my two young children and other young lawyers.

True to my mother’s influence, I have a very full life as a partner, litigator, mother and wife of a naval aviator. I’ve been fortunate to surround myself with extraordinary and diverse talent who share similar values and aspirations. Together, we are changing the face of the practice of law and developing new approaches to solving complex business and legal problems.



Lynn Toby Fisher

NEW YORK
M&A, CAPITAL MARKETS
CHAIR, AUDIT AND GOVERNANCE COMMITTEE, GOUCHER COLLEGE

When I began practicing law, there were no women to follow. Instead, I was fortunate to be mentored by senior men who were secure enough to encourage me to find my own strengths and develop my own lawyering style. Under their guidance, I learned that pounding the table to make a point is less effective than being resourceful and flexible.

In the best tradition of my mentors, I am now comfortable with myself as a lawyer and as a woman in the business world. I can be strong and forceful when necessary, but also know how to develop a win-win consensus. I have learned not to let my ego get in the way of being the most effective advocate possible; I don’t always have to appear to win—just so long as my client does.

I adapt to the flow and personality of a deal to get to the right place for my client. I focus on finding creative solutions to achieve my clients’ goals, beginning with listening carefully to what they say. I am as proud of the teddy bears I received on completion of a particularly complex transaction as I am of the boxing gloves I received as a “deal toy” following the sale of a family business.

Madlyn Gleich Primoff

NEW YORK
BANKRUPTCY & RESTRUCTURING
MEMBER, EXECUTIVE COMMITTEE
BOARD MEMBER, NEW YORK REGION ANTI-DEFAMATION LEAGUE
RECOGNIZED BY EXPERT GUIDES AND IFLR1000

Whether by custom or genetics, women are often highly effective communicators and problem solvers.

As a bankruptcy and commercial litigator, I regularly deal with highly sophisticated and complex corporate structures and financing arrangements. I have succeeded in my practice not only because I have a keen command and deep understanding of these complex transactions, but also because I am a woman. Whether by custom or genetics, women are often highly effective communicators and problem solvers. We convey information and advice to our clients in terms that are both precise and also easy to comprehend.

While we can certainly be tough when we need to be, and ready to fight tenaciously and passionately on behalf of our clients, we do not seek to litigate merely for the sake of litigating. Rather, we strive to develop creative, workable solutions to business controversies and can “reach across the aisle” and work cooperatively with adversaries. All of these attributes are reasons why, in my experience, male and female judges alike welcome having women litigators appear before them in complex bankruptcy and commercial litigation matters.



Willys Schneider

NEW YORK
TAX
MEMBER, BOARD OF DIRECTORS, INTERNATIONAL TAX INSTITUTE
MEMBER, BOARD OF DIRECTORS, POETS & WRITERS
MEMBER, AUDIT COMMITTEE, CONFERENCE ON MATERIAL JEWISH CLAIMS AGAINST GERMANY
RECOGNIZED BY BEST LAWYERS IN AMERICA

My practice involves both US and cross-border tax issues, including those related to the formation of, and investment in, private equity and hedge funds; structured finance; investments in real estate through partnerships, limited liability companies and REITs; and real estate- and asset-backed lending transactions. The tax issues in all of these areas are complex and nuanced. Rarely is there a clear “yes” or “no” answer. The ability to listen carefully to others and consider a problem from multiple perspectives is key. I find that women are often better listeners than our male counterparts, and better able to appreciate the gray, rather than just the black and white. These qualities have helped to make my practice a successful one.

On a somewhat more mundane note, I am frequently required to work on as many as 10 or more different matters in a single day. Thus, juggling and working efficiently are key attributes. As a working mother I developed and perfected those skills, which were critical to my ability to meet the demands of career and family.





Jennifer Patterson

NEW YORK
ANTITRUST
CO-CHAIR, INTERNATIONAL CHAMBER OF COMMERCE COMPETITION COMMISSION DUE PROCESS TASK FORCE
VICE-CHAIR, COMPETITION COMMITTEE OF THE US COUNCIL ON INTERNATIONAL BUSINESS
BOARD MEMBER AND PRESIDENT EMERITUS, GIGI'S PLAYHOUSE NYC

Always tell the truth, always do your best and always take responsibility for what you do.

My father, a great lawyer in his own right, inspired me to become a lawyer because I saw how much he loved his job. Over the years, I learned three things from him that I apply to the practice of law every day: always tell the truth, always do your best and always take responsibility for what you do. It sounds simple, but these tenets have formed the foundation of my approach to practicing law and my desire to provide the highest quality representation for my clients. Moreover, being a full-time commercial litigator with a family requires that I try to achieve the best results as efficiently as possible. Time, I realize, is a valuable commodity for clients as well.



Sandra Pfister

FRANKFURT
ACQUISITION & LEVERAGED FINANCE
RECOGNIZED BY CHAMBERS EUROPE, CHAMBERS GLOBAL, IFLR1000 AND JUVE HANDBUCH

I was one of only two female associates at my first firm and I was lucky—one of the male partners wasn't afraid to mentor a younger female associate. Still, it took me a few years and external coaching before I fully appreciated that one of the keys to success is to learn to communicate and network like men, without denying your gender and the advantages it brings to the table. And there are a few—having a slightly different perspective on things, being creative, being able to adapt just a notch quicker, and that desire instilled in females to always work collaboratively with others in an effort to find a mutually acceptable solution. I try to relay these assets/attributes to younger team members (both male and female) and find it rewarding when clients rely on me—or rather, my team and me—to think outside the box and help them find creative yet practical solutions to their business needs.

Diane Holt Frankle

PALO ALTO
M&A, CORPORATE GOVERNANCE
"LAWYER OF THE YEAR-MENTORING (PRIVATE PRACTICE)" CHAMBERS USA WOMEN IN LAW AWARDS 2014
"TOP WOMEN LAWYERS IN CALIFORNIA" LIST, SV DAILY JOURNAL, 2012, 2013, 2014
CHAIRMAN OF THE BOARD, ALEARN
RECOGNIZED BY BEST LAWYERS IN AMERICA, CHAMBERS USA, EXPERT GUIDES, LEGAL 500 AND WHO'S WHO LEGAL



I am a rarity—a senior woman M&A lawyer. I find that I approach deals differently than many male colleagues. I enjoy negotiation—not for its own sake, but to get the best deal possible for my client. I avoid grandstanding and ego in favor of patience, a sense of humor and a desire to find common ground. I find that empathy allows me to discern the core issues for both parties. One can rarely have a successful negotiation without being willing to walk away, but I also find I can intuitively sense ways to make a deal. Good listening and communication skills help me to get to "yes." I can be very persuasive, and am calm in the face of bullies, fearless in the face of threats and patient in response to ridicule. I meet force with steel, but I can reach beyond the emotion and ego to get to agreement. My direct communication style also allows me to give boards of directors clear guidance, and to avoid misunderstandings with the other side of a deal.

My father was a well-loved bank officer and tax accountant at one of the major Cleveland banks. He taught me that humor, respect and caring for others were key values worth pursuing in business. When I first came to Silicon Valley as a mid-level associate, partners sometimes hesitated to assign me to 50-year-old male clients for fear that they wouldn't listen to me. I honed my skills as an advisor, and now am known as the "go-to" lawyer for difficult clients! I also enjoy giving my younger colleagues, both men and women, opportunities to shine.

Yingxi Fu-Tomlinson

SHANGHAI, OFFICE MANAGING PARTNER
HEAD, ASIA PACIFIC GROUP
CROSS-BORDER M&A, PRIVATE EQUITY, CORPORATE
RECOGNIZED BY CHAMBERS ASIA-PACIFIC, CHAMBERS GLOBAL, EXPERT GUIDES AND IFLR1000



Having been the "first and only" many times over, I have no fear when confronting any legal issue.

Growing up in China during the Cultural Revolution, becoming a lawyer was never in the plans. When I went to law school in Shanghai in 1980, there were still no lawyers in China. The class of students before me was the inaugural class of my law school, which had been closed down 20 years earlier. Six years later, I became the only foreign student at the Washington University Law School in St. Louis, a city I had never heard of before arriving there. Eventually I became the first foreign corporate and M&A lawyer in Seattle, and in 1998, I returned to Shanghai to open Kaye Scholer's office. Although my years of law school in China and the US taught me law, it is my life experience that has shaped me as a lawyer. Having been the "first and only" many times over, I have no fear when confronting any legal issue. I have learned to listen actively, figure out complex situations quickly and go straight to the crux of any problem. Most of all, being the "first and only" has taught me to be humble. While I take pride in my work, I set my ego aside, focusing 100 percent on solving clients' problems and getting deals done. I am often asked how I balance the demands of being an Office Managing Partner and a mother of two. My answer is simple—there is no balance. When I work, my mind leaves no room for anything else, other than perhaps Janos Starker's Bach Cello Suites in the background. When I am with my children, my mind and heart are on them.



Nancy Fuchs

NEW YORK
M&A (INCLUDING CROSS-BORDER), PRIVATE EQUITY, NATIONAL SECURITY
RECOGNIZED BY CHAMBERS USA AND LEGAL 500

I always tell people that the percentage of my workday—however long or short it may be—spent doing interesting things is much greater than it would be in most other professions. In working on transactions, I recognize that there is a lot I can't control or change, including certain facts and, at times, certain "must-have" positions of the parties. The aim is to identify and distill these key issues (and in most deals there should only be a few!) and drive to an efficient and practical resolution.

Figuring out the personal, financial and strategic dimensions of transactions and issues, as well as learning about diverse businesses and industries, is challenging and fun. I love partnering with my clients, take their problems personally (which sometimes keeps me up at night) and revel in their successes. I grew up professionally with some of my longtime clients and we share some great "war stories." Meeting and developing new clients is a constant part of the practice and something I enjoy immensely.



Sheryl Gittlitz

NEW YORK
SYNDICATED & LEVERAGED FINANCE, PRIVATE EQUITY
MEMBER, PROFESSIONAL DEVELOPMENT AND COMMUNICATIONS COMMITTEE
RECOGNIZED BY IFLR1000

I think the key to success for any man or woman is to be true to oneself. Over the course of my career, I simply have been honest with myself—and with my colleagues, my clients and my adversaries—about who I am as a person. I am comfortable enough with myself not to respond to the views of others about who I, as a female lawyer, should be or how I should act.

When I was a junior associate, I was told by a senior male partner that I was not "one of those gray-suited women." I suppose that statement could have been a commentary about my wardrobe, as I abhorred wearing what was then the standard "uniform" for female lawyers. However, I viewed it as a compliment and was quite pleased that I was not the stereotypical female lawyer.

I am a lawyer who is totally committed to my practice and my clients. Being a woman is just one facet of who I am. While this genetic fact has impacted how I conduct myself (and how others treat me) as an lawyer, it is just one of many influences in my life and my career. Far more important than my gender are the skills and the dedication I bring to every one of my clients.

Tiffany Moseley

WASHINGTON, DC
LITIGATION
FORMER AUSA FOR THE SOUTHERN DISTRICT OF CALIFORNIA

I keep a flying pig in my office to remind me that even the most challenging situations can be molded into an opportunity for victory by employing ingenuity, hard work and humor.

I keep a flying pig in my office to remind me that even the most challenging situations can be molded into an opportunity for victory by employing ingenuity, hard work and humor. I thrive on the hard cases, the tricky problems and the uphill battles. I particularly enjoy building a team and working with diverse views and skill sets to hammer through to a win. The keys to outstanding results, regardless of a person's gender, are persistence, resilience and an eye for both the important details and the big picture. At the end of the day, if you love what you do and you enjoy the people with whom you work, excellent client service is the natural result.



Jane Parver

NEW YORK
WHITE COLLAR LITIGATION & INVESTIGATIONS
BOARD MEMBER, NEW YORK COUNCIL FOR DEFENSE LAWYERS
SPECIAL MASTER, APPELLATE DIVISION FOR THE FIRST JUDICIAL DEPARTMENT
FORMER CHIEF OF THE PUBLIC CORRUPTION UNIT FOR THE SOUTHERN DISTRICT OF NEW YORK

As a senior trial litigator who entered the legal profession when female lawyers, particularly litigators, were a rarity, I bring a perspective that continues to shape my approach to lawyering and client service.

Being a law clerk, federal prosecutor and defense lawyer in a male-dominated world taught me I had to work harder than anyone else, out-lawyer my adversaries, be more responsive and remain mentally tough, whatever the obstacles, in order to prove that women could be more effective litigators. While my success in and out of the courtroom more than speaks for itself, I still feel the need to push myself just as hard as ever in order to justify the trust that clients place in me.

It is gratifying to see how the number of strong and accomplished female litigators has grown over the years. Much of this growth can be attributed to clients' understanding of the value of diversity, as well as their refusal to give in to preconceived notions and stereotypes.





Lori Leskin

NEW YORK
CO-HEAD, PRODUCT LIABILITY LITIGATION PRACTICE
RECOGNIZED BY BEST LAWYERS IN AMERICA, LEGAL 500, LMG LIFE SCIENCES AND WHO'S WHO LEGAL

I have come to realize that it is these skills I've developed as a litigator that make me a good mother.

As odd as it sounds, there is still a perception that women litigators can't be tough enough. The fact is that some of the toughest fighters out there are women. The difference, I find, is that women have a better sense of when to "flip the switch;" when it is better to be tough and when it is advantageous to dial it back in order to get things done.

I used to think that the skills that make me a good mother—patience, concern, tenacity, devotion—helped to make me a good litigator. Over the years, I have come to realize that it is these skills I've developed as a litigator that make me a good mother.



Terri Mazur

NEW YORK
SECURITIES LITIGATION, ANTITRUST
MEMBER, EXECUTIVE COMMITTEE, NYSBA ANTITRUST SECTION AND COMMITTEE ON WOMEN IN THE LAW

I found my legal voice largely through my mother's example. My mother—an incredible role model—worked two jobs to support her young family while my father attended dental school and then fulfilled his residency requirements. She challenged me to find a career that I loved and to be independent and self-sufficient, so that I could not only take care of myself, but also be a full partner as a wife and mother. Like my mom, my first mentor advised me to find my own voice and be true to myself as a lawyer. Often the only woman in a room full of men advising on a complex commercial case, I quickly found that I was far more effective than many of my male counterparts in depositions, arguments and trials because I disarmed witnesses and opponents alike with a principled, persistent and direct approach. I realized that I could be highly persuasive without being hyperbolic or overly aggressive and more can be accomplished using honey rather than venom. This approach, together with the values my parents instilled in me, have served me well in building lasting relationships with clients and in developing a successful, fascinating litigation practice. As I advise young women lawyers whom I mentor, I stress that you can "have it all" by working with extraordinarily talented, committed professionals, being efficient, being flexible, prioritizing daily among work and family, and cherishing every moment.

Arlene Harris

NEW YORK
TRUSTS & ESTATES
RECOGNIZED BY BEST LAWYERS IN AMERICA, CHAMBERS USA AND EXPERT GUIDES
DIRECTOR, SMALLY FOUNDATION
CHAIR, EXECUTIVE COMMITTEE OF THE NY STATE BAR ASSOCIATION'S TRUSTS AND ESTATES SECTION
FELLOW, AMERICAN COLLEGE OF TRUST AND ESTATE COUNSEL
MEMBER, INTERNATIONAL ACADEMY OF ESTATE AND TRUST LAW



For more than four decades, I have acted as an advisor and counselor to clients facing all aspects of intra-family situations—some involving positive life experiences but mostly concerning highly emotional, personal and financial dynamics. I focused on tax in law school, but early in my career, I developed an interest in estate litigation and was fortunate to spend time in the Department of Law of the New York Attorney General's Charities Bureau and in the Law Department of the Surrogate's Court of New York County as the Chief Court Attorney, where I administered a department of nine highly skilled lawyers assisting the first women surrogates in our state. After returning to private practice, I have successfully resolved many family feuds while providing guidance and personal service to a diverse group of clients.

I became interested in the law in third grade after reading biographies of famous lawyers, and was determined to go to law school despite being very poor and a woman at a time when women were minorities in law schools. I went to Brooklyn College, a free school, and was the only woman graduate to go on to law school after receiving a scholarship to NYU School of Law. I was proud to be one of the seven women graduates in the top ten of our law school class. I have practiced full time ever since graduation. Despite a hectic schedule, I raised three children and feel very fortunate to have five grandchildren.

Claudia Higgins

WASHINGTON, DC, OFFICE MANAGING PARTNER
ANTITRUST
FORMER ASSISTANT DIRECTOR FOR REGIONAL LITIGATION, FEDERAL TRADE COMMISSION
RECOGNIZED BY BEST LAWYERS IN AMERICA AND CHAMBERS USA



Anyone who underestimates my resolve to win for my client will soon be at a disadvantage.

Litigation requires a toughness that, mistakenly, is not routinely attributed to women. Many times during my 35 years of practice, I have parlayed that false presumption to my distinct advantage. Whether in the courtroom or across the table in negotiations, anyone who underestimates my resolve to win for my client will soon be at a disadvantage. Being a woman can clearly be an asset.

Female role models were few and far between when I entered practice, and it was quite uncommon to see a woman in areas such as my chosen field of antitrust.

Although it was difficult being the lone woman in almost every litigation or negotiation, over those years, I built a skill set that has since served me—and my clients—quite well. My first mentor wisely advised me to use my own personality and attributes rather than to emulate his, and I learned that my natural presence could be both female and strong. These experiences committed me to helping younger women develop their own careers.

The power I exert on the court depends on the power of my arguments, not on my gender.

Sandra Day O'Connor

Ingrid Kalisch

FRANKFURT, OFFICE MANAGING PARTNER

FINANCE

RECOGNIZED BY CHAMBERS EUROPE, IFLR1000 AND JUVE HANDBUCH



It is important that we work in diverse teams, combining the different strengths of each member for the benefit of the client.

The challenge to create practical and commercially viable solutions, which at the same time are legally sound, inspired my decision to become a lawyer. I had been working in international finance at a major bank and was confronted a number of times with difficulties in putting the legal documentation into practice; in negotiations, there often appeared to be a conflict between practicality and the legal advice I received. Because of that experience, my approach in advising clients and documenting transactions is holistic. The greatest reward for me is not only when clients come back with new instructions, but when they view me as their trusted business advisor as well as their lawyer.

I enjoy thinking outside the box and creating new structures and solutions. In negotiations, one of my greatest strengths is bringing together diverse or opposing interests—an ability that has also served me well outside my professional life. It is important that we work in diverse teams, combining the different strengths of each member for the benefit of the client. When mentoring others, I strive to teach them not only legal skills and to share my approach to client work, but also to learn from and build upon each experience, whether good or bad.

Jill Kurtzman

NEW YORK

BANKRUPTCY & RESTRUCTURING



Success as a lawyer comes down to trusted relationships.

Success as a lawyer comes down to trusted relationships. As a mother, mentor and lawyer, I am sensitive to the confidence others place in me, and strive to earn that trust while helping them achieve their goals. As a transactional bankruptcy and restructuring lawyer, my clients rely on me to provide practical solutions to complicated problems. I find that being a woman in a predominantly male industry makes me an asset to my clients in that I can bring my creativity and perspective to the negotiating table. My ability to adapt and remain flexible in the face of a changing environment, while maintaining a sense of humor, is not only useful in getting a transaction completed, but is essential to helping me balance the demands of work and family. I try to pass these qualities on to the young lawyers whom I mentor. To me, there is nothing more satisfying than working collaboratively toward solutions that accomplish the desired result and instill confidence in success.