



Education (degrees & institutions): MA, St. John's College; BA, University of Cambridge

Company Name: Dechert LLP

Industry: Law

Company CEO: Mark Thierfelder and Dave Forti (Co-Chairs)

Company Headquarters Location: Philadelphia, PA; New York, NY

Number of Employees: Approximately 2,000

Your Location (if different from above): Singapore

Words you live by: Leave anyone you meet better than when you found them, even if just marginally

Personal Philosophy: Never make happiness contingent on an outcome outside your control, or the attainment of happiness will also be beyond your control

What book are you reading? *The Art of Comforting: What to Say and Do for People in Distress* by Val Walker

What was your first job? Law was my first paid job

Favorite charity: SPCA

Interests: Making things from scratch: meals, cocktails, toys, clothes

Family: My parents, my siblings, numerous nephews and my rescue pets

To succeed, women need to grow, make mistakes and learn from them

To me, growth is the single most important factor in living a fulfilling life, especially in a global law firm like Dechert. Life comes with numerous challenges, surprises and an element of unpredictability, and we are often-times inexperienced and ill-equipped at dealing with these vicissitudes. We may never be able to solve all these problems in the way we hope for, because there may be a plethora of ways – countless configurations – to solve a problem. We may make a lot of mistakes along the way, too. When faced with these challenges, mistakes and options (or lack of them), what should we do? Growth can help people adapt and stay nimble, resilient and resourceful—particularly if you are a woman.

The practice of law is a microcosm of that greater concept called life. When I was hired to set up Dechert's corporate practice in Singapore, it was an exciting time: a clean sheet of paper awaiting a vision — and an opportunity for growth. I thought long and hard about the balanced culture I wanted to cultivate, and that became the true north both for hiring decisions and business decisions. In this competitive, global market, I believe the recipe for exceptional performance comes from a mixed

team that focuses on constant growth, both individually and as a team.

As women, we will always hit a glass ceiling if we do not grow outside of the work context. To be exceptional professionals, we must first and foremost be exceptional as individuals. The culture I wanted to build was therefore one conducive to personal growth; one in which people have each other's backs, which actively encourages diverse opinions to be expressed, and which pushes for honest feedback from all members of the team regardless of seniority, race, nationality, gender or favorite football team.

Growth in the workplace leads to growth outside the workplace and vice versa. It gives us that spring in our step, that twinkle in our eyes, that fire in our belly. That's the type of diverse workplace I'm passionate about building. After all, growing makes work fulfilling.

So, what should we do? We are all works in progress. We should have the courage to confront our flaws, break out of these confines and learn from diverse perspectives. We should help someone grow and leave them better than we found them.