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Words you live by: Give credit. Take blame. Stay curious.

Who is your personal hero? My grandparents, John and Eugenia Mothershed, who taught me that a reputation is built far more by how you treat people than by what you accomplish. Their kindness was never performative, their integrity was never situational, and they somehow made everyone around them feel like they mattered. That's the kind of leader—and person—I hope to become.

What was your first job? Whoever would hire a 15-year-old. I operated chocolate fountains at weddings and bar mitzvahs (occupational hazards included a sprained toe and a lasting chocolate aversion), hosted at Black-eyed Pea, and worked the front desk at Sport Clips.

Favorite charity: The Posse Foundation. Education and mentorship can change the trajectory of a life.

Interests/hobbies: Belly-lauging with my toddler, playing tennis, wishing I could still run a lacrosse field, and lingering over good food and wine with people I love.

Family: My husband, Michael; our daughter, Emilia; and Finn, our English Labrador, who is living proof that head size and common sense are entirely unrelated.

Leadership is about trusting people and treating them with respect

People often assume leadership reveals itself in the biggest moments—a courtroom victory, a promotion, a crisis. I've found the opposite to be true. Leadership is usually revealed in the five minutes before those moments, when everyone else is looking around the room wondering who's going to steady the ship.

For much of my career, that room has been filled with clients navigating high-stakes litigation. Earlier in my career at the Department of Justice, the stakes were different but no less significant. Both roles required making consequential decisions without enough information, enough time, or risk-free options. They taught me that leadership isn't about eliminating uncertainty. It's about creating enough clarity and confidence for people to keep moving despite it. It's the ability to absorb uncertainty without transmitting it.

That lesson became even more meaningful after I became a mother.

The same year I was elected partner, I was also learning how to comfort a baby at 3:00 a.m. and cheer on her wobbly first steps the next afternoon. Somewhere between rocking my daughter back to sleep and pouring that first cup of coffee a few hours later, I realized that leadership at work and at home rely on the same instinct: People don't borrow your expertise—they borrow your calm.

That realization changed how I lead. I no longer think my greatest responsibility is to be the smartest lawyer in the room. It's to create an environment where people are empowered to exercise judgment and take ownership. That means entrusting younger lawyers with meaningful responsibility early on, giving credit generously when things go well, and absorbing pressure when they don't. Some of my proudest moments have nothing to do with verdicts or settlements. They involve watching mentees argue their first motions, lead their own workstreams, or become the lawyer a client asks for by name.

I've also learned that leadership is rarely loud. Curiosity is more powerful than certainty. Humility builds stronger teams than ego ever will. And the best mentors don't create followers—they create future leaders whose success eventually eclipses their own.

When I think about those who shaped my life, I don't remember them because they were the most accomplished. I remember how they made me feel: capable, trusted, and seen.

Years from now, no client will remember every argument I made, and no associate will remember every assignment I gave them. But I hope they will remember how they felt after walking into a difficult room with me: calmer, more confident, and believing they could handle whatever came next.

If that's true, the cases will simply have been the setting, and the people will have been the story. That, to me, is the quiet privilege—and the real work—of leadership.