



# **GIR**

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**WOMEN IN  
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**I've always been attracted to investigations because I like to put together pieces of a puzzle.** It's interesting to try to find out not only what happened, but who's being honest and who's not. Every investigation is different, the facts are different, the motivations are different. Often there is also a government investigation so you have to think strategically about how best to protect your client's interest while really getting to the bottom of the facts, and knowing that the government is lurking. I enjoy trying to get my clients who may be starting in a bad place into the best position they can possibly be, whatever the facts are.

**Leading the US Department of Justice (DOJ)'s criminal division and the Enron task force are certainly highlights of my career,** and were fantastic opportunities to work on incredibly important, cutting-edge issues of great importance beyond just the individuals who were directly affected. On a personal level, some of the most satisfying matters I've worked on were when I was a relatively young prosecutor in the Eastern District of New York. Prosecuting non-traditional organised crime groups, who were making many New York City neighbourhoods very dangerous for ordinary people to live in, was extremely rewarding. Seeing the immediate difference that those prosecutions made in reducing brazen violence and upgrading the quality of life for people living in neighborhoods from Chinatown to Brooklyn and Queens had a lasting impact on me.

**I've been fortunate enough to have some really fantastic mentors at every stage of my career and I've learned a tremendous amount from watching them.** One of these mentors was Bob Mueller, when he was the US attorney in San Francisco. I learned so much from him about how to be a good leader and manage effectively.

**I think I'm good at making people feel comfortable, and that I'm being straight with them.** Having been a criminal prosecutor across the entire spectrum of cases where my witnesses have ranged from super violent drug gang hitmen to C-Suite executives, I think I'm skilled at talking to all

different types of people. I also have a very calm demeanor that helps people feel a little more at ease, and I'm good at getting to the truth in situations where people may not be forthcoming.

**I'm an avid reader,** usually with both a fiction and a non-fiction book under way at the same time.

**The best advice I've received in my career is that there are no stupid questions, and if you don't understand something, ask.** Don't just muddle through because at some point you're going to need to understand, and you might as well ask at the outset. Another valuable piece of advice is to surround yourself with people who are smarter than you. Don't be insecure – you want to hear the honest opinions of smart people.

**A significant issue that I'm seeing over and over again, particularly with relatively young and innovative companies, is that the focus on corporate culture issues and recognition of legal risks haven't kept up with the pace of the rest of the company.** Mistakes get made and these companies don't have the programmes in place to detect them, prevent them, and handle them effectively, especially when there is a potential government investigation. To me, these are situations where I can come in and add real value.

**I think it's important for women to have the mindset that we belong in the boardroom.** We need to encourage one another to extend ourselves to do things that are outside of our comfort zones. Confidence is also key – don't put limitations on yourself or allow others to put limitations on you.

**I enjoy mountain trekking** and have trekked the Rocky Mountains, Mount Cook in New Zealand, and Mount Whitney in California.

**Attorney-general Loretta Lynch was supposed to go on an official trip to Colombia and at the last minute wasn't able to go, so I had the honour of filling in for her.** I was fortunate to be able to participate in all of the activities that were planned for her: a reception at the embassy, lunch at the Colombian Supreme Court, a one-on-one meeting with the Colombian president, and a Blackhawk helicopter ride to a forward operating base where the Colombian police and military were face-to-face with cocaine traffickers. It was an incredible trip to a beautiful country and I was honoured to sort of be "AG for the day".