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Rich Jacobsen of Orrick.

hat are some of your proudest achievements? I've been particularly proud to sponsor seven lawyers who made partner in the past eight years, one of the highest rates in the firm's history. Identifying, cultivating, acclimating and

mentoring talent, importantly diverse talent, is of utmost importance to me and the firm and it is gratifying to make a difference in expanding our great pool of talent.

I'm also proud to be an integral part of a team that 10

years ago wasn't well known as a firm representing financial institutions and now represents many of the largest financial institutions in the world in their biggest matters. Our financial services clients, some of the largest financial



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institutions in the world, now depend on us to handle their toughest litigation challenges, often with hundreds of millions or billions of dollars at stake. This evolution was behind one of my proudest achievements of last year, successfully representing Credit Suisse in one of the most impactful cases in the industry in New York's highest court.

Finally, I'm proud to be among the youngest members of Orrick's management committee, and to now take on a leadership role for our 400+ member global litigation practice, which is winning cases across the country.

Name a lawyer or mentor whose leadership inspired you. Orrick partner Barry Levin. When I started working with him in 2009, he could not have been more generous in mentoring and enabling me to have the great opportunities I've had over the past decade plus. He provided a great roadmap for me on how to nurture and mentor new litigation talent and provides indispensable advice to this day.

How are the business and profession of law changing, and how should lawyers adapt for the future? There are changes we must remind ourselves of every day. While one-on-one relationships with clients remain important, client service and delivery results are paramount. It isn't like 20 years ago, when it was more who you knew and what your relationship with them was. We have a greater obligation to demonstrate our value at a broader level and what we bring every day as a team. In our space, that means winning in court.

As we move forward and there is increasing pressure to provide value, lawyers need to rethink how they support clients, particularly those in the litigation space with a fight on their hands. It's not enough to just be a smart lawyer anymore. You need a team that reflects the client and understands the client's underlying business, as well as reflects society. That will be more important than ever.

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? Appreciate that this is a wonderful profession. Being a lawyer, especially a litigator, appeals to the intellectually curious more than just about any other profession out there. Endeavor every day to be not just useful, but indispensable. Look at everything you do as an opportunity to expand your skill set, not just as a task or an assignment.