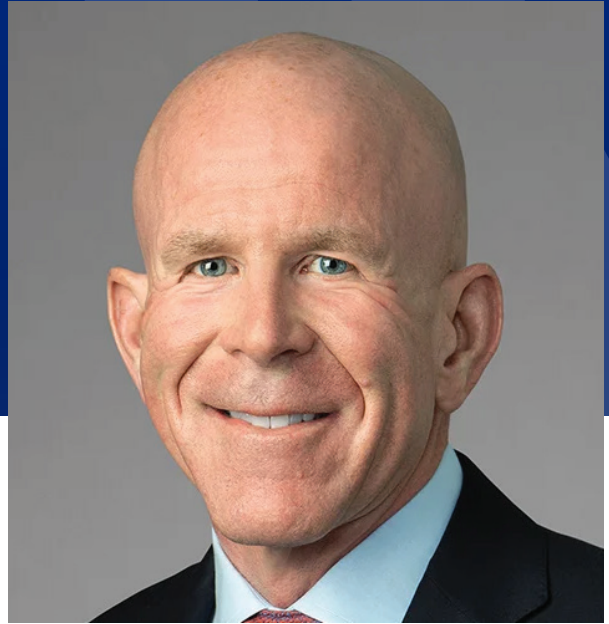


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DISTINGUISHED LEADERS

RAY C. SCHROCK,
LATHAM & WATKINS



Ray C. Schrock, global chair of the firm's restructuring practice, Latham & Watkins

How are the business and profession of law changing, and how should lawyers adapt for the future?

The range of financing solutions available to companies and creditors across public and private markets has expanded dramatically. Liability management transactions that barely existed a decade ago are now routine, and we are seeing more bespoke, multi-layered capital solutions that require true cross-disciplinary execution. Firms and lawyers that silo themselves by practice will fall behind. This is the strategy behind Latham's Capital Strategies group, which I'm proud to help lead. By integrating elite practices across banking, capital markets, hybrid capital, liability management, private credit, restructuring, and structured

finance, we help clients evaluate, identify, and execute the right capital solutions for their needs, regardless of the expertise required. The future belongs to practitioners who are commercially minded, who can integrate disciplines, and who build teams that mobilize quickly across borders and practice areas. Adaptability and creative problem-solving have never been more essential.

What is the best advice for someone considering a career in law, or someone already in the profession who is seeking to make a greater impact?

Find the work that genuinely energizes you—then pursue it with relentless commitment. I

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was fortunate to be introduced to restructuring early on by legends in the field and to work on formative matters right out of the gate, which showed me that this was the practice where I could have the greatest impact. Be on your front foot—constantly pushing the boundaries of what’s possible and approaching problems in new ways. And if you want to make a greater impact beyond the work itself, invest in people. Build teams, mentor colleagues, and give back wherever you see a need.

What is the greatest challenge you’ve faced in your legal career?

Leaving a firm where I had spent a decade building a practice to join Latham and lead the restructuring team. I believed we could

build the preeminent restructuring platform in the world. I was drawn to Latham because restructuring here is fully integrated with the firm’s broader platform—across banking, capital markets, M&A, litigation, tax, and beyond—and I believe strongly that global leadership in restructuring requires excellence across disciplines. In my first year at the firm, the restructuring practice saw revenue growth exceeding all expectations, while leading some of the most consequential matters in the market. The challenge was worth it, and I’m proud to be working alongside exceptional colleagues to further strengthen Latham’s position as the world’s leading restructuring firm.