



Tips on Launching your Career as an Independent Practitioner *

Summary

*** Please note that this summary of the panel was AI-generated and therefore has not been fully vetted for accuracy.**

The session at Washington Arbitration Week, organized by the ICC Young Arbitrators Forum and hosted by Baker Botts, featured a distinguished panel discussing the transition to independent legal practice in international arbitration. The moderator, Don B. Alone, introduced the panelists, including Karen Messier Gore, Julia Sullivan, Diana DeSierra, and Diego Cardoso, each with extensive backgrounds in arbitration and law.

Key topics included the necessary skills and experiences for lawyers considering solo practice, emphasizing the importance of marketable skills, cultural competence, and the ability to build a unique professional identity. Panelists highlighted the challenges of transitioning from large law firms to independent practice, noting the need for a robust professional network and the psychological readiness to embrace new roles and responsibilities.

The discussion also touched on the significance of business development skills acquired at larger firms, which are crucial for independent practitioners. Panelists advised aspiring arbitrators to gain experience at big firms before transitioning, stressing the importance of understanding the business side of law, including client management and financial planning.

Practical advice was given regarding the financial realities of starting a solo practice, including the necessity of having a financial cushion and understanding the costs associated with running a business. The panel concluded with insights into navigating conflicts of interest while maintaining a presence in both firm and independent arbitration roles.

The session fostered an engaging dialogue among participants, encouraging them to leverage their networks and experiences to enhance their careers in arbitration. The event was well-received, with a call for ongoing engagement and learning within the arbitration community.

Authors

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Topics

WAW

Category

WAW

Full Transcript

00:00:02

All right, I think we're

00:00:05

going to start. So if

00:00:06

everybody could take their seats,

00:00:10

somebody computer. alright, so yeah,

00:00:48

it's better. All right. Welcome

00:00:57

for the third session. This

00:00:59

is an ICC, ya mentioned

00:01:02

in conjunction with the Washington

00:01:03

arbitration week. It is my

00:01:05

pleasure to welcome you to

00:01:06

this event. I was just



00:01:08

needed. I see you have

00:01:10

representative together with Tom in

00:01:13

September this year. So I

00:01:16

will give the the floor

00:01:17

to Jose Antonio but welcome

00:01:19

to Baker box and Thank

00:01:25

you, and thank you to

00:01:27

our sponsor and and hosted

00:01:29

a baker Botts Carlina. And

00:01:33

thank you also to Jennifer

00:01:34

and I didn't know this

00:01:38

team and Baker bus who

00:01:39

has been extremely supportive. And



00:01:43

I would like to also

00:01:46

say, thanks to ICC. Yeah

00:01:49

to Avi, who is here

00:01:53

with us and not anywhere

00:01:55

else. But here with us,

00:01:56

and I'll make this quick,

00:02:00

just to say that this

00:02:02

this panel is is a

00:02:04

great one specially because through

00:02:07

an ICC. ICC course that

00:02:14

that I've been a participant.

00:02:15

I have met, many of

00:02:18

the panelists are killing of



00:02:21

met before through liking of

00:02:22

public international law and it

00:02:25

is my pleasure to introduce.

00:02:26

Now, don't be alone, who

00:02:30

is an associate at three

00:02:31

crowns. And who is our

00:02:33

moderator at 10? They said,

00:02:35

he should Washington. D.c. epic

00:02:37

rounds. He has significant experience

00:02:39

representing clients in a wide

00:02:42

range of international arbitration. Under

00:02:45

most major institutional rules with

00:02:48

a particular focus on disputes



00:02:49

across Asia and Latin America,

00:02:52

has represented and advised clients

00:02:53

from an array of Industries,

00:02:55

including construction money for 7

00:03:00

a.m. Pharmaceuticals. He holds a

00:03:04

JD from the University of

00:03:08

Hawaii law school. With honors

00:03:11

from Dartmouth College and that

00:03:14

has many accolades. And also

00:03:21

He is the host of

00:03:23

the China arbitrator, a Mandarin

00:03:25

language arbitration podcast, dedicated to

00:03:27

understanding Asian views of the



00:03:30

practice of International Education. He's

00:03:32

also the co-founder of rescue

00:03:34

Afghan woman now and an

00:03:36

organization dedicated, which is an

00:03:39

organization dedicated to rescuing high-risk.

00:03:41

I've got a woman from

00:03:43

Paris, Banh capture and execution

00:03:45

on Wednesday. We We gave

00:03:52

their life Lifetime Achievement Award

00:03:55

to Lucinda. L o n

00:03:57

t sizing that are international

00:04:00

arbitration Committee in Washington. DC

00:04:03

is is one that goes



00:04:06
beyond document review and goes

00:04:09
beyond the pleadings and it

00:04:11
goes beyond the the intricacies

00:04:14
of learning how to put

00:04:17
a case before, a tribunal

00:04:18
either an investor state or

00:04:20
International commercial arbitration. This is

00:04:25
what, what what I was

00:04:29
referring to when when I

00:04:31
emphasize that Lucy. And I

00:04:32
know before being a star

00:04:35
know, she went to Latin

00:04:36
America live there to learn



00:04:38

Portuguese, Etc. So, every day

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with an orange, National arbitration,

00:04:45

Washington and Community, we find

00:04:47

incredible people that have other

00:04:49

types of international experiences. And

00:04:53

it's it's very important for

00:04:54

us to know who they

00:04:56

are or what they have

00:04:57

done because that that provide

00:04:59

added value to what we

00:05:01

do and enhance, you know,

00:05:03

we're fine, Marvel's people's along

00:05:05

the way. So what that



00:05:07

come take it away. Thank

00:05:10

you so much. And thanks.

00:05:12

Now he's a little bit

00:05:18

envious coming into these beautiful

00:05:19

offices with times of natural

00:05:21

light. And very strong coffee.

00:05:22

Thank you everyone for coming

00:05:25

here today. Before we begin

00:05:26

our audience, composition is how

00:05:30

many folks here are currently

00:05:32

llm students. He's in the

00:05:36

room. People currently practicing. Okay.

00:05:41

Great people. That currently sit



00:05:43
as arbitrator. Wonderful. This is

00:05:45
a fantastic mix. So I

00:05:47
think this is a perfect

00:05:49
panel for this perfect audience.

00:05:50
So let me first. I'll

00:05:52
go down the line here.

00:05:54
Making introductions though, I think

00:05:56
everyone understand on YouTube. No,

00:05:57
introductions to my immediate left.

00:05:59
We have Karen Messier, Gore

00:06:01
founder of the law offices

00:06:04
of Iran and Gore pllc

00:06:06
where she served as counsel



00:06:07

and arbitrator in international disputes.

00:06:09

She also has two other

00:06:11

roles in addition to some

00:06:17

courses at the George Washington

00:06:18

University, law school. And he's

00:06:20

also in publication. She serves

00:06:23

as the associate editor editor

00:06:24

review for investment Law Journal

00:06:27

and is also an associate

00:06:28

editor of the sewer arbitration

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blog. Sure is read by

00:06:32

most people in this room

00:06:33

most days. And then to



00:06:35

her last, we have Julia

00:06:37

Sullivan. She is the founder

00:06:39

of law office of Julia

00:06:41

e, Sullivan LLC, or she

00:06:43

serves as independent arbitrator specializing

00:06:45

in energy, infrastructure and finance

00:06:48

disputes. She has also taught

00:06:50

law courses specifically on energy

00:06:52

Finance International arbitration both here

00:06:55

in the United States. But

00:06:56

also in Poland in Georgia

00:06:58

and Ukraine, she was previously

00:07:01

a partner they can dump



00:07:02

or she was the chair

00:07:04

of energy regulation, markets and

00:07:06

enforcement practice and was a

00:07:08

member of the steering committee

00:07:09

for the global energy and

00:07:10

practice. And then to Julia's

00:07:14

left, we have Diana to

00:07:15

Sierra. She is a trilingual

00:07:18

international disputes lawyer who is

00:07:19

dual qualified. Both United States

00:07:22

as well as in France.

00:07:24

She's a partner at Foley

00:07:25

Highway where she has been



00:07:27

practicing for the last 13

00:07:28

years and she has particular

00:07:30

experience representing clients in proceedings

00:07:33

administered by a exid. You

00:07:35

to trial and the ICC

00:07:36

among many others in matters,

00:07:39

involving regulatory actions in the

00:07:40

oil and gas industry, mining

00:07:42

financial services and health care

00:07:44

as well as other Industries.

00:07:46

I've been finally at the

00:07:47

very end of the table,

00:07:49

we have Diego. Go Card



00:07:50

data is the founder of

00:07:51

bit of May 30th PLC

00:07:53

here in Washington d.c., which

00:07:55

was founded in 2017. He

00:07:58

practices public international law, international

00:08:00

disputes and investigations. He's also

00:08:03

the president of the Portuguese,

00:08:04

American Bar Association and he

00:08:06

has previously practiced at Paul

00:08:08

Hastings freshfields, and a n

00:08:10

o. Do quite a distinguished

00:08:12

panel with a wide array

00:08:15

of background and experiences. Would



00:08:18

he start with a question

00:08:19

for you? Karen? What are

00:08:22

some useful experiences or skills

00:08:25

to have under your belt

00:08:26

before going solo? Are there

00:08:29

any personal attributes that make

00:08:31

a lawyer suited for solar

00:08:33

independent practice? Thanks for the

00:08:36

question. And thank you for

00:08:37

having me here before. Maybe

00:08:40

I respond to the question

00:08:41

directly. I'll start with a

00:08:43

disclaimer and say that this



00:08:45
conversation. I think we're having

00:08:47
chicken literally nuanced for this

00:08:50
particular Market, going solo, or

00:08:54
for practicing International arbitration as

00:08:57
an independent practitioner or running.

00:08:59
Your own firm is quite

00:09:00
different here in the United

00:09:01
States. But maybe, for example

00:09:02
in the UK wear for

00:09:03
a Barrister's are commenting, the

00:09:05
chamber's model is quite common

00:09:07
or elsewhere in the world.

00:09:09
Wear a large Law. Firm



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practice is not common and

00:09:12

big friends don't exist in

00:09:13

the same way that they

00:09:13

do here. So it's an

00:09:15

interesting conversation to be having

00:09:17

tickle early from this point

00:09:18

of view. And I think

00:09:19

a lot of us will

00:09:20

comment on the US market

00:09:22

in the Washington DC Market

00:09:23

in particular other than I

00:09:25

wanted to say is I'm

00:09:26

just really excited because most



00:09:28

of these conversations when I've

00:09:30

been a part of them

00:09:31

have been sort of whispered

00:09:32

and secretive a garage, how

00:09:34

do you get out of

00:09:35

What it like, what do

00:09:36

I do? What else is

00:09:38

there to do? How do

00:09:38

I do it? And you

00:09:39

don't want anyone else to

00:09:40

know that you're thinking about

00:09:41

it or that you're unhappy

00:09:42

or that you are your



00:09:44

interest in alternative career path?

00:09:46

So that's sort of not

00:09:47

socially acceptable, right? Like you,

00:09:49

you should want to practice

00:09:51

a very cookie cutter model

00:09:52

because in law school, that

00:09:54

is what they sell to

00:09:54

us right now school, and

00:09:57

then you graduate. Awesome grade

00:09:59

A firm and then you

00:10:00

practice there till you die.

00:10:01

And you're very happy about

00:10:03

that. Why you're supposed to



00:10:04
be very happy about that

00:10:05
for this market and then

00:10:12
also what he is American

00:10:14
trained or or American practicing

00:10:17
lawyers are supposed to want

00:10:19
out of life. I got

00:10:21
to be honest, maybe I

00:10:21
need to go back a

00:10:23
little further in life and

00:10:24
tell you I never really

00:10:25
wanted to be a lawyer.

00:10:25
I don't think I wanted

00:10:27
to work at a big



00:10:27

firm is when she gets

00:10:29

to some really interesting things

00:10:30

in life and get some

00:10:31

really good experiences and become

00:10:33

very good at whatever it

00:10:34

is that I So, I

00:10:35

did go to a big

00:10:36

firm and I was there

00:10:38

for a pretty long time.

00:10:39

And then I went to

00:10:39

a smaller firm where I

00:10:40

learned some other different skills

00:10:42

and then somehow I fell



00:10:43
down the rabbit hole that

00:10:44
brought me to where I

00:10:45
am now, if I were

00:10:48
to reflect on that. So,

00:10:49
what are some good experiences

00:10:50
to have higher or interest

00:10:52
to have had before you

00:10:53
decide to Embark solo? Well,

00:10:55
you probably have to be

00:10:57
good at your job, right?

00:10:58
Like you need to have

00:10:59
marketable skills and expertise and

00:11:02
you probably need to have



00:11:03
developed some sort of reputation

00:11:04
for those skills that you

00:11:06
have. You probably also want

00:11:09
to have something that's distinguishable

00:11:10
about you whether it's at

00:11:12
you speak languages that are

00:11:13
unique or they're not as

00:11:15
popular in that market or

00:11:16
whether even if they are

00:11:17
popular, you're just really good

00:11:19
at them to special like

00:11:20
you're especially flu, enter, especially

00:11:22
capable and skilled cultural competence



00:11:24

which can include. Now having

00:11:27

lived in different places, having

00:11:28

a finity with different cultures

00:11:29

and different experiences industry expertise,

00:11:32

you have to be good

00:11:34

at what you do. And

00:11:35

be able to sell it

00:11:36

because when you leave a

00:11:37

big fire model, nobody's telling

00:11:39

you anymore, you are literally

00:11:41

supposed to walk around holding

00:11:42

your own car. And say,

00:11:43

well, I'm really good at



00:11:44

this and you should hire

00:11:45

me to do this cuz

00:11:46

I'm going to be just

00:11:47

as good as anyone else

00:11:48

or better or more cost-effective

00:11:50

or more skilled or more

00:11:51

efficient. And you might like,

00:11:53

me better, I might be

00:11:54

more fun to call the

00:11:56

alternate options, right? So so

00:11:58

knowing that you offer something

00:12:01

unique to the market and

00:12:02

having the confidence, to then



00:12:04

present it is like it

00:12:07

is invaluable right? Like you

00:12:08

got to have the confidence,

00:12:09

then do it. Now my

00:12:11

personal trajectory and maybe we'll

00:12:13

talk a little bit more

00:12:14

about it later in the

00:12:15

session was that I took

00:12:17

baby steps. So I knew

00:12:18

I wanted to do something

00:12:19

different and I took baby

00:12:20

steps to do. So I

00:12:22

left big law on how



00:12:24

you define. Bigly. I left

00:12:25

Big Lots on years ago.

00:12:27

And I didn't want to

00:12:28

my firm, right? My branded

00:12:30

firm until three years ago.

00:12:31

So I've been doing lots

00:12:33

of other things along the

00:12:34

way. May be contributed to

00:12:36

my decisions and be like,

00:12:37

okay, well I'm going to

00:12:38

start a fire and it

00:12:39

actually is what I'm going

00:12:40

to do. This is it?



00:12:42

This is what I'm going

00:12:42

to do until I died,

00:12:43

right? And I had said

00:12:44

the kind of come come

00:12:45

to that moment where I

00:12:46

wanted to decide to do

00:12:47

that. So so I would

00:12:48

recommend just getting really good

00:12:51

at what you do and

00:12:51

knowing what you're good at

00:12:53

and what might make you

00:12:54

different from the place, the

00:12:55

other people in the market,



00:12:56

where the places you are

00:12:57

excited, likes big, LOL. I

00:12:59

was never unhappy there but

00:13:01

I certainly did not get

00:13:02

it for very many reasons.

00:13:04

Whether it was my point

00:13:05

of view or where my

00:13:06

background or a variety of

00:13:08

other things, it isn't, it

00:13:09

was a nice place to

00:13:10

be for a little while

00:13:10

but it was not someplace,

00:13:11

I'd be happy to be



00:13:12
till I die. I want

00:13:17
to speak as a question

00:13:18
about a spending. A lot

00:13:19
of us when we think

00:13:20
about going solo, we think

00:13:23
of only sort of The

00:13:23
Upside flexibility of schedule, a

00:13:25
potentially could be financially, but

00:13:27
if you get that sort

00:13:29
of cheese, you know, the

00:13:30
cases you want to hang

00:13:31
out with a client that

00:13:32
you want represent, but obviously



00:13:34
there's a tremendous for the

00:13:35
risk exposure and the scary

00:13:37
side of the building. So

00:13:38
let's not wait to the

00:13:40
other end of the table

00:13:41
to deal. Go, could you

00:13:43
speak a little bit about

00:13:44
the hardships and the challenges

00:13:46
transitioning to a solo practice

00:13:49
and in your experience, what

00:13:50
were the biggest for the

00:13:51
step-back? How did you need

00:13:52
to get them? Yes, or



00:13:53

no. Great questions. I figured

00:13:56

you were mentioning people coming

00:13:57

in and hushed tone best

00:13:58

in cottage law firm. Like

00:14:00

if your escaping to go

00:14:01

solo, it's much harder. You

00:14:04

should be running toward something

00:14:05

not running away, because if

00:14:06

you think this is an

00:14:07

easy path, but I can

00:14:10

from you, it's not the

00:14:12

biggest challenge that I would

00:14:14

say. Going solo your solo



00:14:17

from you have a network

00:14:21

that can be across 40

00:14:23

offices. Allison's of peoples, were

00:14:25

a talented people who work

00:14:26

in the industry to know

00:14:27

what you want to do.

00:14:28

When you go selling your

00:14:29

own your own, right? I

00:14:30

think that I mean, maybe

00:14:32

I personally felt this more

00:14:33

than others started, right before

00:14:35

the pandemic. Do you have

00:14:36

like, you're on your own



00:14:37

there? A lockdown, like, to

00:14:40

be pretty alienated. So that's,

00:14:41

that's one of the first

00:14:42

things that I'd really, like,

00:14:43

anyone thinking about it has

00:14:46

a pretty big change. There's

00:14:50

really good ways to mitigate

00:14:51

it. I think for any

00:14:54

more important to think about

00:14:55

the profession of law has

00:14:56

not just, you know, a

00:14:58

job as a profession as

00:14:59

a vocation and it's be



00:15:00

involved in the community. And

00:15:01

somebody took for me, one

00:15:03

of the easy ways was

00:15:04

talking about the night. See

00:15:05

ya, when she became the

00:15:07

represent for Washington New York.

00:15:15

I think it's one of

00:15:17

the best ways to fight

00:15:18

any sense of isolation that

00:15:19

he might have is a

00:15:20

fellow practitioner. I remember early

00:15:22

on having conversations with Karen

00:15:24

meeting, other people going through



00:15:25
the same thing, you know,

00:15:26
creating your own sort of

00:15:28
your board, your own group

00:15:31
of people that you can

00:15:32
reach out to. I think

00:15:32
his is really important and

00:15:34
I say these things have

00:15:40
a duty to give back

00:15:41
to the community in one

00:15:41
way or another, but as

00:15:43
a solo practitioner for me

00:15:44
that we can do much,

00:15:44
much, clearer, much faster. So



00:15:47
that's, that's one thing and

00:15:48
not only in terms of

00:15:49
your being involved in. Are

00:15:50
you watching in bed? You

00:15:53
know, they're going to say

00:15:54
she's like the DC. Volunteer

00:15:55
lawyers project, how you can

00:15:56
help children going through a

00:15:58
custody dispute and there's so

00:16:00
many ways to give back

00:16:01
and I think that really

00:16:01
in riches a solid which

00:16:03
is our profession and is



00:16:05
particularly helpful. If you, when

00:16:07
you're on your own in

00:16:08
terms of meeting people in

00:16:09
different areas of a business

00:16:11
and in of the practice

00:16:12
it's a it's a really

00:16:14
excellent way to combat that.

00:16:15
The other thing I would

00:16:17
say is that you know

00:16:18
what you're missing your hugs

00:16:19
and more than you know,

00:16:20
10 years of experience. But

00:16:22
before you start at Julian,



00:16:23

do you know more when

00:16:25

you started on your own,

00:16:27

your beginner you might have

00:16:29

been hundreds of arbitration for

00:16:30

how many businesses have you

00:16:31

started? How many websites have

00:16:33

you created? How many like,

00:16:36

you know, there's a huge

00:16:37

logistical undertaking that goes into.

00:16:40

How many Beano we are?

00:16:41

Hiring people there. You have

00:16:42

to get a parallel circuit.

00:16:43

If there's like, you're the



00:16:44

hostess with you go from

00:16:46

being quite comfortable while supported

00:16:48

having I see all sorts

00:16:49

of things in a large

00:16:50

shrimp. So I would say

00:16:54

that's something that that you

00:16:56

need to embrace and just

00:16:57

get over yourself a little

00:16:58

bit and start from the

00:16:59

beginning and you roll your

00:17:00

sleeves up and in and

00:17:01

start trying things and working

00:17:02

through the struggles that. I



00:17:03

think having the, the humility

00:17:07

of a beginner is actually

00:17:08

a wonderful for you. Anyways,

00:17:10

because once you accept that

00:17:12

you're, you're open to learning

00:17:13

and you'll grow much faster.

00:17:15

I think that that's the

00:17:17

one easy way to mitigate

00:17:18

that is more psychological just

00:17:20

accepting your case. I might

00:17:22

been doing this for a

00:17:22

long time ago when it

00:17:23

comes to sales, when it



00:17:24
comes to management or design

00:17:28
or or, you know, I

00:17:29
couldn't finish the race starting

00:17:32
out and have yourself some

00:17:33
Grace, but I'm happy to

00:17:40
share about horses out there

00:17:43
Thursday, Symphony mention. So there's

00:17:45
three of us. I think

00:17:46
on here are part of

00:17:47
the academy teaches you how

00:17:52
to be an arbitrator in

00:17:53
either. You can go look

00:17:54
at something like that until



00:17:55

I know everything already. Like,

00:17:57

I've been doing this for

00:17:57

so long to sign up

00:17:59

for the course learn. I

00:18:02

think that that's very important

00:18:03

for all of us and

00:18:04

Instagram. For me, it's almost

00:18:06

two in one. Because on

00:18:07

one hand, I am learning

00:18:09

about steps and in learning

00:18:11

began, hearing another perspective, on

00:18:12

them and meeting amazing. Teachers

00:18:15

meeting. Classmate solving that the



00:18:17

first problem of being on

00:18:18

piano solo and isolated in

00:18:19

some ways at the same

00:18:21

time. So I'd say that,

00:18:22

just off the top, my

00:18:23

head, those are two challenges

00:18:24

that that's on your own

00:18:26

in and come by yourself

00:18:29

a little bit and accept

00:18:30

that you're a beginner. Another

00:18:33

option that I think of

00:18:34

it as an arbitrator while

00:18:41

still having a role in



00:18:43

a larger. Firm has made

00:18:46

the transition to being appointed

00:18:47

as arbitrator within the context

00:18:49

of big law. Can you

00:18:51

speaking about how you accomplish

00:18:52

his transition within the context

00:18:53

of a larger firm. And

00:19:04

I just be part of

00:19:05

that operation week. So it

00:19:08

took a little bit about

00:19:09

again. I'm not the one

00:19:11

part of a big box

00:19:12

of you use. Platform to



00:19:16
develop independent arbitrator work, which

00:19:19
is a solar activity within

00:19:21
the firm. And I would

00:19:23
say, for me, the first

00:19:24
step until some of what

00:19:26
I will share with you.

00:19:27
What I see my calling

00:19:29
as well as I think

00:19:33
that that didn't happen until

00:19:41
need a couple of years

00:19:41
ago, where I felt that,

00:19:44
I had enough, knowledge of

00:19:46
species, understanding of what arbitrators



00:19:48

do to have that confidence

00:19:51

to say cops. Now I

00:19:53

can take one and then

00:20:05

I have a list of

00:20:07

other things but I think

00:20:08

so come together. So understanding

00:20:11

the role of the arbitrator

00:20:13

practice. Which is developing expertise

00:20:19

and knowing what would it

00:20:21

take in cultivating. A relationship.

00:20:25

With one of the things

00:20:27

that I need the mental

00:20:29

decision, I would like to



00:20:30
communicate with my communicate with

00:20:35
my colleagues, be open about

00:20:37
it. There's nothing on allows

00:20:40
that I don't know, such

00:20:42
a limiting. Of course, you

00:20:45
have to combine it with

00:20:46
your practice and then reaching

00:20:50
out to the institution of

00:20:52
having call Lisa. Dishner mileage

00:21:04
for joining bicc, Advanced Academy

00:21:07
for arbitrators, which I just

00:21:09
completed this week and just

00:21:11
to give you a flavor



00:21:12

when you sign up for,

00:21:15

I've been doing this for

00:21:17

over a decade but you

00:21:20

it's a tremendous opportunity to

00:21:22

get to know arbitrators in

00:21:26

the field. You each session

00:21:28

was cheered by three people

00:21:30

and the academy was invited

00:21:33

expert or independent arbitrator and

00:21:38

you get to know about

00:21:45

there. I think that's another

00:21:47

way to build about network

00:21:49

but also build your knowledge.



00:21:50

And for me I think

00:21:53

I live in the ones

00:21:55

I should have made that

00:21:56

decision to start taking our

00:21:59

computer equipment targeting. You know,

00:22:02

using you a specific Target

00:22:04

specific regions. Like I've met

00:22:06

so far, have dealt with

00:22:08

a russian-speaking parties, which is

00:22:10

interesting and I felt comfortable

00:22:12

to balance out with my

00:22:14

existing workload. Oh yeah, I

00:22:17

think that's easier than eating



00:22:18

cheese things that I've done

00:22:19

trying to something important question

00:22:26

for you Julia. So you've

00:22:28

made the transition from Big

00:22:29

Lots to full-time independent arbitrator.

00:22:32

Can you speak about why

00:22:33

you chose to practice independently

00:22:35

and what advice he might

00:22:37

have to offer? Others may

00:22:38

be contemplating You are. So

00:22:42

thank you for being here.

00:22:44

Thank you to the Washington

00:22:45

arbitration weekend to the ICC



00:22:47
for inviting me to participate

00:22:49
in this panel. I would

00:22:52
have a few things to

00:22:54
add to what the speakers

00:22:56
have already said. All of

00:22:58
us agree with completely, if

00:23:02
you want to be an

00:23:03
independent arbitrator, I would definitely

00:23:07
recommend starting out at a

00:23:08
big firm if you have

00:23:10
that opportunity. I want to

00:23:13
stay there for a while

00:23:14
for a couple reasons. You



00:23:19

will not have a better

00:23:20

opportunity ever to learn an

00:23:22

industry. to make connections within

00:23:26

an industry on your technical

00:23:29

skills, to get the kind

00:23:31

of supervision and learning that

00:23:34

you got at a big

00:23:35

firm and I If you

00:23:41

had the opportunity to become

00:23:42

a partner at a big

00:23:44

firm, you also learn at

00:23:45

least a little bit about

00:23:46

running a business. You might



00:23:49

not have to launch a

00:23:49

website, but you will have

00:23:51

to design or participate in

00:23:53

designing the one for your

00:23:54

practice group. And most importantly,

00:23:56

you will learn something about

00:23:59

this has developed as a

00:24:02

as a partner in a

00:24:04

large Law Firm. I spent

00:24:05

about half my time on

00:24:07

Business Development because I had

00:24:10

to generate work, not only

00:24:11

for myself. But for my



00:24:14

group, you have to get

00:24:17

comfortable with making cold calls

00:24:20

with making presentations. With moving

00:24:24

true, large groups rooms with

00:24:27

large groups of people and

00:24:29

introducing yourself to strangers. You,

00:24:31

and you have more senior

00:24:34

Partners to teach you that

00:24:36

to walk you through it.

00:24:37

So I think the skills

00:24:39

you At a big firm

00:24:40

are so valuable for the

00:24:42

rest of your life. Whether



00:24:44

you stay in the law

00:24:45

or do something else. I

00:24:47

stayed in biglaw for 30

00:24:49

years, which is maybe a

00:24:51

little longer and I just

00:24:53

want to do. But think

00:24:56

10 years. The other thing

00:24:59

I say, is on average

00:25:00

arbitrators r55, either a young

00:25:04

arbitrator is someone in their

00:25:05

forties. So this is a

00:25:08

long-term goal so I would,

00:25:13

I would definitely take advantage



00:25:14
of being at a big

00:25:16
drunk before you go, ask

00:25:21
your mom to give you

00:25:22
your complexes. Meaning of who

00:25:27
you've represented, don't take business,

00:25:29
don't take client files, do

00:25:31
not take client files. Do

00:25:33
not take anything without getting

00:25:34
permission from your firm butt.

00:25:36
When you're an arbitrator you're

00:25:38
going to have to make

00:25:39
disclosures and if you've been

00:25:42
in biglaw for ten twenty



00:25:45

thirty years, you will not

00:25:46

remember who you represent in

00:25:49

strange, but you will not

00:25:51

remember. I'm you won't remember

00:25:53

who posing, as you won't

00:25:56

remember, who key Witnesses were

00:25:58

that you worked with engineering

00:26:00

firms, Etc, but you will

00:26:03

be expected to make us

00:26:04

closer. So ask for that

00:26:06

information before you leave. The

00:26:08

other thing I say is

00:26:09

have a nest egg, that



00:26:11

first-year to when you're trying

00:26:14

to get appointment, you will

00:26:17

not be making anything remotely

00:26:19

like you were making it

00:26:21

at your mom. So, you

00:26:24

know, make sure you I

00:26:25

understand that you are building

00:26:26

a new business that requires

00:26:29

Capital, it requires investment including

00:26:32

a time. So you don't

00:26:34

be a real be realistic

00:26:36

financially about, you know, can

00:26:38

I can I afford to



00:26:40

let go of my law

00:26:42

firm in concert? The amount

00:26:43

of time? It's going to

00:26:44

take me to fill my

00:26:46

practice. Maybe we can hold

00:26:51

this very useful advice and

00:26:54

very practical advice to you.

00:26:57

What are some signs that

00:26:58

it might be the right

00:27:00

time for someone to go

00:27:01

solo. And if you were

00:27:02

to go back in time,

00:27:03

would you have change anything



00:27:05

about the timing of your

00:27:06

launching of your private practice?

00:27:10

Jana and Julia have suggested

00:27:14

some of the signs that

00:27:16

are important for learning how

00:27:18

to run a business, including

00:27:19

learning how to do business

00:27:20

development, learning how to manage

00:27:23

teams learning how to manage

00:27:27

clients, right? Clients also need

00:27:29

management once you've had those

00:27:30

experiences of, how do you

00:27:33

make it a practice? How



00:27:34

do you build a practice?

00:27:35

How do you find business?

00:27:36

How do you sell that

00:27:40

to others? All of that

00:27:42

is the case when you

00:27:43

are so low and back

00:27:45

on top of all of

00:27:46

that, also servicing all of

00:27:47

the work so I don't

00:27:48

only it as arbitrator. I

00:27:49

do a little bit of

00:27:50

our work as arbitrator by

00:27:52

mostly act as counsel and



00:27:54

so for me that usually

00:27:56

involves having both counsel and

00:27:57

having clients and servicing work

00:27:59

in very much the same

00:28:00

way that I did when

00:28:01

I was at other larger

00:28:02

firm, the difference is that

00:28:04

I kind of do it

00:28:05

alone with other stopgaps and

00:28:08

those are things that you'll

00:28:09

learn one. You made the

00:28:11

transition. But in order to

00:28:12

First decide to make the



00:28:13
transition, I think everything that

00:28:15
you've already heard from the

00:28:16
other three panelist is totally

00:28:18
spot-on, especially the nest egg

00:28:20
parts, right? Like you take

00:28:21
your associate Warrior Partners salary?

00:28:24
I think for granted and

00:28:26
if you if you look

00:28:27
into guidance on, how do

00:28:29
you pursue entrepreneurship? What is

00:28:30
the solo on silicone or

00:28:32
involved in his Services industry?

00:28:35
Your bootstraps. There is no



00:28:37

seed funding or, you know,

00:28:39

foundational funding or startup funding

00:28:42

available for that business. You

00:28:43

bootstrap you if you take

00:28:45

your own money and you

00:28:47

figure out how to live

00:28:48

off of it and also

00:28:49

how to reinvest it into

00:28:51

your business so that you

00:28:52

can make for their money.

00:28:53

So I might, my firm

00:28:55

has been in existence for

00:28:56

three years. Now. Officially means



00:28:58

I'm out of the store

00:28:58

and luckily I didn't lose

00:29:00

money a single year over

00:29:01

year so that means I

00:29:02

did not feel that starting

00:29:03

a start-up, so that's great.

00:29:05

I need a little bit

00:29:07

of money here and then

00:29:09

you see how you make

00:29:09

more money doing I think

00:29:11

those are things to Jerry

00:29:13

much, keep in mind to

00:29:14

prepare yourself for the transition.



00:29:16

I think, once you've made

00:29:17

the transition, I think you'll

00:29:19

get a great job with

00:29:20

logging the things that you

00:29:21

need to do consistently for

00:29:23

Young Medical Health. On your

00:29:24

businesses, including having relationship, having

00:29:26

sounding boards, those things are

00:29:29

things. I think I took

00:29:30

for granted, and when I

00:29:31

was at a bigger firm

00:29:32

and everybody was in their

00:29:33

office, where was a phone



00:29:34

call away. It was really

00:29:37

easy be like, hey, you

00:29:39

do, what did you do

00:29:40

or do you have a

00:29:40

sample? Have you ever done

00:29:41

this before? Is there a

00:29:42

template? What's on the document

00:29:43

management system? I don't have

00:29:45

that anymore. So now it's

00:29:47

like, okay, well, who do

00:29:48

I know? And I remember

00:29:49

I made a frantic phone

00:29:50

call to gioco Once because



00:29:52

I had a client in

00:29:53

Germany who needed me to

00:29:54

have a German that number,

00:29:55

I don't like, I don't

00:29:56

know what the hell that

00:29:57

is. And then I'll do.

00:29:59

I know who would know

00:30:00

anything about this, and I

00:30:02

was like, I was like

00:30:03

Googling it. And why do

00:30:06

they think I need a

00:30:07

German that number to do

00:30:08

this work and I'll let



00:30:09

you know what do I

00:30:10

do when he's like Is

00:30:11

my German, accountants contacting her

00:30:13

school and then is German

00:30:14

accountant. Help me solve my

00:30:15

problem. Right? Busy, shocked. At

00:30:18

the problems that you might

00:30:20

encounter, and you can be

00:30:21

very creative and it took

00:30:22

me like six months. I

00:30:23

think of yellow like every

00:30:25

6 months I was on

00:30:26

Reddit, reading about German taxation



00:30:28
of the radio. I could

00:30:35
have just asked a question

00:30:36
and I didn't do it.

00:30:38
So you got to be

00:30:39
very creative about how you

00:30:41
solve your problems as well.

00:30:43
And then there are of

00:30:43
course, like the day today

00:30:45
elements of it. Like you

00:30:46
need you need to like

00:30:47
get dressed and go to

00:30:48
work and make money in

00:30:49
like do you have an



00:30:50

office? Do you, who do

00:30:52

you talk to you? Do

00:30:53

you have a routine? Like,

00:30:54

are you doing this in

00:30:57

a sustainable way? Because you

00:30:58

also don't want to burn

00:30:59

out. And on the arbitrator

00:31:01

side, there's that risk of

00:31:02

what we were calling during

00:31:03

call the 24-hour arbitrator, right?

00:31:06

Like that, you're just sort

00:31:07

of sitting behind your computer,

00:31:08

like a crazy person, like,



00:31:09
doing stuff all by your

00:31:11
In like this little box,

00:31:12
right? How do you do

00:31:13
that differently for the house

00:31:15
of your own well-being? Play,

00:31:16
last Big Blocks, you wanted

00:31:18
to be taken care of

00:31:20
yourself and your family, and

00:31:21
your social life in your

00:31:22
personal life. So how do

00:31:24
you ensure that that space

00:31:26
for me, secret? And then,

00:31:27
on top of that, that



00:31:28

your business is thriving. So

00:31:30

personally I do a lot

00:31:30

of inspiration from not not

00:31:33

really how to run a

00:31:34

law firm but had to

00:31:34

run up like an entrepreneurship

00:31:36

based business and how do

00:31:38

you spell open or has

00:31:38

let it regardless of what

00:31:39

field are in how did

00:31:40

they do this out of

00:31:41

there? Like have systems and

00:31:42

routines and how do they



00:31:44
have their problems? And how

00:31:45
do you stop? Gas, service

00:31:48
matters that are equally as

00:31:50
high value is. The ones

00:31:51
that I worked on when

00:31:52
I was in a bigger

00:31:53
firm are just fewer, which

00:31:55
means I can do a

00:31:56
better job at legal. So,

00:32:00
I have, how do I

00:32:01
find a paralegal for that

00:32:02
one modded? I need a

00:32:03
paralegal for 2 weeks, right?



00:32:05

How do I do that?

00:32:05

And then you solve that

00:32:06

problem. So you you figure

00:32:08

it out. Once you get

00:32:08

there, Fun facts for those

00:32:11

in the audience, may not

00:32:12

know if you going to

00:32:13

read it right now and

00:32:14

you ask any question about

00:32:15

German tax, administrators Lobby answer

00:32:17

is after yoga and we

00:32:23

saw the outside for a

00:32:25

practicing Law Office in law



00:32:27

firms. And they may have

00:32:28

Ambitions to serve as an

00:32:29

arbitrator at some point. What

00:32:31

advice would you give to

00:32:32

Law Firm? Associate to hope

00:32:34

to remain at a firm.

00:32:35

But hope to speak arbitrator

00:32:37

appointment, at some point later,

00:32:39

on in their career, different

00:32:46

perspective, is to understand what

00:32:50

your goals are and in

00:32:52

pain center, you know what

00:32:53

are the firm's goals. So



00:32:55

when you joined the law

00:32:56

firm your journey, we leave.

00:33:00

Judy that you have his

00:33:01

duty to your partner's to

00:33:04

people, you work with you

00:33:05

work with and deliver product

00:33:07

and service a client in

00:33:08

this door and then they

00:33:14

got into your long-term addition

00:33:28

to serving as a traitor.

00:33:31

And I think it doesn't

00:33:35

happen. Absolutely need to build

00:33:38

extra large but it seems



00:33:48

like that's the precondition to

00:33:51

be considered for arbitrator in

00:33:55

the United States. In Europe.

00:33:56

I've noticed people start earlier,

00:33:59

I don't know how I

00:34:15

think my understanding is that

00:34:19

in those jurisdictions attorneys have

00:34:23

independence from day one. When

00:34:25

I practiced in France, I

00:34:26

practiced in French history years

00:34:27

might contract with a wolf

00:34:29

armor, the large US law.

00:34:31

Firm was absolutely have the



00:34:33

right to develop my own

00:34:34

clients independent and that's a

00:34:37

requirement of a bar, which

00:34:40

is not the United States.

00:34:41

You cannot take on a

00:34:45

side job and do this

00:34:47

project is not profitable for

00:34:49

the farm and I think

00:34:52

maybe that helps them to

00:34:54

develop that additional space where

00:34:57

they can start getting an

00:34:58

early appointment. So again I

00:35:04

think going back to extra



00:35:06

my initial when I don't

00:35:08

really think I have stayed

00:35:09

to even really consider appointment

00:35:12

Joe. I was Council because

00:35:14

my you know, just by

00:35:16

virtue of having so much

00:35:17

work for clients but I

00:35:19

think once I got to

00:35:20

the point and made that

00:35:22

decision that I would like

00:35:23

to focus a lot. But

00:35:26

I did it and I

00:35:27

was just out I can



00:35:28

advise you to try to

00:35:30

differentiate yourself earlier. I'm not

00:35:34

saying, how do I stand

00:35:39

dog? Compared to some of

00:35:41

my collar. When we at

00:35:53

the council project to look

00:35:56

at you like this forensic

00:35:59

analysis, right off their fireworks,

00:36:01

are they going to be

00:36:03

able to understand specific issues,

00:36:06

both legal and Industry? I

00:36:09

think building. As well as

00:36:11

we informed, I'm being patient



00:36:13
about getting Turkey Point aware.

00:36:16
You do you spell differentiated

00:36:19
yourself and I think it

00:36:20
happens almost. I know I

00:36:23
will speak on behalf of

00:36:25
my But I haven't have

00:36:28
a college school. Just happened

00:36:30
to develop a lot of

00:36:32
experience in Damages. Damages is

00:36:34
a very complex area of

00:36:35
operation. So now you know,

00:36:39
by virtue of having so

00:36:40
many cases where she was



00:36:41

cross-examining in each case, you

00:36:43

know, they mean not but

00:36:53

it is a linguistic skills

00:37:03

that I always try to

00:37:05

use as a way to

00:37:06

my counselor and now I

00:37:22

think it's helpful so I'm

00:37:25

mentoring Important. Anyway, I'm going

00:37:27

to be at having these

00:37:31

invaluable people in your life,

00:37:32

who really can you connect

00:37:35

with? And who can give

00:37:36

you an unmitigated advice on,



00:37:39

you know, what jail is?

00:37:40

Stick at a particular stage

00:37:42

of your career but not

00:37:44

let them. Sometimes when I

00:37:47

look back changed tremendously, I

00:37:51

think but looking back, you

00:37:53

know, I would listen to

00:37:54

advice and I was really

00:37:55

follow it but something that

00:38:01

was really a line with

00:38:02

what I wanted to do

00:38:03

in that moment. So don't

00:38:05

be afraid to take some



00:38:06

risks but I think that

00:38:08

would be mine. Two final

00:38:12

questions, 14 Diego. And then

00:38:14

final question for Julia, that

00:38:15

we're going to open it

00:38:16

up to the floor for

00:38:17

questions. So, prepare those questions.

00:38:19

If you have them the

00:38:21

other, this is an open-ended

00:38:22

question. If you could go

00:38:23

back in time, what advice

00:38:25

would you give yourself? Starting

00:38:26

your own practice and is



00:38:28

there any elements of your

00:38:29

transition solar practice that you

00:38:31

would have done? Differently is

00:38:38

interesting? Because if I could

00:38:40

go back, I probably told

00:38:41

myself once relax, to to

00:38:43

enjoy it because and also

00:38:46

to make sure I'm comfortable

00:38:47

with the nest egg, because

00:38:48

if you start that in

00:38:50

the market and you're really

00:38:51

hungry and you're really nervous,

00:38:53

you'll get taken advantage of.



00:38:55

This is not like a

00:38:56

friendly like in a firmware

00:38:58

level of trust. You're out

00:39:00

there competing and I think

00:39:03

it's, it's theirs as Penance

00:39:04

for Kim spending. My hard-earned

00:39:05

savings. Like I got a

00:39:07

client, I got to say

00:39:08

yes, I got to take

00:39:08

it, I got to go.

00:39:09

If you do that you're

00:39:10

going to get a really

00:39:11

bad deal. So that's a



00:39:12

no. The savings deal to

00:39:16

say no. And you have

00:39:17

to know what what your

00:39:18

limits are and have them

00:39:19

be firm. I had a

00:39:20

I was really lucky when

00:39:21

I started that I had

00:39:22

a really large company. How

00:39:26

to use a hundred billion

00:39:27

dollars in a giant handle

00:39:28

revenues dropped 25%. During the

00:39:39

stress, maybe they won't pay

00:39:40

on time cuz I'm like,



00:39:42

so let's just go for

00:39:43

it, you know, I think

00:39:44

that like, you know, it

00:39:45

if you're, if you're too

00:39:47

eager, you might, you might

00:39:49

end up in some arrangements

00:39:51

that bed aren't as good

00:39:52

as you thought they were

00:39:52

at first. Like that. So

00:39:54

that's one key point that

00:39:56

that I would have liked

00:39:57

that she had a friend

00:39:59

that I was talking to



00:40:00

you. Man. Am I trying

00:40:02

to meet people in and

00:40:03

get to know them? He

00:40:04

was like, you have imagined

00:40:05

you have a great set

00:40:08

of friends, a great Network,

00:40:09

you're going out and tell

00:40:10

me, what can I help

00:40:11

you, but nobody's going to

00:40:14

get a divorce, just to

00:40:15

hire you, right? If they

00:40:18

need you, there going to

00:40:19

come to you. If they



00:40:21
have problems and they're serious

00:40:22
to you, don't pay your

00:40:24
retainer immediately. I need the

00:40:26
problem solved and they're coming

00:40:29
to you for advice or

00:40:30
so you know you don't

00:40:31
have to chase the people

00:40:32
who need people to know

00:40:33
you. You need to have

00:40:35
a network M&M Meat as

00:40:37
many people as possible. Need

00:40:38
and can afford your services.

00:40:40
And from there it just



00:40:41
comes to you. That's what

00:40:43
I like a paradigm shift.

00:40:44
I would have given to

00:40:46
myself back then, as you

00:40:50
have to have that level

00:40:51
of authority and confidence in,

00:40:52
you have to be able

00:40:53
to say no to people

00:40:54
or tell them, hey, I

00:40:55
have a friend who's better

00:40:56
for you, like not over

00:40:59
style. You want to have

00:41:00
a certain degree of confidence



00:41:01

that the time in other

00:41:05

ways that I was needing

00:41:07

that stuff. So I think

00:41:09

that's one part but most

00:41:13

importantly to have fun, enjoy

00:41:14

the process better if I

00:41:17

can just kind of speaks

00:41:20

to the importance of having

00:41:21

a marketable skill set and

00:41:23

reputation in the fields to

00:41:24

give her back in time.

00:41:26

Magically give you an extra

00:41:27

3 years of time before



00:41:28

you went solo, how would

00:41:30

you develop those skills to

00:41:32

be marketable for a solo

00:41:33

practice? You know, I mean

00:41:35

in a way through this

00:41:38

back to him earlier point

00:41:39

this is your beginner nothing

00:41:43

is going to prepare you

00:41:44

for that. Unless you unless

00:41:45

you start up a business

00:41:47

on the side as much

00:42:00

experience, as you have, if

00:42:04

you sitting is arbitrator, if



00:42:05

that's not, it is just

00:42:08

not. So that's okay. You

00:42:17

know, the truth is I've

00:42:18

learned much more for my

00:42:19

six and a half. You

00:42:26

have sat as an arbitrator

00:42:29

both of us in the

00:42:29

context of big law as

00:42:31

well as in the context

00:42:32

of a solo practitioner. You

00:42:34

have any particular view as

00:42:35

to which business structure is

00:42:37

better suited to serve as



00:42:38

an arbitrator. Do I want

00:42:41

to I want to add

00:42:43

one thing on your car

00:42:44

question. I said earlier, have

00:42:53

a nice day. So don't

00:43:01

you in every Professional Organization,

00:43:04

especially if you're paying the

00:43:06

dues out of your pocket

00:43:07

but one where you can

00:43:12

rice, give it a year

00:43:15

to you don't see it

00:43:17

in the leadership position, like

00:43:23

the structure. I believe it



00:43:39

Independence is horrible as arbitrator.

00:43:45

What is coccyx? Not only

00:43:52

do I get, so there's

00:44:04

me not being able to

00:44:06

get it and here's the

00:44:08

new business, many not wanting

00:44:11

me to get them. So

00:44:13

if I'm especially like the

00:44:15

best you mean Julia we

00:44:19

are not going to be

00:44:20

able to do anything in

00:44:21

stained because you're going to

00:44:25

be a traitor. And get



00:44:26

maybe three most of your

00:44:50

income is generated by those

00:44:51

other people. as an arbitrator,

00:44:56

I It just doesn't work

00:45:07

for them. That's something partner

00:45:12

and come. You're not going

00:45:15

to get it if you're

00:45:17

not generating quite different. And

00:45:23

I think realistically, Not going

00:45:26

to make as much money

00:45:27

as an arbitrator, as you

00:45:29

would. So, I would say

00:45:40

independence, but it's, but it's



00:45:41

not without its drawbacks and,

00:45:42

you know, you will definitely

00:45:43

have a carpet walls. Windows

00:45:53

could probably in a home

00:45:55

office now. and, you know,

00:46:05

some point and say to

00:46:06

yourself Have I written as

00:46:09

many interconnection agreement, says one

00:46:11

person you'll know of someone

00:46:24

who has a three-year-old three

00:46:27

week old newborn. I cannot

00:46:29

imagine working from home office

00:46:31

now and palatable, we have



00:46:36

a couple of minutes about

00:46:37

5 or 10 minutes, or

00:46:38

audience questions with a very

00:46:40

diverse group of audience. Members

00:46:42

are encouraged. Anyone has any

00:46:44

questions to ask Art? Starting

00:46:51

a corner this gentleman. The

00:46:55

microphone coming, okay? Yes, thank

00:47:00

you so much. I had

00:47:01

a question about me. I

00:47:02

love this purse model now,

00:47:04

not having any big from

00:47:07

experience at all. And what



00:47:10

are you going to come?

00:47:11

Pick you up someplace like

00:47:12

a we work maybe like

00:47:14

a work club or something.

00:47:15

You don't have that big

00:47:16

fun experience is the only

00:47:18

option to go to Britain

00:47:20

or Paris is Paris model

00:47:22

to get it. Expands come

00:47:23

pick it up, maybe like

00:47:25

a like a Chambers as

00:47:27

a sole practitioner sole practitioner

00:47:29

to get experience. Do you



00:47:31
need to get on a

00:47:32
team as a consultant? Is

00:47:34
there any up with you?

00:47:36
Besides big from experience. Experience

00:47:37
in America. You have to

00:47:38
go to Paris or Europe.

00:47:40
I mean what's easily is

00:47:48
an academic position teaching Can

00:47:59
we do our hair appointment

00:48:01
especially as you focus on

00:48:03
public international law, appointment and

00:48:12
academic? A professor as an

00:48:14
arbitrator was knowing you're not



00:48:16

no contact with in their

00:48:19

practice so I think that's

00:48:20

one pass in the United

00:48:22

States that we could pursue

00:48:24

what you're on. Another I

00:48:26

think I understood the question

00:48:27

a little differently than they

00:48:29

did. You mean as a

00:48:30

like a council like as

00:48:32

a practitioner is practitioner, how

00:48:34

do you become a dispute

00:48:35

practitioner and international arbitration about

00:48:37

Big? Lots greens. Will number



00:48:40

one is not just big

00:48:41

law firms that do it.

00:48:43

So they're certainly smaller firms

00:48:45

Regional or local firms that

00:48:47

do it especially in markets

00:48:49

where in the US where

00:48:51

various markets are naturally International,

00:48:54

right? Like you have a

00:48:55

lot of California work that

00:48:56

is cost. Order to Asia,

00:48:59

a lot of New York

00:48:59

work, that's cross-border to lots

00:49:01

of other Financial hubs Miami



00:49:04

Texas. Like they're a lot

00:49:05

of natural places in the

00:49:06

US. They do not like

00:49:08

Salt Lake City, but like

00:49:09

are plenty of other places

00:49:10

where if you were to

00:49:11

do Regional work for you

00:49:14

would have the opportunity to

00:49:15

do international disputes. So you

00:49:17

could always go to small

00:49:18

to medium-sized firms. The other

00:49:20

is you could Target domestic

00:49:22

work. In one of those



00:49:23

jurisdictions that has a lot

00:49:25

of international connections and you'll

00:49:26

be shocked to see that

00:49:27

often leads to International work.

00:49:29

I didn't start out my

00:49:30

career as an I wanted

00:49:33

to do International arbitration. There

00:49:34

wasn't an opportunity at my

00:49:35

big bro. At that particular

00:49:36

minute to do International arbitration

00:49:38

so I was just a

00:49:39

general commercial litigation associate. So

00:49:41

I did talk review Pride,



00:49:43
which mobs Insurance litigation. I

00:49:46
did all sorts of stuff

00:49:47
that my big firm. You're

00:49:48
at me until the opportunity

00:49:50
to International arbitration matter. Is

00:49:52
actually landed on my desk

00:49:54
so I can kind of

00:49:55
bided my time. But while

00:49:56
I was bidding, my time,

00:49:57
I was literally building the

00:49:59
perfect portfolio because those Insurance

00:50:01
disputes will be applicable. Law

00:50:03
was Brazilian law because it



00:50:04
involved is crazy. Maritime fire

00:50:07
off the coast of Brazil

00:50:08
or the other commercial things

00:50:11
that I worked on it

00:50:11
involves French loss. I was

00:50:13
doing a lot of New

00:50:14
York State commercial litigation or

00:50:16
the applicable laws were foreign.

00:50:18
We're the experts were for

00:50:20
and where the documents are

00:50:21
in foreign languages that I

00:50:22
spoke. So even though I

00:50:23
was just a domestic litigator,



00:50:24

well I was domestic litigator,

00:50:26

12 International work. So my

00:50:28

my partner is my commercial

00:50:29

litigation partner is like we

00:50:30

got to call France I

00:50:32

don't know how to dial

00:50:32

that. Phone number, you want

00:50:33

to call the French experts

00:50:34

suggest. I totally want to

00:50:36

call the French lots and

00:50:38

said that was my opportunity

00:50:40

to build that poor quality

00:50:41

of experience that then when



00:50:43

I got through arbitration. So

00:50:44

I could do it. What

00:50:46

was sort of weird about

00:50:47

it? Is that it's great.

00:50:49

It's served me very well

00:50:50

now, because now, I'm a

00:50:51

solo practitioner, and I'm very

00:50:53

happy to go to court.

00:50:53

I'm very happy to do

00:50:54

arbitration. I'm kind of happy

00:50:56

to do it all because

00:50:57

My big firm, it was

00:50:59

the 2008 financial crisis and



00:51:01

there was nothing to do

00:51:02

with you did whatever. They

00:51:03

came up with for you

00:51:03

to do and and so

00:51:05

you were very naturally versatile

00:51:07

and being a versatile is

00:51:09

very important when you're running

00:51:11

your own Farm. Another fun

00:51:13

fact, if you go on

00:51:14

Reddit and you ask a

00:51:15

question about Brazilian Maritime fires

00:51:18

and says asked yoga or

00:51:20

Karen young woman of the



00:51:27

century here. Thank you for

00:51:33

this time. I thought it

00:51:34

was thank you for this

00:51:36

panel. I thought it was

00:51:37

really interesting at a question

00:51:40

on something that Julia had

00:51:41

had mentioned, which was one

00:51:43

conflict. I work in such

00:51:45

a being as an independent

00:51:46

arbitrator. And my understanding is

00:51:49

that usually of you tend

00:51:52

to go independent also, because

00:51:54

largely because of context, especially



00:51:56

when you're in Big, Lots.

00:51:57

So is there any way

00:51:59

that if you want to

00:52:00

stay back in biglaw that

00:52:02

you can try to mitigate

00:52:03

conflicts while and you don't

00:52:06

continue to do both? No,

00:52:10

but Betsy and I can

00:52:14

probably speak to this better

00:52:15

because she has successfully balanced.

00:52:20

Traditional, you know, one, one

00:52:26

question I would have for

00:52:27

people who are interested in



00:52:28

arbitration is do you want

00:52:31

to go all in as

00:52:32

in? That's all you want

00:52:34

to do cuz if so

00:52:36

you might want to think

00:52:37

about being independent. But if

00:52:39

you wanted if you love

00:52:40

where you are and what

00:52:42

you're doing, you just want

00:52:43

to do a little bit

00:52:44

of neutral work. Then you

00:52:48

know, there are forms that

00:52:49

will comedy. So, you know,



00:52:53

maybe maybe the benefits of

00:52:55

being at a firm or

00:52:56

are you know, where? You

00:53:00

know, balance in your portfolio

00:53:02

in some way or looking

00:53:12

for counsel, you may know

00:53:15

some arbitrators because you have

00:53:18

served with them for example,

00:53:20

so that you know, there

00:53:22

is a value proposition for

00:53:24

Big Lot. Obstacle we have

00:53:36

time for one last question.

00:53:37

I'll give it to the



00:53:38

gentleman that I thank God

00:53:39

for the start-up cost in

00:53:47

budgeting to recognizing that every

00:53:49

practice is different. You know,

00:53:53

on one hand, you know,

00:53:54

the person already has a

00:53:55

laptop, Microsoft Word he can

00:53:57

get started right away, but

00:53:59

on the other hand bills

00:54:00

will start rolling in for

00:54:02

bar, dues for professional organizations

00:54:04

for business development, things of

00:54:06

that nature. So what is



00:54:08

some reasonable guy. We're kind

00:54:10

of calculating startup costs. And

00:54:12

then secondly, looking at the

00:54:14

budget, how would you devote

00:54:15

say a certain percentage of

00:54:17

your budget to prospective development

00:54:20

opportunities versus the hardware? I

00:54:26

think it really depends on

00:54:30

you and your lifestyle. Be

00:54:31

totally honest. When I started

00:54:32

my firm, I didn't have

00:54:34

any kids. I was on

00:54:35

my own. I was pretty



00:54:37

Free Will and flexible. Now

00:54:38

I have three teams have

00:54:39

a totally different is a

00:54:45

very dramatically from person to

00:54:46

person and start-up costs are

00:54:51

less than I had imagined.

00:54:52

I mean, if you go

00:54:53

on the DC bar website,

00:54:54

it will tell you how

00:54:55

to get malpractice insurance. You

00:54:57

can either work from home

00:54:58

nowadays, it's not frowned upon

00:55:00

the evening before you can



00:55:01

go to my we were

00:55:01

just had to register while

00:55:03

technology as well. As you

00:55:07

know, you can spend a

00:55:08

fortune on the website when

00:55:10

I see you. I have

00:55:15

a design company in Brazil

00:55:16

in Sao Paulo right now,

00:55:18

if you can make a

00:55:20

website for \$1,000 and it's

00:55:22

pretty good. I think that

00:55:24

different people I mean it's

00:55:27

going to depend on your



00:55:28

your circumstances, right. I don't

00:55:29

think there is a one-size-fit-all.

00:55:30

Depends on your budget, your

00:55:32

over head, but it can

00:55:33

actually cost a lot less

00:55:35

than you'd imagine what what

00:55:36

I would. And besides, I

00:55:37

think you want to have,

00:55:38

I mean, a Year's worth

00:55:39

of a minimum because I

00:55:45

mentioned your your income in

00:55:47

your enemies, may not be

00:55:49

the same, maybe they believe



00:55:50

it. I mean, many businesses

00:55:53

fail. So you need to

00:55:53

be prepared for that and

00:55:56

that you don't want to

00:55:59

be desperate. Do you want

00:56:00

to do this comfortably? And

00:56:02

I can say that. But

00:56:03

I mean that's one of

00:56:03

the earlier questions when I

00:56:05

started. I already have work

00:56:07

so like I always feel

00:56:09

like I just jumped into

00:56:10

an abyss like there was



00:56:11

there was some some leads

00:56:13

already that were right to

00:56:14

know up. So yeah I

00:56:16

can cover the projection I

00:56:17

think it is a healthy

00:56:18

know you want to be

00:56:19

testing out the market before

00:56:20

you jumped in you want

00:56:22

to have some sort of

00:56:23

a Runway That makes sense.

00:56:26

Guess I'll say one thing

00:56:27

but the business is the

00:56:32

biggest expense will be Business



00:56:34

Development and so do you

00:56:38

want to be strategic? You

00:56:39

want to think about? Okay,

00:56:40

where do appointments come from,

00:56:42

they come from institutions, your

00:56:44

first appointment will probably be

00:56:46

from an institution they come

00:56:48

from client or weaning party

00:56:51

pointed arbitrators and they come

00:56:53

from other arbitrators old days

00:56:57

of big law where I

00:56:58

could get a meeting with

00:56:59

pretty much any general counsel



00:57:01

or one of my partners

00:57:04

can get me, a meeting

00:57:05

with almost any general counsel

00:57:06

that is gone. I don't

00:57:11

have that. And the institutional

00:57:16

client, it sends me business

00:57:18

year after year. That's fine

00:57:20

too. Because of ethical considerations.

00:57:22

If I'm getting appointments in

00:57:23

the same party over and

00:57:25

over, So I'm so busy

00:57:28

about man is very different,

00:57:29

but you know, if if



00:57:32

if you're looking for your

00:57:34

first appointment, you're probably looking

00:57:36

to get it from an

00:57:37

institution. If you're in the

00:57:38

United States, the AAA is

00:57:40

an obvious choice. The ICC

00:57:42

is a great choice, Target

00:57:44

one, go to the Wright

00:57:48

County scattershot. Grateful. Thank you

00:58:04

being professionals that are paid

00:58:07

by the hour unsurprisingly. We

00:58:08

are perfectly you right on

00:58:10

time to conclude, t a



00:58:12
b o u r marks

00:58:17
but on behalf of us

00:58:17
as a humble moderators, when

00:58:19
a quick Round of Applause

00:58:20
or a fantastic fan art,

00:58:25
Also, did I see that

00:58:27
there's some folks joining virtually?

00:58:29
They have some questions that

00:58:30
we weren't able to get

00:58:31
you but hopefully maybe we

00:58:32
can follow up individually if

00:58:33
time permits. Awesome. Thank you

00:58:38
so much. Thank you all



00:58:39

for being here today. I'm

00:58:40

a be Hawthorne. I'm the

00:58:42

deputy director of arbitration and

00:58:43

Eddie Are Tour. North America

00:58:44

at the international Chamber of

00:58:46

Commerce, besides having a very

00:58:48

long title, I get to

00:58:49

work with individuals like this

00:58:51

all the time on. Not

00:58:53

only the arbitrator work and

00:58:55

what also events like this,

00:58:56

which part of the young

00:58:57

arbitration and Eddie are for



00:58:58

them. That's what ya stands

00:59:00

for. And what this is

00:59:03

a global organization that does

00:59:04

a lot of capacity-building, it

00:59:06

is targeted at Young which

00:59:09

process is under 40-ish. But

00:59:13

the goal is whenever we're

00:59:14

running to use that everybody

00:59:16

in the room walks away

00:59:16

with something that everybody learns,

00:59:18

something no matter where you

00:59:19

are on your career, what

00:59:21

changes, you might be making



00:59:22

in the future. So, I

00:59:23

hope that everybody here today,

00:59:25

I'm just learned something and

00:59:27

the conversation with us. Should

00:59:28

not stop here. Obviously, these

00:59:31

individuals are here in your

00:59:33

community, and you should be

00:59:34

in touch with them. You

00:59:35

should talk to the TV.

00:59:36

Sitting next to you and

00:59:37

learn from them. But with

00:59:39

ICC side, also get on

00:59:41

our email list and come



00:59:42
to future events. Consider being

00:59:45
a frappe like, so many

00:59:46
individuals here, right? Way to

00:59:49
be involved, reach out to

00:59:51
us. If you have a

00:59:52
client who has questions about

00:59:53
ICC and you want some

00:59:54
more information, you need some

00:59:55
resources, we are here, I

00:59:57
am just over in New

00:59:59
York, but where in DC

01:00:00
is always, of course, available

01:00:02
by phone and email. So,



01:00:03

that's a big, thank you

01:00:06

to a lot of people

01:00:07

today. First to Maria Carolina

01:00:10

and Baker Botts for hosting

01:00:11

us being wonderful dinner. And

01:00:17

the desert. Thank you to

01:00:26

our partners at wall, Maria

01:00:28

and Jose, Antonio have been

01:00:29

wonderful to work with and

01:00:30

we're always have to be

01:00:31

part of Washington arbitration week,

01:00:33

which starts at 1:30, and

01:00:35

it's walking distance from here



01:00:37
to Porter. If you're planning

01:00:38
to go to that, it's

01:00:39
on a business, human rights

01:00:41
in commercial arbitration. And last,

01:00:44
but certainly not least, thank

01:00:47
you for to our speakers

01:00:48
for sharing so many personal

01:00:50
experiences, as well as their

01:00:52
expertise. So, please give them

01:00:55
a final round of applause.

00:00:02
All right, I think we're

00:00:05
going to start. So if

00:00:06
everybody could take their seats,



00:00:10
somebody computer. alright, so yeah,

00:00:48
it's better. All right. Welcome

00:00:57
for the third session. This

00:00:59
is an ICC, ya mentioned

00:01:02
in conjunction with the Washington

00:01:03
arbitration week. It is my

00:01:05
pleasure to welcome you to

00:01:06
this event. I was just

00:01:08
needed. I see you have

00:01:10
representative together with Tom in

00:01:13
September this year. So I

00:01:16
will give the the floor

00:01:17
to Jose Antonio but welcome



00:01:19
to Baker box and Thank

00:01:25
you, and thank you to

00:01:27
our sponsor and and hosted

00:01:29
a baker Botts Carlina. And

00:01:33
thank you also to Jennifer

00:01:34
and I didn't know this

00:01:38
team and Baker bus who

00:01:39
has been extremely supportive. And

00:01:43
I would like to also

00:01:46
say, thanks to ICC. Yeah

00:01:49
to Avi, who is here

00:01:53
with us and not anywhere

00:01:55
else. But here with us,



00:01:56

and I'll make this quick,

00:02:00

just to say that this

00:02:02

this panel is is a

00:02:04

great one specially because through

00:02:07

an ICC. ICC course that

00:02:14

that I've been a participant.

00:02:15

I have met, many of

00:02:18

the panelists are killing of

00:02:21

met before through liking of

00:02:22

public international law and it

00:02:25

is my pleasure to introduce.

00:02:26

Now, don't be alone, who

00:02:30

is an associate at three



00:02:31

crowns. And who is our

00:02:33

moderator at 10? They said,

00:02:35

he should Washington. D.c. epic

00:02:37

rounds. He has significant experience

00:02:39

representing clients in a wide

00:02:42

range of international arbitration. Under

00:02:45

most major institutional rules with

00:02:48

a particular focus on disputes

00:02:49

across Asia and Latin America,

00:02:52

has represented and advised clients

00:02:53

from an array of Industries,

00:02:55

including construction money for 7

00:03:00

a.m. Pharmaceuticals. He holds a



00:03:04

JD from the University of

00:03:08

Hawaii law school. With honors

00:03:11

from Dartmouth College and that

00:03:14

has many accolades. And also

00:03:21

He is the host of

00:03:23

the China arbitrator, a Mandarin

00:03:25

language arbitration podcast, dedicated to

00:03:27

understanding Asian views of the

00:03:30

practice of International Education. He's

00:03:32

also the co-founder of rescue

00:03:34

Afghan woman now and an

00:03:36

organization dedicated, which is an

00:03:39

organization dedicated to rescuing high-risk.



00:03:41

I've got a woman from

00:03:43

Paris, Banh capture and execution

00:03:45

on Wednesday. We We gave

00:03:52

their life Lifetime Achievement Award

00:03:55

to Lucinda. L o n

00:03:57

t sizing that are international

00:04:00

arbitration Committee in Washington. DC

00:04:03

is is one that goes

00:04:06

beyond document review and goes

00:04:09

beyond the pleadings and it

00:04:11

goes beyond the the intricacies

00:04:14

of learning how to put

00:04:17

a case before, a tribunal



00:04:18

either an investor state or

00:04:20

International commercial arbitration. This is

00:04:25

what, what what I was

00:04:29

referring to when when I

00:04:31

emphasize that Lucy. And I

00:04:32

know before being a star

00:04:35

know, she went to Latin

00:04:36

America live there to learn

00:04:38

Portuguese, Etc. So, every day

00:04:41

with an orange, National arbitration,

00:04:45

Washington and Community, we find

00:04:47

incredible people that have other

00:04:49

types of international experiences. And



00:04:53

it's it's very important for

00:04:54

us to know who they

00:04:56

are or what they have

00:04:57

done because that that provide

00:04:59

added value to what we

00:05:01

do and enhance, you know,

00:05:03

we're fine, Marvel's people's along

00:05:05

the way. So what that

00:05:07

come take it away. Thank

00:05:10

you so much. And thanks.

00:05:12

Now he's a little bit

00:05:18

envious coming into these beautiful

00:05:19

offices with times of natural



00:05:21

light. And very strong coffee.

00:05:22

Thank you everyone for coming

00:05:25

here today. Before we begin

00:05:26

our audience, composition is how

00:05:30

many folks here are currently

00:05:32

llm students. He's in the

00:05:36

room. People currently practicing. Okay.

00:05:41

Great people. That currently sit

00:05:43

as arbitrator. Wonderful. This is

00:05:45

a fantastic mix. So I

00:05:47

think this is a perfect

00:05:49

panel for this perfect audience.

00:05:50

So let me first. I'll



00:05:52

go down the line here.

00:05:54

Making introductions though, I think

00:05:56

everyone understand on YouTube. No,

00:05:57

introductions to my immediate left.

00:05:59

We have Karen Messier, Gore

00:06:01

founder of the law offices

00:06:04

of Iran and Gore pllc

00:06:06

where she served as counsel

00:06:07

and arbitrator in international disputes.

00:06:09

She also has two other

00:06:11

roles in addition to some

00:06:17

courses at the George Washington

00:06:18

University, law school. And he's



00:06:20

also in publication. She serves

00:06:23

as the associate editor editor

00:06:24

review for investment Law Journal

00:06:27

and is also an associate

00:06:28

editor of the sewer arbitration

00:06:30

blog. Sure is read by

00:06:32

most people in this room

00:06:33

most days. And then to

00:06:35

her last, we have Julia

00:06:37

Sullivan. She is the founder

00:06:39

of law office of Julia

00:06:41

e, Sullivan LLC, or she

00:06:43

serves as independent arbitrator specializing



00:06:45
in energy, infrastructure and finance

00:06:48
disputes. She has also taught

00:06:50
law courses specifically on energy

00:06:52
Finance International arbitration both here

00:06:55
in the United States. But

00:06:56
also in Poland in Georgia

00:06:58
and Ukraine, she was previously

00:07:01
a partner they can dump

00:07:02
or she was the chair

00:07:04
of energy regulation, markets and

00:07:06
enforcement practice and was a

00:07:08
member of the steering committee

00:07:09
for the global energy and



00:07:10

practice. And then to Julia's

00:07:14

left, we have Diana to

00:07:15

Sierra. She is a trilingual

00:07:18

international disputes lawyer who is

00:07:19

dual qualified. Both United States

00:07:22

as well as in France.

00:07:24

She's a partner at Foley

00:07:25

Highway where she has been

00:07:27

practicing for the last 13

00:07:28

years and she has particular

00:07:30

experience representing clients in proceedings

00:07:33

administered by a exid. You

00:07:35

to trial and the ICC



00:07:36

among many others in matters,

00:07:39

involving regulatory actions in the

00:07:40

oil and gas industry, mining

00:07:42

financial services and health care

00:07:44

as well as other Industries.

00:07:46

I've been finally at the

00:07:47

very end of the table,

00:07:49

we have Diego. Go Card

00:07:50

data is the founder of

00:07:51

bit of May 30th PLC

00:07:53

here in Washington d.c., which

00:07:55

was founded in 2017. He

00:07:58

practices public international law, international



00:08:00
disputes and investigations. He's also

00:08:03
the president of the Portuguese,

00:08:04
American Bar Association and he

00:08:06
has previously practiced at Paul

00:08:08
Hastings freshfields, and a n

00:08:10
o. Do quite a distinguished

00:08:12
panel with a wide array

00:08:15
of background and experiences. Would

00:08:18
he start with a question

00:08:19
for you? Karen? What are

00:08:22
some useful experiences or skills

00:08:25
to have under your belt

00:08:26
before going solo? Are there



00:08:29

any personal attributes that make

00:08:31

a lawyer suited for solar

00:08:33

independent practice? Thanks for the

00:08:36

question. And thank you for

00:08:37

having me here before. Maybe

00:08:40

I respond to the question

00:08:41

directly. I'll start with a

00:08:43

disclaimer and say that this

00:08:45

conversation. I think we're having

00:08:47

chicken literally nuanced for this

00:08:50

particular Market, going solo, or

00:08:54

for practicing International arbitration as

00:08:57

an independent practitioner or running.



00:08:59

Your own firm is quite

00:09:00

different here in the United

00:09:01

States. But maybe, for example

00:09:02

in the UK wear for

00:09:03

a Barrister's are commenting, the

00:09:05

chamber's model is quite common

00:09:07

or elsewhere in the world.

00:09:09

Wear a large Law. Firm

00:09:10

practice is not common and

00:09:12

big friends don't exist in

00:09:13

the same way that they

00:09:13

do here. So it's an

00:09:15

interesting conversation to be having



00:09:17

tickle early from this point

00:09:18

of view. And I think

00:09:19

a lot of us will

00:09:20

comment on the US market

00:09:22

in the Washington DC Market

00:09:23

in particular other than I

00:09:25

wanted to say is I'm

00:09:26

just really excited because most

00:09:28

of these conversations when I've

00:09:30

been a part of them

00:09:31

have been sort of whispered

00:09:32

and secretive a garage, how

00:09:34

do you get out of



00:09:35

What it like, what do

00:09:36

I do? What else is

00:09:38

there to do? How do

00:09:38

I do it? And you

00:09:39

don't want anyone else to

00:09:40

know that you're thinking about

00:09:41

it or that you're unhappy

00:09:42

or that you are your

00:09:44

interest in alternative career path?

00:09:46

So that's sort of not

00:09:47

socially acceptable, right? Like you,

00:09:49

you should want to practice

00:09:51

a very cookie cutter model



00:09:52

because in law school, that

00:09:54

is what they sell to

00:09:54

us right now school, and

00:09:57

then you graduate. Awesome grade

00:09:59

A firm and then you

00:10:00

practice there till you die.

00:10:01

And you're very happy about

00:10:03

that. Why you're supposed to

00:10:04

be very happy about that

00:10:05

for this market and then

00:10:12

also what he is American

00:10:14

trained or or American practicing

00:10:17

lawyers are supposed to want



00:10:19
out of life. I got

00:10:21
to be honest, maybe I

00:10:21
need to go back a

00:10:23
little further in life and

00:10:24
tell you I never really

00:10:25
wanted to be a lawyer.

00:10:25
I don't think I wanted

00:10:27
to work at a big

00:10:27
firm is when she gets

00:10:29
to some really interesting things

00:10:30
in life and get some

00:10:31
really good experiences and become

00:10:33
very good at whatever it



00:10:34
is that I So, I

00:10:35
did go to a big

00:10:36
firm and I was there

00:10:38
for a pretty long time.

00:10:39
And then I went to

00:10:39
a smaller firm where I

00:10:40
learned some other different skills

00:10:42
and then somehow I fell

00:10:43
down the rabbit hole that

00:10:44
brought me to where I

00:10:45
am now, if I were

00:10:48
to reflect on that. So,

00:10:49
what are some good experiences



00:10:50
to have higher or interest

00:10:52
to have had before you

00:10:53
decide to Embark solo? Well,

00:10:55
you probably have to be

00:10:57
good at your job, right?

00:10:58
Like you need to have

00:10:59
marketable skills and expertise and

00:11:02
you probably need to have

00:11:03
developed some sort of reputation

00:11:04
for those skills that you

00:11:06
have. You probably also want

00:11:09
to have something that's distinguishable

00:11:10
about you whether it's at



00:11:12

you speak languages that are

00:11:13

unique or they're not as

00:11:15

popular in that market or

00:11:16

whether even if they are

00:11:17

popular, you're just really good

00:11:19

at them to special like

00:11:20

you're especially flu, enter, especially

00:11:22

capable and skilled cultural competence

00:11:24

which can include. Now having

00:11:27

lived in different places, having

00:11:28

a finity with different cultures

00:11:29

and different experiences industry expertise,

00:11:32

you have to be good



00:11:34

at what you do. And

00:11:35

be able to sell it

00:11:36

because when you leave a

00:11:37

big fire model, nobody's telling

00:11:39

you anymore, you are literally

00:11:41

supposed to walk around holding

00:11:42

your own car. And say,

00:11:43

well, I'm really good at

00:11:44

this and you should hire

00:11:45

me to do this cuz

00:11:46

I'm going to be just

00:11:47

as good as anyone else

00:11:48

or better or more cost-effective



00:11:50

or more skilled or more

00:11:51

efficient. And you might like,

00:11:53

me better, I might be

00:11:54

more fun to call the

00:11:56

alternate options, right? So so

00:11:58

knowing that you offer something

00:12:01

unique to the market and

00:12:02

having the confidence, to then

00:12:04

present it is like it

00:12:07

is invaluable right? Like you

00:12:08

got to have the confidence,

00:12:09

then do it. Now my

00:12:11

personal trajectory and maybe we'll



00:12:13

talk a little bit more

00:12:14

about it later in the

00:12:15

session was that I took

00:12:17

baby steps. So I knew

00:12:18

I wanted to do something

00:12:19

different and I took baby

00:12:20

steps to do. So I

00:12:22

left big law on how

00:12:24

you define. Bigly. I left

00:12:25

Big Lots on years ago.

00:12:27

And I didn't want to

00:12:28

my firm, right? My branded

00:12:30

firm until three years ago.



00:12:31

So I've been doing lots

00:12:33

of other things along the

00:12:34

way. May be contributed to

00:12:36

my decisions and be like,

00:12:37

okay, well I'm going to

00:12:38

start a fire and it

00:12:39

actually is what I'm going

00:12:40

to do. This is it?

00:12:42

This is what I'm going

00:12:42

to do until I died,

00:12:43

right? And I had said

00:12:44

the kind of come come

00:12:45

to that moment where I



00:12:46

wanted to decide to do

00:12:47

that. So so I would

00:12:48

recommend just getting really good

00:12:51

at what you do and

00:12:51

knowing what you're good at

00:12:53

and what might make you

00:12:54

different from the place, the

00:12:55

other people in the market,

00:12:56

where the places you are

00:12:57

excited, likes big, LOL. I

00:12:59

was never unhappy there but

00:13:01

I certainly did not get

00:13:02

it for very many reasons.



00:13:04

Whether it was my point

00:13:05

of view or where my

00:13:06

background or a variety of

00:13:08

other things, it isn't, it

00:13:09

was a nice place to

00:13:10

be for a little while

00:13:10

but it was not someplace,

00:13:11

I'd be happy to be

00:13:12

till I die. I want

00:13:17

to speak as a question

00:13:18

about a spending. A lot

00:13:19

of us when we think

00:13:20

about going solo, we think



00:13:23
of only sort of The

00:13:23
Upside flexibility of schedule, a

00:13:25
potentially could be financially, but

00:13:27
if you get that sort

00:13:29
of cheese, you know, the

00:13:30
cases you want to hang

00:13:31
out with a client that

00:13:32
you want represent, but obviously

00:13:34
there's a tremendous for the

00:13:35
risk exposure and the scary

00:13:37
side of the building. So

00:13:38
let's not wait to the

00:13:40
other end of the table



00:13:41

to deal. Go, could you

00:13:43

speaking a little bit about

00:13:44

the hardships and the challenges

00:13:46

transitioning to a solo practice

00:13:49

and in your experience, what

00:13:50

were the biggest for the

00:13:51

step-back? How did you need

00:13:52

to get them? Yes, or

00:13:53

no. Great questions. I figured

00:13:56

you were mentioning people coming

00:13:57

in and hushed tone best

00:13:58

in cottage law firm. Like

00:14:00

if your escaping to go



00:14:01

solo, it's much harder. You

00:14:04

should be running toward something

00:14:05

not running away, because if

00:14:06

you think this is an

00:14:07

easy path, but I can

00:14:10

from you, it's not the

00:14:12

biggest challenge that I would

00:14:14

say. Going solo your solo

00:14:17

from you have a network

00:14:21

that can be across 40

00:14:23

offices. Allison's of peoples, were

00:14:25

a talented people who work

00:14:26

in the industry to know



00:14:27

what you want to do.

00:14:28

When you go selling your

00:14:29

own your own, right? I

00:14:30

think that I mean, maybe

00:14:32

I personally felt this more

00:14:33

than others started, right before

00:14:35

the pandemic. Do you have

00:14:36

like, you're on your own

00:14:37

there? A lockdown, like, to

00:14:40

be pretty alienated. So that's,

00:14:41

that's one of the first

00:14:42

things that I'd really, like,

00:14:43

anyone thinking about it has



00:14:46

a pretty big change. There's

00:14:50

really good ways to mitigate

00:14:51

it. I think for any

00:14:54

more important to think about

00:14:55

the profession of law has

00:14:56

not just, you know, a

00:14:58

job as a profession as

00:14:59

a vocation and it's be

00:15:00

involved in the community. And

00:15:01

somebody took for me, one

00:15:03

of the easy ways was

00:15:04

talking about the night. See

00:15:05

ya, when she became the



00:15:07
represent for Washington New York.

00:15:15
I think it's one of

00:15:17
the best ways to fight

00:15:18
any sense of isolation that

00:15:19
he might have is a

00:15:20
fellow practitioner. I remember early

00:15:22
on having conversations with Karen

00:15:24
meeting, other people going through

00:15:25
the same thing, you know,

00:15:26
creating your own sort of

00:15:28
your board, your own group

00:15:31
of people that you can

00:15:32
reach out to. I think



00:15:32
his is really important and

00:15:34
I say these things have

00:15:40
a duty to give back

00:15:41
to the community in one

00:15:41
way or another, but as

00:15:43
a solo practitioner for me

00:15:44
that we can do much,

00:15:44
much, clearer, much faster. So

00:15:47
that's, that's one thing and

00:15:48
not only in terms of

00:15:49
your being involved in. Are

00:15:50
you watching in bed? You

00:15:53
know, they're going to say



00:15:54

she's like the DC. Volunteer

00:15:55

lawyers project, how you can

00:15:56

help children going through a

00:15:58

custody dispute and there's so

00:16:00

many ways to give back

00:16:01

and I think that really

00:16:01

in riches a solid which

00:16:03

is our profession and is

00:16:05

particularly helpful. If you, when

00:16:07

you're on your own in

00:16:08

terms of meeting people in

00:16:09

different areas of a business

00:16:11

and in of the practice



00:16:12
it's a it's a really

00:16:14
excellent way to combat that.

00:16:15
The other thing I would

00:16:17
say is that you know

00:16:18
what you're missing your hugs

00:16:19
and more than you know,

00:16:20
10 years of experience. But

00:16:22
before you start at Julian,

00:16:23
do you know more when

00:16:25
you started on your own,

00:16:27
your beginner you might have

00:16:29
been hundreds of arbitration for

00:16:30
how many businesses have you



00:16:31
started? How many websites have

00:16:33
you created? How many like,

00:16:36
you know, there's a huge

00:16:37
logistical undertaking that goes into.

00:16:40
How many Beano we are?

00:16:41
Hiring people there. You have

00:16:42
to get a parallel circuit.

00:16:43
If there's like, you're the

00:16:44
hostess with you go from

00:16:46
being quite comfortable while supported

00:16:48
having I see all sorts

00:16:49
of things in a large

00:16:50
shrimp. So I would say



00:16:54
that's something that that you

00:16:56
need to embrace and just

00:16:57
get over yourself a little

00:16:58
bit and start from the

00:16:59
beginning and you roll your

00:17:00
sleeves up and in and

00:17:01
start trying things and working

00:17:02
through the struggles that. I

00:17:03
think having the, the humility

00:17:07
of a beginner is actually

00:17:08
a wonderful for you. Anyways,

00:17:10
because once you accept that

00:17:12
you're, you're open to learning



00:17:13

and you'll grow much faster.

00:17:15

I think that that's the

00:17:17

one easy way to mitigate

00:17:18

that is more psychological just

00:17:20

accepting your case. I might

00:17:22

been doing this for a

00:17:22

long time ago when it

00:17:23

comes to sales, when it

00:17:24

comes to management or design

00:17:28

or or, you know, I

00:17:29

couldn't finish the race starting

00:17:32

out and have yourself some

00:17:33

Grace, but I'm happy to



00:17:40

share about horses out there

00:17:43

Thursday, Symphony mention. So there's

00:17:45

three of us. I think

00:17:46

on here are part of

00:17:47

the academy teaches you how

00:17:52

to be an arbitrator in

00:17:53

either. You can go look

00:17:54

at something like that until

00:17:55

I know everything already. Like,

00:17:57

I've been doing this for

00:17:57

so long to sign up

00:17:59

for the course learn. I

00:18:02

think that that's very important



00:18:03
for all of us and

00:18:04
Instagram. For me, it's almost

00:18:06
two in one. Because on

00:18:07
one hand, I am learning

00:18:09
about steps and in learning

00:18:11
began, hearing another perspective, on

00:18:12
them and meeting amazing. Teachers

00:18:15
meeting. Classmate solving that the

00:18:17
first problem of being on

00:18:18
piano solo and isolated in

00:18:19
some ways at the same

00:18:21
time. So I'd say that,

00:18:22
just off the top, my



00:18:23

head, those are two challenges

00:18:24

that that's on your own

00:18:26

in and come by yourself

00:18:29

a little bit and accept

00:18:30

that you're a beginner. Another

00:18:33

option that I think of

00:18:34

it as an arbitrator while

00:18:41

still having a role in

00:18:43

a larger. Firm has made

00:18:46

the transition to being appointed

00:18:47

as arbitrator within the context

00:18:49

of big law. Can you

00:18:51

speaking about how you accomplish



00:18:52

his transition within the context

00:18:53

of a larger firm. And

00:19:04

I just be part of

00:19:05

that operation week. So it

00:19:08

took a little bit about

00:19:09

again. I'm not the one

00:19:11

part of a big box

00:19:12

of you use. Platform to

00:19:16

develop independent arbitrator work, which

00:19:19

is a solar activity within

00:19:21

the firm. And I would

00:19:23

say, for me, the first

00:19:24

step until some of what



00:19:26

I will share with you.

00:19:27

What I see my calling

00:19:29

as well as I think

00:19:33

that that didn't happen until

00:19:41

need a couple of years

00:19:41

ago, where I felt that,

00:19:44

I had enough, knowledge of

00:19:46

species, understanding of what arbitrators

00:19:48

do to have that confidence

00:19:51

to say cops. Now I

00:19:53

can take one and then

00:20:05

I have a list of

00:20:07

other things but I think



00:20:08

so come together. So understanding

00:20:11

the role of the arbitrator

00:20:13

practice. Which is developing expertise

00:20:19

and knowing what would it

00:20:21

take in cultivating. A relationship.

00:20:25

With one of the things

00:20:27

that I need the mental

00:20:29

decision, I would like to

00:20:30

communicate with my communicate with

00:20:35

my colleagues, be open about

00:20:37

it. There's nothing on allows

00:20:40

that I don't know, such

00:20:42

a limiting. Of course, you



00:20:45

have to combine it with

00:20:46

your practice and then reaching

00:20:50

out to the institution of

00:20:52

having call Lisa. Dishner mileage

00:21:04

for joining bicc, Advanced Academy

00:21:07

for arbitrators, which I just

00:21:09

completed this week and just

00:21:11

to give you a flavor

00:21:12

when you sign up for,

00:21:15

I've been doing this for

00:21:17

over a decade but you

00:21:20

it's a tremendous opportunity to

00:21:22

get to know arbitrators in



00:21:26

the field. You each session

00:21:28

was cheered by three people

00:21:30

and the academy was invited

00:21:33

expert or independent arbitrator and

00:21:38

you get to know about

00:21:45

there. I think that's another

00:21:47

way to build about network

00:21:49

but also build your knowledge.

00:21:50

And for me I think

00:21:53

I live in the ones

00:21:55

I should have made that

00:21:56

decision to start taking our

00:21:59

computer equipment targeting. You know,



00:22:02

using you a specific Target

00:22:04

specific regions. Like I've met

00:22:06

so far, have dealt with

00:22:08

a russian-speaking parties, which is

00:22:10

interesting and I felt comfortable

00:22:12

to balance out with my

00:22:14

existing workload. Oh yeah, I

00:22:17

think that's easier than eating

00:22:18

cheese things that I've done

00:22:19

trying to something important question

00:22:26

for you Julia. So you've

00:22:28

made the transition from Big

00:22:29

Lots to full-time independent arbitrator.



00:22:32

Can you speak about why

00:22:33

you chose to practice independently

00:22:35

and what advice he might

00:22:37

have to offer? Others may

00:22:38

be contemplating You are. So

00:22:42

thank you for being here.

00:22:44

Thank you to the Washington

00:22:45

arbitration weekend to the ICC

00:22:47

for inviting me to participate

00:22:49

in this panel. I would

00:22:52

have a few things to

00:22:54

add to what the speakers

00:22:56

have already said. All of



00:22:58

us agree with completely, if

00:23:02

you want to be an

00:23:03

independent arbitrator, I would definitely

00:23:07

recommend starting out at a

00:23:08

big firm if you have

00:23:10

that opportunity. I want to

00:23:13

stay there for a while

00:23:14

for a couple reasons. You

00:23:19

will not have a better

00:23:20

opportunity ever to learn an

00:23:22

industry. to make connections within

00:23:26

an industry on your technical

00:23:29

skills, to get the kind



00:23:31
of supervision and learning that

00:23:34
you got at a big

00:23:35
firm and I If you

00:23:41
had the opportunity to become

00:23:42
a partner at a big

00:23:44
firm, you also learn at

00:23:45
least a little bit about

00:23:46
running a business. You might

00:23:49
not have to launch a

00:23:49
website, but you will have

00:23:51
to design or participate in

00:23:53
designing the one for your

00:23:54
practice group. And most importantly,



00:23:56

you will learn something about

00:23:59

this has developed as a

00:24:02

as a partner in a

00:24:04

large Law Firm. I spent

00:24:05

about half my time on

00:24:07

Business Development because I had

00:24:10

to generate work, not only

00:24:11

for myself. But for my

00:24:14

group, you have to get

00:24:17

comfortable with making cold calls

00:24:20

with making presentations. With moving

00:24:24

true, large groups rooms with

00:24:27

large groups of people and



00:24:29
introducing yourself to strangers. You,

00:24:31
and you have more senior

00:24:34
Partners to teach you that

00:24:36
to walk you through it.

00:24:37
So I think the skills

00:24:39
you At a big firm

00:24:40
are so valuable for the

00:24:42
rest of your life. Whether

00:24:44
you stay in the law

00:24:45
or do something else. I

00:24:47
stayed in biglaw for 30

00:24:49
years, which is maybe a

00:24:51
little longer and I just



00:24:53

want to do. But think

00:24:56

10 years. The other thing

00:24:59

I say, is on average

00:25:00

arbitrators r55, either a young

00:25:04

arbitrator is someone in their

00:25:05

forties. So this is a

00:25:08

long-term goal so I would,

00:25:13

I would definitely take advantage

00:25:14

of being at a big

00:25:16

drunk before you go, ask

00:25:21

your mom to give you

00:25:22

your complexes. Meaning of who

00:25:27

you've represented, don't take business,



00:25:29

don't take client files, do

00:25:31

not take client files. Do

00:25:33

not take anything without getting

00:25:34

permission from your firm butt.

00:25:36

When you're an arbitrator you're

00:25:38

going to have to make

00:25:39

disclosures and if you've been

00:25:42

in biglaw for ten twenty

00:25:45

thirty years, you will not

00:25:46

remember who you represent in

00:25:49

strange, but you will not

00:25:51

remember. I'm you won't remember

00:25:53

who posing, as you won't



00:25:56
remember, who key Witnesses were

00:25:58
that you worked with engineering

00:26:00
firms, Etc, but you will

00:26:03
be expected to make us

00:26:04
closer. So ask for that

00:26:06
information before you leave. The

00:26:08
other thing I say is

00:26:09
have a nest egg, that

00:26:11
first-year to when you're trying

00:26:14
to get appointment, you will

00:26:17
not be making anything remotely

00:26:19
like you were making it

00:26:21
at your mom. So, you



00:26:24

know, make sure you I

00:26:25

understand that you are building

00:26:26

a new business that requires

00:26:29

Capital, it requires investment including

00:26:32

a time. So you don't

00:26:34

be a real be realistic

00:26:36

financially about, you know, can

00:26:38

I can I afford to

00:26:40

let go of my law

00:26:42

firm in concert? The amount

00:26:43

of time? It's going to

00:26:44

take me to fill my

00:26:46

practice. Maybe we can hold



00:26:51

this very useful advice and

00:26:54

very practical advice to you.

00:26:57

What are some signs that

00:26:58

it might be the right

00:27:00

time for someone to go

00:27:01

solo. And if you were

00:27:02

to go back in time,

00:27:03

would you have change anything

00:27:05

about the timing of your

00:27:06

launching of your private practice?

00:27:10

Jana and Julia have suggested

00:27:14

some of the signs that

00:27:16

are important for learning how



00:27:18

to run a business, including

00:27:19

learning how to do business

00:27:20

development, learning how to manage

00:27:23

teams learning how to manage

00:27:27

clients, right? Clients also need

00:27:29

management once you've had those

00:27:30

experiences of, how do you

00:27:33

make it a practice? How

00:27:34

do you build a practice?

00:27:35

How do you find business?

00:27:36

How do you sell that

00:27:40

to others? All of that

00:27:42

is the case when you



00:27:43

are so low and back

00:27:45

on top of all of

00:27:46

that, also servicing all of

00:27:47

the work so I don't

00:27:48

only it as arbitrator. I

00:27:49

do a little bit of

00:27:50

our work as arbitrator by

00:27:52

mostly act as counsel and

00:27:54

so for me that usually

00:27:56

involves having both counsel and

00:27:57

having clients and servicing work

00:27:59

in very much the same

00:28:00

way that I did when



00:28:01

I was at other larger

00:28:02

firm, the difference is that

00:28:04

I kind of do it

00:28:05

alone with other stopgaps and

00:28:08

those are things that you'll

00:28:09

learn one. You made the

00:28:11

transition. But in order to

00:28:12

First decide to make the

00:28:13

transition, I think everything that

00:28:15

you've already heard from the

00:28:16

other three panelist is totally

00:28:18

spot-on, especially the nest egg

00:28:20

parts, right? Like you take



00:28:21

your associate Warrior Partners salary?

00:28:24

I think for granted and

00:28:26

if you if you look

00:28:27

into guidance on, how do

00:28:29

you pursue entrepreneurship? What is

00:28:30

the solo on silicone or

00:28:32

involved in his Services industry?

00:28:35

Your bootstraps. There is no

00:28:37

seed funding or, you know,

00:28:39

foundational funding or startup funding

00:28:42

available for that business. You

00:28:43

bootstrap you if you take

00:28:45

your own money and you



00:28:47

figure out how to live

00:28:48

off of it and also

00:28:49

how to reinvest it into

00:28:51

your business so that you

00:28:52

can make for their money.

00:28:53

So I might, my firm

00:28:55

has been in existence for

00:28:56

three years. Now. Officially means

00:28:58

I'm out of the store

00:28:58

and luckily I didn't lose

00:29:00

money a single year over

00:29:01

year so that means I

00:29:02

did not feel that starting



00:29:03

a start-up, so that's great.

00:29:05

I need a little bit

00:29:07

of money here and then

00:29:09

you see how you make

00:29:09

more money doing I think

00:29:11

those are things to Jerry

00:29:13

much, keep in mind to

00:29:14

prepare yourself for the transition.

00:29:16

I think, once you've made

00:29:17

the transition, I think you'll

00:29:19

get a great job with

00:29:20

logging the things that you

00:29:21

need to do consistently for



00:29:23

Young Medical Health. On your

00:29:24

businesses, including having relationship, having

00:29:26

sounding boards, those things are

00:29:29

things. I think I took

00:29:30

for granted, and when I

00:29:31

was at a bigger firm

00:29:32

and everybody was in their

00:29:33

office, where was a phone

00:29:34

call away. It was really

00:29:37

easy be like, hey, you

00:29:39

do, what did you do

00:29:40

or do you have a

00:29:40

sample? Have you ever done



00:29:41

this before? Is there a

00:29:42

template? What's on the document

00:29:43

management system? I don't have

00:29:45

that anymore. So now it's

00:29:47

like, okay, well, who do

00:29:48

I know? And I remember

00:29:49

I made a frantic phone

00:29:50

call to gioco Once because

00:29:52

I had a client in

00:29:53

Germany who needed me to

00:29:54

have a German that number,

00:29:55

I don't like, I don't

00:29:56

know what the hell that



00:29:57

is. And then I'll do.

00:29:59

I know who would know

00:30:00

anything about this, and I

00:30:02

was like, I was like

00:30:03

Googling it. And why do

00:30:06

they think I need a

00:30:07

German that number to do

00:30:08

this work and I'll let

00:30:09

you know what do I

00:30:10

do when he's like Is

00:30:11

my German, accountants contacting her

00:30:13

school and then is German

00:30:14

accountant. Help me solve my



00:30:15
problem. Right? Busy, shocked. At

00:30:18
the problems that you might

00:30:20
encounter, and you can be

00:30:21
very creative and it took

00:30:22
me like six months. I

00:30:23
think of yellow like every

00:30:25
6 months I was on

00:30:26
Reddit, reading about German taxation

00:30:28
of the radio. I could

00:30:35
have just asked a question

00:30:36
and I didn't do it.

00:30:38
So you got to be

00:30:39
very creative about how you



00:30:41
solve your problems as well.

00:30:43
And then there are of

00:30:43
course, like the day today

00:30:45
elements of it. Like you

00:30:46
need you need to like

00:30:47
get dressed and go to

00:30:48
work and make money in

00:30:49
like do you have an

00:30:50
office? Do you, who do

00:30:52
you talk to you? Do

00:30:53
you have a routine? Like,

00:30:54
are you doing this in

00:30:57
a sustainable way? Because you



00:30:58

also don't want to burn

00:30:59

out. And on the arbitrator

00:31:01

side, there's that risk of

00:31:02

what we were calling during

00:31:03

call the 24-hour arbitrator, right?

00:31:06

Like that, you're just sort

00:31:07

of sitting behind your computer,

00:31:08

like a crazy person, like,

00:31:09

doing stuff all by your

00:31:11

In like this little box,

00:31:12

right? How do you do

00:31:13

that differently for the house

00:31:15

of your own well-being? Play,



00:31:16
last Big Blocks, you wanted

00:31:18
to be taken care of

00:31:20
yourself and your family, and

00:31:21
your social life in your

00:31:22
personal life. So how do

00:31:24
you ensure that that space

00:31:26
for me, secret? And then,

00:31:27
on top of that, that

00:31:28
your business is thriving. So

00:31:30
personally I do a lot

00:31:30
of inspiration from not not

00:31:33
really how to run a

00:31:34
law firm but had to



00:31:34
run up like an entrepreneurship

00:31:36
based business and how do

00:31:38
you spell open or has

00:31:38
let it regardless of what

00:31:39
field are in how did

00:31:40
they do this out of

00:31:41
there? Like have systems and

00:31:42
routines and how do they

00:31:44
have their problems? And how

00:31:45
do you stop? Gas, service

00:31:48
matters that are equally as

00:31:50
high value is. The ones

00:31:51
that I worked on when



00:31:52

I was in a bigger

00:31:53

firm are just fewer, which

00:31:55

means I can do a

00:31:56

better job at legal. So,

00:32:00

I have, how do I

00:32:01

find a paralegal for that

00:32:02

one modded? I need a

00:32:03

paralegal for 2 weeks, right?

00:32:05

How do I do that?

00:32:05

And then you solve that

00:32:06

problem. So you you figure

00:32:08

it out. Once you get

00:32:08

there, Fun facts for those



00:32:11

in the audience, may not

00:32:12

know if you going to

00:32:13

read it right now and

00:32:14

you ask any question about

00:32:15

German tax, administrators Lobby answer

00:32:17

is after yoga and we

00:32:23

saw the outside for a

00:32:25

practicing Law Office in law

00:32:27

firms. And they may have

00:32:28

Ambitions to serve as an

00:32:29

arbitrator at some point. What

00:32:31

advice would you give to

00:32:32

Law Firm? Associate to hope



00:32:34
to remain at a firm.

00:32:35
But hope to speak arbitrator

00:32:37
appointment, at some point later,

00:32:39
on in their career, different

00:32:46
perspective, is to understand what

00:32:50
your goals are and in

00:32:52
pain center, you know what

00:32:53
are the firm's goals. So

00:32:55
when you joined the law

00:32:56
firm your journey, we leave.

00:33:00
Judy that you have his

00:33:01
duty to your partner's to

00:33:04
people, you work with you



00:33:05

work with and deliver product

00:33:07

and service a client in

00:33:08

this door and then they

00:33:14

got into your long-term addition

00:33:28

to serving as a traitor.

00:33:31

And I think it doesn't

00:33:35

happen. Absolutely need to build

00:33:38

extra large but it seems

00:33:48

like that's the precondition to

00:33:51

be considered for arbitrator in

00:33:55

the United States. In Europe.

00:33:56

I've noticed people start earlier,

00:33:59

I don't know how I



00:34:15

think my understanding is that

00:34:19

in those jurisdictions attorneys have

00:34:23

independence from day one. When

00:34:25

I practiced in France, I

00:34:26

practiced in French history years

00:34:27

might contract with a wolf

00:34:29

armor, the large US law.

00:34:31

Firm was absolutely have the

00:34:33

right to develop my own

00:34:34

clients independent and that's a

00:34:37

requirement of a bar, which

00:34:40

is not the United States.

00:34:41

You cannot take on a



00:34:45

side job and do this

00:34:47

project is not profitable for

00:34:49

the farm and I think

00:34:52

maybe that helps them to

00:34:54

develop that additional space where

00:34:57

they can start getting an

00:34:58

early appointment. So again I

00:35:04

think going back to extra

00:35:06

my initial when I don't

00:35:08

really think I have stayed

00:35:09

to even really consider appointment

00:35:12

Joe. I was Council because

00:35:14

my you know, just by



00:35:16
virtue of having so much

00:35:17
work for clients but I

00:35:19
think once I got to

00:35:20
the point and made that

00:35:22
decision that I would like

00:35:23
to focus a lot. But

00:35:26
I did it and I

00:35:27
was just out I can

00:35:28
advise you to try to

00:35:30
differentiate yourself earlier. I'm not

00:35:34
saying, how do I stand

00:35:39
dog? Compared to some of

00:35:41
my collar. When we at



00:35:53

the council project to look

00:35:56

at you like this forensic

00:35:59

analysis, right off their fireworks,

00:36:01

are they going to be

00:36:03

able to understand specific issues,

00:36:06

both legal and Industry? I

00:36:09

think building. As well as

00:36:11

we informed, I'm being patient

00:36:13

about getting Turkey Point aware.

00:36:16

You do you spell differentiated

00:36:19

yourself and I think it

00:36:20

happens almost. I know I

00:36:23

will speak on behalf of



00:36:25

my But I haven't have

00:36:28

a college school. Just happened

00:36:30

to develop a lot of

00:36:32

experience in Damages. Damages is

00:36:34

a very complex area of

00:36:35

operation. So now you know,

00:36:39

by virtue of having so

00:36:40

many cases where she was

00:36:41

cross-examining in each case, you

00:36:43

know, they mean not but

00:36:53

it is a linguistic skills

00:37:03

that I always try to

00:37:05

use as a way to



00:37:06

my counselor and now I

00:37:22

think it's helpful so I'm

00:37:25

mentoring Important. Anyway, I'm going

00:37:27

to be at having these

00:37:31

invaluable people in your life,

00:37:32

who really can you connect

00:37:35

with? And who can give

00:37:36

you an unmitigated advice on,

00:37:39

you know, what jail is?

00:37:40

Stick at a particular stage

00:37:42

of your career but not

00:37:44

let them. Sometimes when I

00:37:47

look back changed tremendously, I



00:37:51

think but looking back, you

00:37:53

know, I would listen to

00:37:54

advice and I was really

00:37:55

follow it but something that

00:38:01

was really a line with

00:38:02

what I wanted to do

00:38:03

in that moment. So don't

00:38:05

be afraid to take some

00:38:06

risks but I think that

00:38:08

would be mine. Two final

00:38:12

questions, 14 Diego. And then

00:38:14

final question for Julia, that

00:38:15

we're going to open it



00:38:16
up to the floor for

00:38:17
questions. So, prepare those questions.

00:38:19
If you have them the

00:38:21
other, this is an open-ended

00:38:22
question. If you could go

00:38:23
back in time, what advice

00:38:25
would you give yourself? Starting

00:38:26
your own practice and is

00:38:28
there any elements of your

00:38:29
transition solar practice that you

00:38:31
would have done? Differently is

00:38:38
interesting? Because if I could

00:38:40
go back, I probably told



00:38:41

myself once relax, to to

00:38:43

enjoy it because and also

00:38:46

to make sure I'm comfortable

00:38:47

with the nest egg, because

00:38:48

if you start that in

00:38:50

the market and you're really

00:38:51

hungry and you're really nervous,

00:38:53

you'll get taken advantage of.

00:38:55

This is not like a

00:38:56

friendly like in a firmware

00:38:58

level of trust. You're out

00:39:00

there competing and I think

00:39:03

it's, it's theirs as Penance



00:39:04
for Kim spending. My hard-earned

00:39:05
savings. Like I got a

00:39:07
client, I got to say

00:39:08
yes, I got to take

00:39:08
it, I got to go.

00:39:09
If you do that you're

00:39:10
going to get a really

00:39:11
bad deal. So that's a

00:39:12
no. The savings deal to

00:39:16
say no. And you have

00:39:17
to know what what your

00:39:18
limits are and have them

00:39:19
be firm. I had a



00:39:20

I was really lucky when

00:39:21

I started that I had

00:39:22

a really large company. How

00:39:26

to use a hundred billion

00:39:27

dollars in a giant handle

00:39:28

revenues dropped 25%. During the

00:39:39

stress, maybe they won't pay

00:39:40

on time cuz I'm like,

00:39:42

so let's just go for

00:39:43

it, you know, I think

00:39:44

that like, you know, it

00:39:45

if you're, if you're too

00:39:47

eager, you might, you might



00:39:49
end up in some arrangements

00:39:51
that bed aren't as good

00:39:52
as you thought they were

00:39:52
at first. Like that. So

00:39:54
that's one key point that

00:39:56
that I would have liked

00:39:57
that she had a friend

00:39:59
that I was talking to

00:40:00
you. Man. Am I trying

00:40:02
to meet people in and

00:40:03
get to know them? He

00:40:04
was like, you have imagined

00:40:05
you have a great set



00:40:08
of friends, a great Network,

00:40:09
you're going out and tell

00:40:10
me, what can I help

00:40:11
you, but nobody's going to

00:40:14
get a divorce, just to

00:40:15
hire you, right? If they

00:40:18
need you, there going to

00:40:19
come to you. If they

00:40:21
have problems and they're serious

00:40:22
to you, don't pay your

00:40:24
retainer immediately. I need the

00:40:26
problem solved and they're coming

00:40:29
to you for advice or



00:40:30

so you know you don't

00:40:31

have to chase the people

00:40:32

who need people to know

00:40:33

you. You need to have

00:40:35

a network M&M Meat as

00:40:37

many people as possible. Need

00:40:38

and can afford your services.

00:40:40

And from there it just

00:40:41

comes to you. That's what

00:40:43

I like a paradigm shift.

00:40:44

I would have given to

00:40:46

myself back then, as you

00:40:50

have to have that level



00:40:51
of authority and confidence in,

00:40:52
you have to be able

00:40:53
to say no to people

00:40:54
or tell them, hey, I

00:40:55
have a friend who's better

00:40:56
for you, like not over

00:40:59
style. You want to have

00:41:00
a certain degree of confidence

00:41:01
that the time in other

00:41:05
ways that I was needing

00:41:07
that stuff. So I think

00:41:09
that's one part but most

00:41:13
importantly to have fun, enjoy



00:41:14

the process better if I

00:41:17

can just kind of speaks

00:41:20

to the importance of having

00:41:21

a marketable skill set and

00:41:23

reputation in the fields to

00:41:24

give her back in time.

00:41:26

Magically give you an extra

00:41:27

3 years of time before

00:41:28

you went solo, how would

00:41:30

you develop those skills to

00:41:32

be marketable for a solo

00:41:33

practice? You know, I mean

00:41:35

in a way through this



00:41:38

back to him earlier point

00:41:39

this is your beginner nothing

00:41:43

is going to prepare you

00:41:44

for that. Unless you unless

00:41:45

you start up a business

00:41:47

on the side as much

00:42:00

experience, as you have, if

00:42:04

you sitting is arbitrator, if

00:42:05

that's not, it is just

00:42:08

not. So that's okay. You

00:42:17

know, the truth is I've

00:42:18

learned much more for my

00:42:19

six and a half. You



00:42:26

have sat as an arbitrator

00:42:29

both of us in the

00:42:29

context of big law as

00:42:31

well as in the context

00:42:32

of a solo practitioner. You

00:42:34

have any particular view as

00:42:35

to which business structure is

00:42:37

better suited to serve as

00:42:38

an arbitrator. Do I want

00:42:41

to I want to add

00:42:43

one thing on your car

00:42:44

question. I said earlier, have

00:42:53

a nice day. So don't



00:43:01
you in every Professional Organization,

00:43:04
especially if you're paying the

00:43:06
dues out of your pocket

00:43:07
but one where you can

00:43:12
rice, give it a year

00:43:15
to you don't see it

00:43:17
in the leadership position, like

00:43:23
the structure. I believe it

00:43:39
Independence is horrible as arbitrator.

00:43:45
What is coccyx? Not only

00:43:52
do I get, so there's

00:44:04
me not being able to

00:44:06
get it and here's the



00:44:08

new business, many not wanting

00:44:11

me to get them. So

00:44:13

if I'm especially like the

00:44:15

best you mean Julia we

00:44:19

are not going to be

00:44:20

able to do anything in

00:44:21

stained because you're going to

00:44:25

be a traitor. And get

00:44:26

maybe three most of your

00:44:50

income is generated by those

00:44:51

other people. as an arbitrator,

00:44:56

I It just doesn't work

00:45:07

for them. That's something partner



00:45:12

and come. You're not going

00:45:15

to get it if you're

00:45:17

not generating quite different. And

00:45:23

I think realistically, Not going

00:45:26

to make as much money

00:45:27

as an arbitrator, as you

00:45:29

would. So, I would say

00:45:40

independence, but it's, but it's

00:45:41

not without its drawbacks and,

00:45:42

you know, you will definitely

00:45:43

have a carpet walls. Windows

00:45:53

could probably in a home

00:45:55

office now. and, you know,



00:46:05

some point and say to

00:46:06

yourself Have I written as

00:46:09

many interconnection agreement, says one

00:46:11

person you'll know of someone

00:46:24

who has a three-year-old three

00:46:27

week old newborn. I cannot

00:46:29

imagine working from home office

00:46:31

now and palatable, we have

00:46:36

a couple of minutes about

00:46:37

5 or 10 minutes, or

00:46:38

audience questions with a very

00:46:40

diverse group of audience. Members

00:46:42

are encouraged. Anyone has any



00:46:44

questions to ask Art? Starting

00:46:51

a corner this gentleman. The

00:46:55

microphone coming, okay? Yes, thank

00:47:00

you so much. I had

00:47:01

a question about me. I

00:47:02

love this purse model now,

00:47:04

not having any big from

00:47:07

experience at all. And what

00:47:10

are you going to come?

00:47:11

Pick you up someplace like

00:47:12

a we work maybe like

00:47:14

a work club or something.

00:47:15

You don't have that big



00:47:16

fun experience is the only

00:47:18

option to go to Britain

00:47:20

or Paris is Paris model

00:47:22

to get it. Expands come

00:47:23

pick it up, maybe like

00:47:25

a like a Chambers as

00:47:27

a sole practitioner sole practitioner

00:47:29

to get experience. Do you

00:47:31

need to get on a

00:47:32

team as a consultant? Is

00:47:34

there any up with you?

00:47:36

Besides big from experience. Experience

00:47:37

in America. You have to



00:47:38

go to Paris or Europe.

00:47:40

I mean what's easily is

00:47:48

an academic position teaching Can

00:47:59

we do our hair appointment

00:48:01

especially as you focus on

00:48:03

public international law, appointment and

00:48:12

academic? A professor as an

00:48:14

arbitrator was knowing you're not

00:48:16

no contact with in their

00:48:19

practice so I think that's

00:48:20

one pass in the United

00:48:22

States that we could pursue

00:48:24

what you're on. Another I



00:48:26

think I understood the question

00:48:27

a little differently than they

00:48:29

did. You mean as a

00:48:30

like a council like as

00:48:32

a practitioner is practitioner, how

00:48:34

do you become a dispute

00:48:35

practitioner and international arbitration about

00:48:37

Big? Lots greens. Will number

00:48:40

one is not just big

00:48:41

law firms that do it.

00:48:43

So they're certainly smaller firms

00:48:45

Regional or local firms that

00:48:47

do it especially in markets



00:48:49

where in the US where

00:48:51

various markets are naturally International,

00:48:54

right? Like you have a

00:48:55

lot of California work that

00:48:56

is cost. Order to Asia,

00:48:59

a lot of New York

00:48:59

work, that's cross-border to lots

00:49:01

of other Financial hubs Miami

00:49:04

Texas. Like they're a lot

00:49:05

of natural places in the

00:49:06

US. They do not like

00:49:08

Salt Lake City, but like

00:49:09

are plenty of other places



00:49:10

where if you were to

00:49:11

do Regional work for you

00:49:14

would have the opportunity to

00:49:15

do international disputes. So you

00:49:17

could always go to small

00:49:18

to medium-sized firms. The other

00:49:20

is you could Target domestic

00:49:22

work. In one of those

00:49:23

jurisdictions that has a lot

00:49:25

of international connections and you'll

00:49:26

be shocked to see that

00:49:27

often leads to International work.

00:49:29

I didn't start out my



00:49:30

career as an I wanted

00:49:33

to do International arbitration. There

00:49:34

wasn't an opportunity at my

00:49:35

big bro. At that particular

00:49:36

minute to do International arbitration

00:49:38

so I was just a

00:49:39

general commercial litigation associate. So

00:49:41

I did talk review Pride,

00:49:43

which mobs Insurance litigation. I

00:49:46

did all sorts of stuff

00:49:47

that my big firm. You're

00:49:48

at me until the opportunity

00:49:50

to International arbitration matter. Is



00:49:52

actually landed on my desk

00:49:54

so I can kind of

00:49:55

bided my time. But while

00:49:56

I was bidding, my time,

00:49:57

I was literally building the

00:49:59

perfect portfolio because those Insurance

00:50:01

disputes will be applicable. Law

00:50:03

was Brazilian law because it

00:50:04

involved is crazy. Maritime fire

00:50:07

off the coast of Brazil

00:50:08

or the other commercial things

00:50:11

that I worked on it

00:50:11

involves French loss. I was



00:50:13
doing a lot of New

00:50:14
York State commercial litigation or

00:50:16
the applicable laws were foreign.

00:50:18
We're the experts were for

00:50:20
and where the documents are

00:50:21
in foreign languages that I

00:50:22
spoke. So even though I

00:50:23
was just a domestic litigator,

00:50:24
well I was domestic litigator,

00:50:26
12 International work. So my

00:50:28
my partner is my commercial

00:50:29
litigation partner is like we

00:50:30
got to call France I



00:50:32

don't know how to dial

00:50:32

that. Phone number, you want

00:50:33

to call the French experts

00:50:34

suggest. I totally want to

00:50:36

call the French lots and

00:50:38

said that was my opportunity

00:50:40

to build that poor quality

00:50:41

of experience that then when

00:50:43

I got through arbitration. So

00:50:44

I could do it. What

00:50:46

was sort of weird about

00:50:47

it? Is that it's great.

00:50:49

It's served me very well



00:50:50

now, because now, I'm a

00:50:51

solo practitioner, and I'm very

00:50:53

happy to go to court.

00:50:53

I'm very happy to do

00:50:54

arbitration. I'm kind of happy

00:50:56

to do it all because

00:50:57

My big firm, it was

00:50:59

the 2008 financial crisis and

00:51:01

there was nothing to do

00:51:02

with you did whatever. They

00:51:03

came up with for you

00:51:03

to do and and so

00:51:05

you were very naturally versatile



00:51:07

and being a versatile is

00:51:09

very important when you're running

00:51:11

your own Farm. Another fun

00:51:13

fact, if you go on

00:51:14

Reddit and you ask a

00:51:15

question about Brazilian Maritime fires

00:51:18

and says asked yoga or

00:51:20

Karen young woman of the

00:51:27

century here. Thank you for

00:51:33

this time. I thought it

00:51:34

was thank you for this

00:51:36

panel. I thought it was

00:51:37

really interesting at a question



00:51:40

on something that Julia had

00:51:41

had mentioned, which was one

00:51:43

conflict. I work in such

00:51:45

a being as an independent

00:51:46

arbitrator. And my understanding is

00:51:49

that usually of you tend

00:51:52

to go independent also, because

00:51:54

largely because of context, especially

00:51:56

when you're in Big, Lots.

00:51:57

So is there any way

00:51:59

that if you want to

00:52:00

stay back in biglaw that

00:52:02

you can try to mitigate



00:52:03

conflicts while and you don't

00:52:06

continue to do both? No,

00:52:10

but Betsy and I can

00:52:14

probably speak to this better

00:52:15

because she has successfully balanced.

00:52:20

Traditional, you know, one, one

00:52:26

question I would have for

00:52:27

people who are interested in

00:52:28

arbitration is do you want

00:52:31

to go all in as

00:52:32

in? That's all you want

00:52:34

to do cuz if so

00:52:36

you might want to think



00:52:37
about being independent. But if

00:52:39
you wanted if you love

00:52:40
where you are and what

00:52:42
you're doing, you just want

00:52:43
to do a little bit

00:52:44
of neutral work. Then you

00:52:48
know, there are forms that

00:52:49
wall comedy. So, you know,

00:52:53
maybe maybe the benefits of

00:52:55
being at a firm or

00:52:56
are you know, where? You

00:53:00
know, balance in your portfolio

00:53:02
in some way or looking



00:53:12

for counsel, you may know

00:53:15

some arbitrators because you have

00:53:18

served with them for example,

00:53:20

so that you know, there

00:53:22

is a value proposition for

00:53:24

Big Lot. Obstacle we have

00:53:36

time for one last question.

00:53:37

I'll give it to the

00:53:38

gentleman that I thank God

00:53:39

for the start-up cost in

00:53:47

budgeting to recognizing that every

00:53:49

practice is different. You know,

00:53:53

on one hand, you know,



00:53:54

the person already has a

00:53:55

laptop, Microsoft Word he can

00:53:57

get started right away, but

00:53:59

on the other hand bills

00:54:00

will start rolling in for

00:54:02

bar, dues for professional organizations

00:54:04

for business development, things of

00:54:06

that nature. So what is

00:54:08

some reasonable guy. We're kind

00:54:10

of calculating startup costs. And

00:54:12

then secondly, looking at the

00:54:14

budget, how would you devote

00:54:15

say a certain percentage of



00:54:17
your budget to prospective development

00:54:20
opportunities versus the hardware? I

00:54:26
think it really depends on

00:54:30
you and your lifestyle. Be

00:54:31
totally honest. When I started

00:54:32
my firm, I didn't have

00:54:34
any kids. I was on

00:54:35
my own. I was pretty

00:54:37
Free Will and flexible. Now

00:54:38
I have three teams have

00:54:39
a totally different is a

00:54:45
very dramatically from person to

00:54:46
person and start-up costs are



00:54:51
less than I had imagined.

00:54:52
I mean, if you go

00:54:53
on the DC bar website,

00:54:54
it will tell you how

00:54:55
to get malpractice insurance. You

00:54:57
can either work from home

00:54:58
nowadays, it's not frowned upon

00:55:00
the evening before you can

00:55:01
go to my we were

00:55:01
just had to register while

00:55:03
technology as well. As you

00:55:07
know, you can spend a

00:55:08
fortune on the website when



00:55:10

I see you. I have

00:55:15

a design company in Brazil

00:55:16

in Sao Paulo right now,

00:55:18

if you can make a

00:55:20

website for \$1,000 and it's

00:55:22

pretty good. I think that

00:55:24

different people I mean it's

00:55:27

going to depend on your

00:55:28

your circumstances, right. I don't

00:55:29

think there is a one-size-fit-all.

00:55:30

Depends on your budget, your

00:55:32

over head, but it can

00:55:33

actually cost a lot less



00:55:35
than you'd imagine what what

00:55:36
I would. And besides, I

00:55:37
think you want to have,

00:55:38
I mean, a Year's worth

00:55:39
of a minimum because I

00:55:45
mentioned your your income in

00:55:47
your enemies, may not be

00:55:49
the same, maybe they believe

00:55:50
it. I mean, many businesses

00:55:53
fail. So you need to

00:55:53
be prepared for that and

00:55:56
that you don't want to

00:55:59
be desperate. Do you want



00:56:00
to do this comfortably? And

00:56:02
I can say that. But

00:56:03
I mean that's one of

00:56:03
the earlier questions when I

00:56:05
started. I already have work

00:56:07
so like I always feel

00:56:09
like I just jumped into

00:56:10
an abyss like there was

00:56:11
there was some some leads

00:56:13
already that were right to

00:56:14
know up. So yeah I

00:56:16
can cover the projection I

00:56:17
think it is a healthy



00:56:18

know you want to be

00:56:19

testing out the market before

00:56:20

you jumped in you want

00:56:22

to have some sort of

00:56:23

a Runway That makes sense.

00:56:26

Guess I'll say one thing

00:56:27

but the business is the

00:56:32

biggest expense will be Business

00:56:34

Development and so do you

00:56:38

want to be strategic? You

00:56:39

want to think about? Okay,

00:56:40

where do appointments come from,

00:56:42

they come from institutions, your



00:56:44
first appointment will probably be

00:56:46
from an institution they come

00:56:48
from client or weaning party

00:56:51
pointed arbitrators and they come

00:56:53
from other arbitrators old days

00:56:57
of big law where I

00:56:58
could get a meeting with

00:56:59
pretty much any general counsel

00:57:01
or one of my partners

00:57:04
can get me, a meeting

00:57:05
with almost any general counsel

00:57:06
that is gone. I don't

00:57:11
have that. And the institutional



00:57:16

client, it sends me business

00:57:18

year after year. That's fine

00:57:20

too. Because of ethical considerations.

00:57:22

If I'm getting appointments in

00:57:23

the same party over and

00:57:25

over, So I'm so busy

00:57:28

about man is very different,

00:57:29

but you know, if if

00:57:32

if you're looking for your

00:57:34

first appointment, you're probably looking

00:57:36

to get it from an

00:57:37

institution. If you're in the

00:57:38

United States, the AAA is



00:57:40

an obvious choice. The ICC

00:57:42

is a great choice, Target

00:57:44

one, go to the Wright

00:57:48

County scattershot. Grateful. Thank you

00:58:04

being professionals that are paid

00:58:07

by the hour unsurprisingly. We

00:58:08

are perfectly you right on

00:58:10

time to conclude, t a

00:58:12

b o u r marks

00:58:17

but on behalf of us

00:58:17

as a humble moderators, when

00:58:19

a quick Round of Applause

00:58:20

or a fantastic fan art,



00:58:25

Also, did I see that

00:58:27

there's some folks joining virtually?

00:58:29

They have some questions that

00:58:30

we weren't able to get

00:58:31

you but hopefully maybe we

00:58:32

can follow up individually if

00:58:33

time permits. Awesome. Thank you

00:58:38

so much. Thank you all

00:58:39

for being here today. I'm

00:58:40

a be Hawthorne. I'm the

00:58:42

deputy director of arbitration and

00:58:43

Edie Are Tour. North America

00:58:44

at the international Chamber of



00:58:46

Commerce, besides having a very

00:58:48

long title, I get to

00:58:49

work with individuals like this

00:58:51

all the time on. Not

00:58:53

only the arbitrator work and

00:58:55

what also events like this,

00:58:56

which part of the young

00:58:57

arbitration and Edie are for

00:58:58

them. That's what ya stands

00:59:00

for. And what this is

00:59:03

a global organization that does

00:59:04

a lot of capacity-building, it

00:59:06

is targeted at Young which



00:59:09

process is under 40-ish. But

00:59:13

the goal is whenever we're

00:59:14

running to use that everybody

00:59:16

in the room walks away

00:59:16

with something that everybody learns,

00:59:18

something no matter where you

00:59:19

are on your career, what

00:59:21

changes, you might be making

00:59:22

in the future. So, I

00:59:23

hope that everybody here today,

00:59:25

I'm just learned something and

00:59:27

the conversation with us. Should

00:59:28

not stop here. Obviously, these



00:59:31
individuals are here in your

00:59:33
community, and you should be

00:59:34
in touch with them. You

00:59:35
should talk to the TV.

00:59:36
Sitting next to you and

00:59:37
learn from them. But with

00:59:39
ICC side, also get on

00:59:41
our email list and come

00:59:42
to future events. Consider being

00:59:45
a frappe like, so many

00:59:46
individuals here, right? Way to

00:59:49
be involved, reach out to

00:59:51
us. If you have a



00:59:52
client who has questions about

00:59:53
ICC and you want some

00:59:54
more information, you need some

00:59:55
resources, we are here, I

00:59:57
am just over in New

00:59:59
York, but where in DC

01:00:00
is always, of course, available

01:00:02
by phone and email. So,

01:00:03
that's a big, thank you

01:00:06
to a lot of people

01:00:07
today. First to Maria Carolina

01:00:10
and Baker Botts for hosting

01:00:11
us being wonderful dinner. And



01:00:17
the desert. Thank you to

01:00:26
our partners at wall, Maria

01:00:28
and Jose, Antonio have been

01:00:29
wonderful to work with and

01:00:30
we're always have to be

01:00:31
part of Washington arbitration week,

01:00:33
which starts at 1:30, and

01:00:35
it's walking distance from here

01:00:37
to Porter. If you're planning

01:00:38
to go to that, it's

01:00:39
on a business, human rights

01:00:41
in commercial arbitration. And last,

01:00:44
but certainly not least, thank



01:00:47

you for to our speakers

01:00:48

for sharing so many personal

01:00:50

experiences, as well as their

01:00:52

expertise. So, please give them

01:00:55

a final round of applause.