



## Partner promotions: Class of 2014

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For the first time since 2007, GCR asks 10 of the more than 40 antitrust and competition lawyers promoted to partner last year to reflect on their past, their new roles and how they rose through their firms' ranks

Back in 2007, GCR took a headcount of new antitrust partners promoted around the world. The numbers back then, in those pre-recession days, were heady indeed: more than 40 firms elected 64 partners in multiple jurisdictions. That total bested all of the previous years of which GCR kept track. The antitrust world was humming along at a rapid clip, and firms promoted associates and counsel at a pace in line with the work coming through the door.

In the following years, as economic turmoil gripped every major antitrust market. Deal work dried up. Law firms collapsed and major antitrust groups were scattered to the wind. Even in a legal practice as resilient as antitrust, business suffered. And, frankly, GCR stopped keeping track of the number of lawyers promoted year-on-year.

Now, much of the world appears to have pulled itself out of the economic muck. Deal markets have thawed, and companies are satiating their pent-up appetite for buying both their rivals and their business partners. It appears as if the antitrust work associated with those deals, plus a general uptick in billing hours, has allowed antitrust groups to carry on growing as well.

The numbers over the past year are strong – not quite like 2007, but strong nonetheless. In all, 45 lawyers joined the partnership at 24 firms over the past year or so, in offices as geographically diverse as Seattle, Istanbul, Brussels and Beijing. And that doesn't include the dozens of promotions to counsel over the past year. It seems as if that upward move was the most common among antitrust groups – a sign that partner promotions in the coming years could be even more robust.

The class of 2007, as we called them then, went on to impressive careers in their respective practices. Indeed, several featured lawyers are now considered among the best of the bar – including Leah Brannon at Cleary Gottlieb Steen & Hamilton, Eric Grannon at White & Case and Jason Gudofsky at Blake Cassels & Graydon.

We suspect members of the 2014 class will go on to similar levels of success. Many of the promoted lawyers already have significant profiles in the antitrust world, and the cases under their belts to justify them. Below, we've asked 10 of this year's new partners about their roles, their cases and their preferred places to grab a bite to eat.



## Rachel Adcox

**Firm**  
Axinn Veltrop & Harkrider –  
Washington, DC

**Age**  
40

### Career history to date

I was a city planner after receiving my undergraduate degree, and so came to the law as a second career. After I graduated from law school, I clerked for a year before going to the Department of Justice Antitrust Division as an honors attorney. I joined Axinn Veltrop & Harkrider in 2010.

### What cases have you most enjoyed working on and why?

I particularly enjoy cases with an investigatory component, such as civil non-merger or criminal cases. People are motivated by so many different factors – it is fascinating to try to make sense of them all and turn what may appear to be weaknesses into a strong defence.

### Who are your mentors and what did you learn from them?

I have been fortunate to learn from everybody I've ever worked with. But one thing that all of my mentors taught me is that it is always worth investing in a colleague's success.

### What has surprised you most since you've become a partner?

Even though the nature of my work did not immediately change, I have definitely felt an increased sense of ownership and responsibility for the well-being of the firm and the people who work here.

### What advice do you have for an ambitious associate starting a career in antitrust law?

Facts may not be everything, but they're pretty close to everything. Know the facts of your case better than anybody, and you will be indispensable to your team and your firm.

### What's your favourite movie?

*Major League.*

### Favourite restaurant?

Ben's Chili Bowl, Washington, DC.



## Neely Agin

**Firm**  
Norton Rose Fulbright –  
Washington, DC

**Age**  
42

### Career history to date

I joined Norton Rose Fulbright's antitrust group as an associate upon graduation from law school in 1997, when the firm was known as Fulbright & Jaworski. Although initially drawn to litigation, I quickly found my passion in merger control and government investigations. Unfortunately, in 2008, my two-year-old daughter Alexis was diagnosed with terminal brain cancer and I took an indefinite leave of absence. The firm provided unwavering support during that time and continues to do so today. Alexis passed away in January 2011 and I returned to work later that year, slowly ramping up my practice over time. My passion for antitrust work gave me the motivation I needed to return full-time to my practice.

### Who are your mentors and what did you learn from them?

My two greatest mentors have been David Foster and Dan Wellington, both partners at Norton Rose Fulbright. I worked extensively with David early in my career, and he taught me how to be an effective legal writer. He is hands down the best legal writer I have encountered throughout my career. Dan and I have worked collaboratively with each other over the past few years, which has been an invaluable learning tool for me. He has taught me the importance of thinking through an issue methodically, and staying calm in even the most intense and challenging situations.

### What advice do you have for an ambitious associate starting a career in antitrust law?

Really learn each client's business and the industry in which a client competes. When assessing the likely antitrust risk of a transaction, it is important to understand the market and its competitive dynamics. Every market is unique, and it is important to have a solid understanding of it, as well as your client's business.

### What's your favourite movie?

*Rudy.* Although admittedly predictable, it is sentimental and inspirational, and I love to root for the underdog.

**Favourite restaurant?**

Quarterdeck Restaurant in Arlington, Virginia. It's a small "dive" in the middle of a residential neighborhood just outside of Washington, DC where they serve fresh Maryland blue crabs in the summer and Dungeness crab clusters in the winter. The tables are covered in brown paper, and they dump the steaming hot crabs in the middle of the table for you to attack using a full arsenal of utensils.



**Melinda Coolidge**

**Firm**  
Hausfeld – Washington, DC

**Age**  
34

**Career history to date**

Two years at Public Citizen before law school, seven years at Hausfeld after law school.

**How long did you work as an associate?**

Six years.

**What cases have you most enjoyed working on and why?**

It's been hard to beat a case like *In re Air Cargo Shipping Services*. Starting with more than 30 defendants and 21 guilty pleas, and whittling down the pool to five remaining defendants (having obtained favourable settlements for our class members) was a victory in itself. In the meantime, we gathered compelling evidence of the conspiracy through discovery and cooperating defendants who settled.

**Who are your mentors and what did you learn from them?**

I have had the great opportunity to work with most of the partners at Hausfeld and have learned from all of them, but none so much as Brent Landau. We have worked on a variety of cases together and I'm always finding something more I can learn from him. It's wonderful to be mentored by a great lawyer, and even better when that person is an incredible teacher. The lessons I use the most are probably ones he never said out loud, but I learned from working with him: "Never lose sight of the big picture, but details are important, and litigate with common sense and civility."

**What advice would you have for an ambitious associate starting out in antitrust law?**

Work hard . Plunge into every project you have and produce the best work product you can. This way you will always be learning as you work and others will want to work with you. But do it in a balanced way – you will be at a disadvantage if you don't maintain your outside interests and remember to have fun.

**How do you think the job of the competition lawyer will change in the next decade?**

It will become clear that most cartels are global in nature. Whether that will require victims of cartels to litigate around the world, or whether a more efficient practice will be born, remains to be seen.

**How have you prepared for your role as a manager in the firm?**

Everything one does in the early years of their career prepares them for this: working with and supervising staff and junior attorneys, asking big questions to understand the big picture of how a firm is run, and observing and learning from how other firms do business.

**Favourite restaurant?**

Ren's Ramen in Wheaton, Maryland is my current favourite. It is a very small, possibly unheated one-room restaurant with the absolute best ramen broth imaginable.



**Katarzyna Czapracka**

**Firm**  
White & Case – Brussels

**Age**  
38

**Career history to date**

I started my career as a trainee at White & Case in Brussels in October 2004. After a year at Columbia Law School (to finish my doctorate in 2005–2006), I rejoined White & Case as an associate in the US, where I worked for just over two years in the New York and Washington, DC offices. I went back to the Brussels office in 2009, and since then I have been working here as an associate.

**How long did you work as an associate?**

Six years in Brussels; one year in NY. In DC my title was “foreign attorney”, as I was not admitted to the DC bar. So eight years in total.

**What cases have you most enjoyed working on and why?**

I like complex, challenging cases. Litigation before the EU courts always fits that description. I really liked working with Mark Powell on *Kaučuk/Unipetrol v Commission*, a case in which the General Court annulled the commission’s infringement decision against the companies and overturned in their entirety the fines imposed on them. Another favourite case involved defending a client enforcing patent rights in several European countries against counterclaims relating to alleged abuse of dominance. The most exciting case in which I am currently involved relates to obtaining an EU approval for a transaction involving consolidation in the telecoms sector in Denmark.

**Who are your mentors and what did you learn from them?**

White & Case is a really friendly firm. The atmosphere is great and we are a really good team. It is a real blessing. I have got so much support and guidance from partners with whom I worked over the past years that I cannot point to anyone specific without feeling that I should also name a few others.

**What advice would you have for an ambitious associate starting out in antitrust law?**

Be open to different types of competition work. Never assume that this or another type of work is boring before you try it. Be diligent about keeping yourself informed about developments. It is key to know what is going on.

**How do you think the job of the competition lawyer will change in the next decade?**

We see more and more cross-border cases, done by teams of attorneys from different offices. I think this development will continue. As competition authorities cooperate more closely, so should the lawyers defending them.

**How have you prepared for your role as a manager in the firm?**

I keep learning; I think of this as a process. As I get more responsibility, I get better at it. I look at others at the firm and keep learning from them. Fortunately, partners with whom I work are always open to giving advice and support.



**Niels Ersbøll**

**Firm**

Arnold & Porter – Brussels

**Age**

41

**Career history to date**

I started my competition law career a little more than 15 years ago in DG Comp as a stagiaire. I worked in the unit then dealing with antitrust cases concerning services and liberal professions. I went on from there to work with Herbert Smith in Brussels as a junior lawyer. I had a great time working on cases such as *AOL/Time Warner* and *EMI/Time Warner*, and assisting on some of the work the firm handled in relation to Formula One racing. I decided after a while to join Danish law firm Bech-Bruun in their Brussels office. Although our focus was Danish clients with cases handled before DG Comp, I landed my first direct instructions then on behalf of a Belgian shipping company. When Arnold & Porter some three years later opened in Brussels (this was at the end of 2003), I applied and was lucky to be accepted!

**How many years did you spend as an associate and counsel?**

Some 15 years in total, of which six are as a counsel here at Arnold & Porter.

**What has surprised you since you became a partner?**

I have been pleasantly surprised by the many, many messages of congratulations. It really is very nice.

**What do you miss least about being an associate?**

I actually enjoyed life as an associate, but what I do not miss is the feeling sometimes of not being in charge at all of my own time. That is inevitable, I think, but it does get better as you manage your own cases!

**What advice would you have for an ambitious associate starting out in antitrust law?**

To think hard about what guides your career and focus on strong training. I have several times seen young lawyers decide to make lateral moves on the promise of quick promotions, but often to a position where they don’t have the same degree of support and chances of learning from others that they might have at a place where the partnership track is a bit longer. When I began my career, I thought about partnership more in terms of eight to 10 years out. Even though it has taken longer (and I have had six good years as a counsel before this), today

I am glad that I stuck with it considering how much I have learned here.

**How do you think the job of the competition lawyer will change in the next decade?**

Brussels will probably continue to attract still more specialised competition law shops, so you need to stay ahead of your game.

**What is your favourite restaurant?**

A small restaurant called Ruth's in Skagen in Northern Denmark. It is led by French chef Michel Michaud, who is great. The place was opened more than 100 years ago as a seaside guest house by a family called Ruth.



**Moritz  
Holm-Hadulla**

**Firm**  
Gleiss Lutz – Stuttgart

**Age**  
37

**Career history to date**

Before joining Gleiss Lutz as an associate, I held positions in the academic field at the Institute for Private International law at Heidelberg University and the Max-Planck-Institute for Public International Law. In 2009, as an associate with Gleiss Lutz, I was seconded to the compliance office of a major German corporation.

**How long did you work as an associate?**

Six years.

**What cases have you most enjoyed working on and why?**

So far, my career has most prominently been linked to my engagements in the media sector. The most challenging and exciting case was a proposed internet video-on-demand joint venture of ProSiebenSat.1 with German broadcaster RTL Group. The case started with the European Commission and later on was referred to the Federal Cartel Office in Germany. The two regulators approached the rapidly evolving markets from very different angles. The transforming nature of the industry and the close cooperation with two highly motivated and skilled project teams made this case a particular interesting one.

**Who are your mentors and what did you learn from them?**

I have worked closely with all of Gleiss Lutz's antitrust partners and have benefited considerably from the range of different perspectives. However, among them, two partners clearly stand out as my mentors:

First and foremost, this holds true for my partner Ulrich Denzel. Ulrich had been promoted to partner just a few days before I started as an associate at Gleiss Lutz and it was an invaluable experience to witness his steep rise during the early years of his partnership. What impresses me the most about Ulrich is his grasp of complex legal matters, his ability to always think many steps ahead and his flexibility when it comes to accommodating the unexpected.

Alongside Ulrich, our practice head Ingo Brinker played a pivotal role in my career to date. Ingo is the prototype of an antitrust practitioner and probably one of the best in the market. Working with him taught me the importance of sound legal analysis combined with the relentless search for pragmatic solutions.

**What has surprised you since you became a partner?**

It is early days, but I was surprised by the great feedback I received not only from within the firm but from the antitrust community in general including from opposing counsel.

**What advice would you have for an ambitious associate starting out in antitrust law?**

From your first day, try to think as if you were leading the case. Ask yourself how you would advise the client and how you would take important decisions long before you are actually in a position to do so. It will help producing better results if you try to get a better sense for the case in its entirety. In addition, you may compare "your" solution to your partner's which will considerably sharpen your judgement going forward.

**How do you think the job of the competition lawyer will change in the next decade?**

With business activities and markets becoming more and more internationally interlinked, the work of a competition law practitioner is becoming an increasingly global task. Take the example of a multi-jurisdictional merger case where you are highly dependent on how the filing works out globally. Often, it is the strictest jurisdiction that decides the fate of a case. Therefore, in a complex merger case it is key to look at the case from a global perspective and identify the jurisdictions that will set the tone.

In essence, there are two ways antitrust practices react to this trend: one group of law firms tries to cover as many jurisdictions as possible under a common brand; the other group is more focused on developing the position of a go-to law firm in their home jurisdiction and performs the global tasks by carefully choosing top tier partners in other jurisdictions. No matter which kind of firm you are based at, international awareness and a global outlook is becoming ever more important for competition lawyers.

**What's your favourite movie?**

Jim Jarmusch's *Down by Law* is certainly among the best movies I have ever seen.

**What's your favourite restaurant?**

Changa in Istanbul – a fusion cuisine restaurant located in an art nouveau townhouse close to Taksim square.

**Andrew Lazerow**

**Firm**  
Covington & Burling –  
Washington, DC

**Age**  
44

**Career history to date**

Public affairs officer for the US Food and Drug Administration before pursuing a law degree at Georgetown. From 2003 to 2011, I was associate then partner at Howrey in Washington, DC, then joined Covington where I made partner in 2014.

**How many years did you spend as an associate or counsel?**

I spent just over seven years as an associate (at Howrey and Mintz Levin) before becoming a partner, and five years as a non-equity partner at Howrey before the firm dissolved. I joined Covington as of counsel because, as a “one-tier” partnership, Covington offers partnership only to laterals who had been equity partners at their prior firms. I spent three-and-a-half years as of counsel before making partner at Covington.

**What cases have you most enjoyed working on and why?**

I have had the privilege of representing innovator pharmaceutical companies in a few multi-district litigation proceedings involving antitrust challenges to patent litigation settlements. The tug of war between the benefits from the innovators and the mandate for low-cost drugs has always been fascinating to me, even going back to my two years at FDA before law school. And these complex antitrust cases invariably involve challenging intellectual issues at the intersection of antitrust law, patent law and FDA statutory law, procedures and practice.

**Who are your mentors and what have you learned from them?**

I have been fortunate to work closely with a number of top-notch advocates. Former Howrey vice chair Mark Wegener, who unfortunately passed away at the peak of his career,

taught me that it is a privilege, never to be taken for granted, to represent a client and that every client deserves my absolute best advocacy every single day. Tony Starr, the head of Mintz Levin's construction law practice, taught me the benefit of giving young lawyers substantial opportunities, even for the most important matters. The legendary John Nields, who also joined Covington from Howrey, has taught me that my chance of success in litigation increases exponentially when I understand every facet, every minute detail, of the critical issues in my case and when I am the most prepared advocate in the room. Finally, I have had the privilege to work closely with Covington chairman Tim Hester. Tim has shown me first-hand how zealous advocacy for a client's position should never compromise a lawyer's ethics, judgement or humour.

**What do you miss least about being an associate?**

That you have little control over your schedule. Of course, superb client service in today's competitive, fast-paced environment requires a lawyer to be available 24/7, but, as an associate, I often got little warning of a major change to my workload and schedule that would impact not only myself but my family.

**What advice would you have for an ambitious associate starting out in antitrust law?**

Don't leave it to the more senior lawyers to understand your client's business and industry. You will be an invaluable member of the team if you have in-depth knowledge and understanding of the economics and business practices in the industry at issue.

**What is your favourite movie?**

I cannot pick one: *The Godfather*, parts I and II.

**Jean-Nicolas  
Maillard**

**Firm**  
Steptoe & Johnson – Brussels

**Age**  
42

**Career history to date**

I started my career in London, where I spent nine years. I first practised in a small Franco-British commercial law firm and then joined Linklaters London in 2000. In 2005, I transferred to Linklaters Paris and moved on to Freshfields Paris in 2008. I joined Steptoe in Brussels as partner in September 2014.

**How long did you work as an associate and counsel?**

10 years as an associate, five years as counsel.

**What cases have you most enjoyed working on and why?**

My most enjoyable cases are undoubtedly closely linked to the quality of the relationship and proximity developed with the client on these occasions. Assisting Allied Domecq in its negotiations with Pernod Ricard and Aker Yards in its purchase of cruise shipbuilder Chantiers de l'Atlantique were memorable experiences. Working on antitrust cases alongside the Deutsche Bahn/Schenker antitrust team and with French agro-industrial group Soufflet have also proved particularly enjoyable.

**Who are your mentors and what did you learn from them?**

Working closely with partners Christian Ahlborn, Anne Wachsmann, Michael Cutting and Bill Allan at Linklaters has been a school of legal rigour and gave me solid grounds on which to build my practice. More recently, practising in close collaboration with Jérôme Philippe at Freshfields has been a privilege and I certainly developed with him a sense for innovative solutions and strong negotiation skills.

**What has surprised you since you became a partner?**

I had a fairly good idea of what it entailed, but you are never fully prepared for the adjustment to this change in pace and intensity. This also comes with an even greater pleasure of practising, perhaps even more than I thought would be the case, especially since I have the pleasure of working with a former Linklaters friend, Yves Botteman.

**What advice would you have for an ambitious associate starting out in antitrust law?**

Beyond acquiring a deep knowledge and command of antitrust law and economics, you will importantly need to progressively develop an instinct for the issues and solutions. This will take many years, so get exposed to all the experience and responsibilities you can handle and do not stay in your comfort zone. Also remember that actively managing your career from the beginning is essential.

**What's your favourite movie?**

*The Remains of the Day*, for its inherent Britishness and intense nostalgia.

**Favourite restaurant?**

Joséphine "Chez Dumonet", rue du Cherche-Midi in Paris: a wonderful 1920s bistro with a great atmosphere and perfectly executed traditional French cuisine.



**Hakan Özgökçen**

**Firm**

ELİG Attorneys at Law  
– Istanbul

**Age**

34

**Career history to date**

Before joining ELİG in 2007, I worked for three years at another Turkish law firm.

**How long did you spend as an associate?**

I worked for almost eight years at ELİG as an associate prior to my recent promotion to partner.

**What cases have you most enjoyed working on and why?**

Cases involving cartels with international aspects and merger control filings that necessitate thorough substantive analysis and close interaction with the competition authorities are the ones that I have most enjoyed working on.

**Who are your mentors and what did you learn from them?**

Having worked for ELİG almost throughout my career, I would consider Gönenç Gürkaynak, managing partner of ELİG, as my mentor. I admire his work ethic and learned the importance of creating efficient working relationships with clients, managing client expectations and the ability to carry a substantial workload but still respond to client demands in a timely and efficient fashion.

**What advice would you have for an ambitious associate starting out in antitrust law?**

As I always believe a lawyer is shaped during his or her first couple of years in practice, my advice to young associates would be to feed themselves on the bibles of the antitrust law and landmark cases as much as possible in this period of their career to gain a solid sense of law. Also, as antitrust law is one of few practice areas with relatively universal principles, it is always important to keep one's vision as wide as possible by closely following developments in other jurisdictions.

**How do you think the job of the competition lawyer will change in the next decade?**

Bearing in mind the increasing awareness of competition law matters and the tendency of competition authorities to be more and more deterrent in terms of fines, we can expect the importance of preventive measures such as internal compliance programs to increase in the coming years.

**What's your favourite movie?**

*Raging Bull.*

**Favourite restaurant**

There are many prominent restaurants in Istanbul, although we still do not have any with a Michelin star in Turkey. If I were to pick one I would say Kosinitza Restaurant in Istanbul.

**Sara Razi****Firm**

Simpson Thacher & Bartlett – Washington, DC

**Age**

41

**Career history to date**

I practised antitrust at another law firm for four years following law school, working on some newsworthy merger cases, private antitrust litigation and cartel investigations. In 2004, I joined the FTC as an attorney adviser to incoming chairman Deborah Majoras, helping to implement her enforcement and policy agenda and advising on cases before the commission. When Debbie returned to the private sector in 2008, I moved to the mergers IV division, where I led merger investigations as a staff attorney, later serving as deputy assistant director from 2010-2013. I joined Simpson Thacher as counsel in November of 2013 and was named partner effective 1 January 2015. In the past year, I have represented DIRECTV in its sale to AT&T, Lorillard in its sale to Reynolds American and Dollar General in its takeover bid for Family Dollar, among others. I also regularly advise health-care clients such as HCA and CSL on antitrust matters.

**How long did you work as an associate and/or counsel?**

I practiced antitrust for 14 years, including nearly a decade at the FTC and several years of law firm practice.

**What cases have you most enjoyed working on and why?**

I enjoy variety, both in the type of case and the industry. My practice tends to focus on merger reviews with tough competition issues. The challenges invariably are to learn the client's business as if it were your own, anticipate the likely issues of FTC or DOJ concern, advise the client on expectations and timing, and generate the best defense of the merger based on the facts. There are the lengthy, full-phase

merger investigations, which require creativity, persistence and resourcefulness across a large team of lawyers and economists to get a great result. Other cases are an all-out, 30-day blitz to avoid a second request, the challenge being to get the agency comfortable in the limited amount of time allowed. I often develop a close and rewarding working relationship with clients throughout the merger review process.

**Who are your mentors and what did you learn from them?**

In antitrust, Debbie Majoras was an important female role model for me. She is a consummate antitrust lawyer, a great leader and exhibits grace under pressure. I learned by her example, and benefited from the useful feedback and guidance she gave me during my years as her attorney adviser at the FTC.

At Simpson Thacher, both Matt Reilly and Kevin Arquit have been key mentors. They provided invaluable guidance during my transition from government and act as a sounding board on various issues, large and small. Matt has inspired me to be a more confident and passionate advocate, and shows the value of a little humour or self-deprecation amid all the seriousness of our work.

**What has surprised you since you became a partner?**

No real surprises, but I appreciate the greater transparency of certain aspects of the business afforded to partners. And it feels great to become a member of the partnership and the truly shared enterprise that we all take great pride in.

**What advice would you have for an ambitious associate starting out in antitrust law?**

Become an expert in the facts, think of ways to add value and be creative. Don't be reluctant to take risks or accept new challenges. Volunteer your point of view. People will respect that, even if you are the least experienced person in the room.

**How do you think the job of the competition lawyer will change in the next decade?**

Certainly there will be developments in antitrust thinking and policy, and the industries in which our clients operate will advance technologically and otherwise, but the core job of an antitrust lawyer will likely remain the same. Our success will continue to depend on making intuitive, fact-based arguments and maintaining credibility with the agencies and courts while advocating as strongly and effectively as possible in favour of our clients' transactions or other business conduct.

**How have you prepared for your role as a manager in the firm?**

I was fortunate to have management experience from government, including as an attorney adviser and deputy assistant director at the FTC. This eased the transition into law firm practice at a senior level.

**Favourite restaurant?**

Comet Ping Pong in Chevy Chase.





## Katrina Robson

**Firm**  
O'Melveny & Myers –  
Washington, DC

**Age**  
40

### Career history to date

I was a general litigator at O'Melveny & Myers' Newport Beach office before joining O'Melveny's antitrust practice and moving to DC in 2008 to be more involved in regulatory work before the Department of Justice and Federal Trade Commission.

### What cases have you most enjoyed working on and why?

I have had so many great experiences and couldn't begin to share them all, although they do all have a few things in common: clients that are committed to competing aggressively to the benefit of consumers; interesting, often cutting-edge, legal questions; joint defense groups that include the intellectual leaders of the antitrust bar; and tough and skilled adversaries who I can admire and respect, even if I disagree with them. The *US Airways/American Airlines* merger litigation is a good example. Both airlines had committed and enthusiastic employees and leadership, eager to explain how the transaction would advance competition. And we litigated against incredibly talented and committed DoJ attorneys.

### Who are your mentors and what have you learned from them?

There are so many people both at O'Melveny and other firms who have invested in my career, and I owe a huge debt to them all. Rich Parker, for instance, has taught me how to advocate for a merger and leverage the fast pace of merger litigation to the client's advantage. And for networking advice, he is without peer. Ian Simmons has coached me on using outside-the-box thinking and bold litigation tactics to get great client results, particularly in civil litigation. He's also my go-to person for great reading recommendations and any time I want to have an intellectual conversation about the history and complexity

of antitrust law. Henry Thumann is a master strategist: He can shape a case narrative to put the strengths of a client's case centre-stage and make the weaknesses all but disappear. I'm still working on that, but having Henry as a teacher has given me an enviable advantage. I have also been fortunate to have the guidance of Ken O'Rourke – I don't know anyone better at building and motivating a cohesive team.

### What has surprised you since you became partner?

The most surprising thing is how few surprises there are. O'Melveny – particularly my mentors and the talent development team – started introducing me to partner-level responsibilities years ago in a gradual, almost imperceptible process. Unfortunately, I hadn't prepared my family nearly as well. My five-year-old son's reaction on hearing that I made partner was: "Does that mean we can get a dog now?" I'm afraid that in the commotion of celebration, I may have promised him one. Anyone have a puppy available for adoption?

### What advice would you have for an ambitious associate starting out in antitrust law?

Look for great mentors – whether partner or colleague, in or outside your firm, in antitrust law or any other field. Find people who you admire and who have skills you don't and learn from them. Start networking now. It takes years to build an effective network. And most importantly, have fun. You're going to work hard, often under massive pressure. But if you build the right network of mentors, colleagues, and contacts – people you can laugh with as well as learn from – those late nights and weekends in the office can fly by and result in some really rewarding friendships (as well as great legal experience).

### How do you think the job of the competition lawyer will change in the next decade?

I think the competition lawyer at its most basic level will remain the same: to advocate for, litigate over and promote the ability of market participants to compete aggressively for the benefit of consumers. I take great pride in the fact that, said most simply, that's my job. Of course, that's a simple articulation of a complex question. And as the economy evolves, what is best for competition can raise new and interesting questions.

### What is your favourite restaurant?

Hands down, bar none, my absolute favourite meal is my husband's homemade pizza. He's spent decades (seriously) perfecting the recipe. If we're going out though, my vote is usually Rosa Mexicano in DC. I love the table-side guacamole. ■