

## Orchestrating Success through the Harmony of Teamwork

What I'd call a voracious childhood appetite for argument and discourse—but my parents would call stubbornness and a propensity for back talk—spurred their common refrain that, if I liked arguing so much, I should become a lawyer. So I did, although the route wasn't direct.

I was born in Mexico City and moved to Dallas, Texas, at age eight, where I was one of the first Mexican students to enroll at my suburban elementary school. My parents insisted that I speak Spanish at home. Although I'm eternally grateful for that now, it caused me a lot of angst as a new student struggling to fit in, since it marked me as different in front of my peers. The following year, I started playing cello in the school's orchestra, and for the next fifteen years, orchestra became a safe haven, where I could connect with others who shared my interest. I continued playing through college on a musical and academic scholarship.

You might scratch your head to hear it, but playing in symphony orchestras and transactional legal work have a lot in common. While each individual musician plays an essential role, a successful orchestral performance requires teamwork, flexibility, communication, diplomacy, and a common goal.

The same is true for my capital markets practice: issuers, investment bankers, lawyers, accountants, and regulators must harmonize numerous and complex workstreams in every deal. By drawing on extensive experience, my job is to facilitate collaboration among the members of the working group to help achieve the IPO, sell the bonds, or otherwise attain their capital markets financing goals.

I've particularly enjoyed the growing opportunities to help Latin American companies that seek to raise capital in the United States navigate the complicated web of federal law requirements that apply to these transactions. I help introduce Latin American players to the U.S. market in a way that's not completely unlike the way I learned the ropes as a new arrival. Together, my clients and I tell the story of their businesses to prospective investors, so they can market their securities to potential buyers in a way that is both compelling and compliant with the requirements of U.S. law.

As for music, it still plays an important role in my life. I continue to play in amateur ensembles and repay some of the gifts music gave me by serving as a member of the Board of Trustees of the Chicago Symphony Orchestra.



**Education:** JD, Harvard Law School; BA, Texas Christian University

**Company Name:** Latham & Watkins

**Industry:** Law

**Company CEO:** n/a

**Company Headquarters Location:** n/a

**Number of Employees:** 5,000+

**Your Location:**  
 Chicago, Illinois & New York, New York

**What book are you reading?**  
*All You Need Is Ears* by George Martin and Jeremy Hornsby

**What was your first job:**  
 Scooping ice cream Braum's Ice Cream & Dairy Store (high school)

**Favorite charity:** Chicago Symphony Orchestra Association

**Interests:**  
 Performing and attending classical music concerts; Barry's Bootcamp

**Family:** In the United States and Mexico