



Education: JD, Harvard Law; BA, Stanford University,

Company Name: Latham & Watkins LLP

Industry: Legal

Company CEO: Richard Trobman, Managing Partner and Chair

Number of Employees: 7,300

Your Location: Bay Area

Words you live by: Don't be a milquetoast — always have a strong bias to intelligent action!

What book(s) are you reading? Two books — *7 Powers: The Foundations of Business Strategy* by Hamilton Helmer; had to read this as it is constantly referenced as a must read on the Acquired and 20VC tech / business podcasts which I regularly listen to. The other book is *Camino Island* by John Grisham; I'm a huge John Grisham fan and started reading him over 30 years ago when he first published *A Time to Kill*, *The Firm* and *Pelican Brief*, his first 3 books, and haven't been able to stop!

What was your first job? Taco Bell on Yellowstone Avenue in Pocatello, Idaho; worked for 2 years until I could pay for half my first car — a used Chevy Corsica!

Favorite charity: The American Jewish Committee, a global advocacy organization for the Jewish people; randomly picked up a brochure for a summer fellowship at the AJC while a senior in college and have been involved with the organization since (25 years!); I am on the Northern California board of the AJC.

Interests/Hobbies: Hiking (climbed Kilimanjaro on my honeymoon!), travel (used to be a cool backpacker and have traveled to over 100 countries) and reading (love books about business and poker (and John Grisham fiction)

Family: Have been married for almost 20 years! Have 2 daughters, and 3 boy dogs (trying to even out the family voting dynamic) and many nieces / nephews.

When technology and healthcare come together, lawyers must learn new approaches from their colleagues and clients

Tell us about a defining moment that shaped how you lead.

As royalty financings in the life sciences sector emerged as a trend, I led a first-of-its-kind transaction for a company facing a tight runway in a volatile market. Traditional equity was too dilutive, and conventional debt didn't fit the risk profile. I convened a cross-office team of finance, life sciences IP, tax, and regulatory specialists, and together we built a hybrid structure blending a royalty stream with structured debt to align incentives across the company and investors. We closed at speed and set a template for Latham to become the go-to destination for these transactions, including many of the US\$100 million-plus transactions I advised on in 2025. That experience cemented my leadership philosophy: create clarity in ambiguity, invite a range of perspectives early, and turn complex, high-stakes problems into actionable paths with disciplined execution.

Who or what has most influenced your approach to leadership?

My clients and colleagues have been my best teachers. Founders and scientists push me to think boldly; lenders and sponsors sharpen my focus on downside protection and accountability. Working at the intersection of technology and healthcare, I've learned to translate groundbreaking IP and fast-changing regulation into pragmatic deal solutions. Within Latham, mentors and peers across our practice groups consistently model how inclusive, cross-office collaboration unlocks results that no single lawyer can deliver, and have shaped how I lead teams and shepherd novel transactions to a successful close.

Describe a time when innovation helped you overcome a challenge or improve a team outcome.

When AI applications in healthcare started accelerating, clients needed integrated advice spanning IP, data governance, financing, and commercialization. Rather than treat the emergence of AI as a siloed issue, I began promoting firmwide teach-ins and partnerships that brought together our healthcare, tech, regulatory, capital markets, and private capital teams. As a result, we've built a cohesive offering that helps clients navigate their approach to financing and scaling AI-enabled products better and faster. Embracing the intersection of technology and healthcare, rather than treating them as siloes, positions our practice to confidently deliver the coordinated, market-ready solutions for the industry.