

Pioneers and Pathfinders: Anastasia Boyko

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Steve Poor

Hi, this is Steve Poor, and you're listening to Pioneers and Pathfinders.

This week, we're speaking with Anastasia Boyko, a legal futurist and product evangelist at Filevine, a legal work platform for law firms and businesses. Anastasia has had a diverse career path, from practicing tax law to transformational and change management roles to legal education. Anastasia has created and led innovative programs at Yale Law School and the University of Utah SJ Quinney College of Law, where she applied her knowledge of legal practice and business. Today, at Filevine, she collaborates with her team on creating and incubating new products in legal tech.

In our conversation, Anastasia tells us about her journey to the legal field and why she ultimately decided to finish law school. We also discuss the need for empathy and kindness when training new lawyers, her exciting role as a legal futurist, and why law students should develop a range of skills. It was wonderful talking with Anastasia. I was glad to catch up to her, and I hope you enjoy listening in on the conversation.

Thank you very much, Anastasia, thank you so much for making time. It's so great to see you again.

Anastasia Boyko

Yeah, thanks for having me.

Steve Poor

Well, I'm glad we finally made our schedules match, as we don't have to run into each other at various meetings in New York or Palo Alto.

Anastasia Boyko

Yeah, we're both traveling the globe, and so it's nice when we get to cross paths. That's right. So let's start with a little bit about your professional journey. You start you go to law school, you start practicing law trust in estates, which I'm sure is wildly exciting, and you're now a legal futurist. And in between, you made stops in legal education and talent development and innovation, various leadership, putting yoga aside for a moment, walk me through that progression. How has your career unfolded? Has there been logical steps? Has it just sort of been opportunities that have come up? Has it been fortuitous? So if you look back on it, how do you make sense of it? Yeah, I feel like life was trying to teach me a lesson to plan less. So when I was 16, I had a 60 year plan, year by year. And

Steve Poor

Okay, hang on, hang on, hang on, hang on. Did you just tell me when you're 16, you had a 6-0 year plan?

Anastasia Boyko

Yeah, yeah. I was a very ambitious child. I think ever since I grew up, my mom would say I always had sort of big dreams. My mom and I came over as refugees from the Soviet Ukraine, and we were placed in Salt Lake City. I was eight years old, so I sort of we started all over at that point. But I was always interested in school, always interested in big achievements, trying to bite off a lot since I was a child and I began to think about law as this tool of change and this tool of impact. And my six year plan included becoming a partner in a big law firm, running for office, being a senator, being a chief justice and then retiring to teach math at the age of 60. So I feel like high school math is when we lose most people in that particular discipline. So it was a weaving together of all the things I liked, which was government and policy and law practice and helping people. And I got to law school. I graduated college at 20 and I got I went straight to law school, and my first semester, I got my first writing assignment back, and I thought, Man, I am not naturally good at this, which means this entire plan falls apart. I have since told this story to many law students to remind them that they're not supposed to be naturally good at law school. Law school would be very boring if you showed up, and you were naturally good at that. And so I almost quit law school my first semester, my dean of students convinced me to stay. And having gone to Yale, it's a very non traditional kind of learning environment, we have only one required semester. And so I started asking the question, What should I do with this very expensive investment, and how should I that make the most of this experience? So I took classes I loved. Like one of the best classes I took was "Book of Job, Suffering and the Law." I took classes on the theory of money from the business school. I took some Russian classes just to see what it would be like as a native speaker and that kind of college environment. So I had a chance to take doctrinal classes. But I really explored during the remainder of my time, and I realized I like people, and I like helping people through points of inflection in their lives. And so trust and estates was really appealing. I knew that I would get very burned out if I went down the corporate or a litigation route. So I was trying to create some boundaries for myself for success, and I wanted to try the big law kind of experience. And so I chose a law firm specifically that had a large Trust and Estates department across a variety of offices, where I thought I would get pretty sophisticated experience, and I did, but I was very much more compelled toward the finance side of things. I was reading The Wall Street Journal every day, and so a recruiter called me and asked, you know, "Do you want to do tax?" And I love tax in law school. And so I went to corporate tax to do international tax structuring, mostly for hedge funds, at the boom of the market, and then the bust of the market hit, and I was able to I had a choice, right? Did I want to continue practicing, or did I want to explore all these ideas that were coming up for me? And I decided, let's explore. Because I loved I looked at a law firm from the perspective of, how does a law firm operate? How do we deliver legal services? How do we train lawyers? How do we do business development? How do these really smart people not always use their intellect on the operations of their profession? And so... The eternal question for lawyers, yeah. Right, and I was a young associate, I liked, I liked the how the parts moved together, but I didn't understand them well enough, and I didn't have enough context. And so I really took the first break of my life, when I was 27 to ask, What should I do with my life? What do I want to do? Versus I created a list that would impress people in my own mind, of the things I should be doing in my career. And that's a hard question. I think many of us don't get to until there's a fork in the road in our lives, or a big thing happens where we have to ask ourselves that hard question. And so I started making lists, I started reading books, I did a lot of self inquiry, and I put together like what I wanted an ideal job to look like. And then a little bit later, I see this opportunity, a practical law company, which is a legal know how company to help lawyers understand how to navigate their practice areas at all kinds of levels and in all practice groups. And it was to be a liaison

with all of the top law firms on how they structure their learning programs. I thought, This sounds really cool, right? I get to work with all these different firms. I get to wear different hats. Had never been in a startup in my life. Didn't know what that meant. Didn't know what legal Tech was really and I came in, and I just it was like a breath of fresh air. I felt completely liberated, completely anew, so much autonomy, so much responsibility, right? So much creativity and cultivating relationships. And when I was there, I wore a bunch of different hats, from business development to building a sales enablement engine to running our law firm marketing vertical, to speaking on panels about knowledge management, professional development, and how law firms operate. So I mean a very quick turn. You know, if you look at 2009 when I stopped practicing, to 2010 where I was talking about these topics, and was now gaining expertise around it, and really lovely to see how like what the patterns are across law firms. How do different firms operate? You know, including your own. You know, I got to work with with Seyfarth on a lot of legal project management workshops with the ACC and seeing how in house departments and law firms are thinking about their joint relationships and what tools and strategies they can use. So it gave me this 50,000 foot view of the profession very early on, and I got the bug.

Steve Poor

I want to keep going, because I find this fascinating. But this 50,000 foot view, what were the common things you found that law firms were consistently doing, or should be doing, that you could say this is common to all, to all big law firms, and where were the areas of divergence?

Anastasia Boyko

I think most law firms don't do a great job of choosing the right talent that's going to stay and then developing that talent and really investing in it. So having been in a lot of different organizations now, some in law, some outside of law, there's ample research on how we manage human talent and how we optimize people's talent. And in law firms, we tend to look at a certain subset of law schools where we recruit from as a proxy for competence, right? So prestige becomes a proxy for competence, even though many of the T 14 law schools, including my own, have a low retention rate in big law, and that's not really considered oftentimes, because we want the prestige of it. And so once folks come in, there's a lot of talk during the recruiting process around recruiting and mentorship. And then what I've seen, and what I've heard over the last 20 years is that it's actually pretty capricious, you know, if like, if you are lucky enough to work in a department for a partner or a senior associate in an office where you are taken in and trained and brought to different interactions with clients and really methodically and intentionally brought up to speed in your practice area. That is rare, which is interesting because we're hiring subject matter experts in a professional services industry, but we still haven't really gotten the training model right, and so there are so many opportunities with technology, tools and AI and rethinking how we could get this right for an industry that has continuously failed to get this part right, even as they've hired very talented professional development folks who come from inside law practice and outside law practice who really understand how we get people steeped in this and ready to take on clients.

Steve Poor

So let's pull on that thread a little bit. I agree with everything you just said, and let's put aside those people that are fortunate enough, or have that stroke of good fortune to get a true mentor and get a true senior attorney who's taken them under their wings and makes it the true apprenticeship that law firm

practice has always been. And go to the 90% of people who--I'll oversimplify this--but the training seems to be throwing a bunch of work at them of file review or document review or due diligence or whatever, and assume that by osmosis and time in grade they're going to grow the skills needed to be successful in a world of AI where those tasks are being I don't think that's a good proxy for training to begin with, but as that work goes away, as AI begins to take over, how do you see law firms and legal education changing to adapt to this new world of technology?

Anastasia Boyko

I think where we're going to end up, because there's been a constant tension between who's responsible for training young lawyers, is it law schools? Is it law firms? And the fingers point back and forth, and I've perpetually said that it's both it needs to be a partnership. I think what's happened now is that onus has very much landed on the student and the young lawyer to find the kinds of resources that they need, seek out teachers, whether they're inside their institutions or online, and be really curious about different tools that are available. Understand context, understand why they're learning, what they're learning. Where should they find that? You know, I think in many ways, part of the challenge that we have in training lawyers is it's a it's a reactionary approach and like, let's do it the way we've always done it. You know, one thing that really struck me when I was talking to all of these both like lawyers and professional development folks, when I was a practical law is how many of the lawyers just said we always had to do it this way, right? So I suffered, therefore they're going to learn the way that I learned. And my constant refrain was that you're throwing someone into a cave and you're letting them stumble all over these places when you have a flashlight, right? Like you have the ability to light the path forward and tell them to watch out for different things, they still are going to learn how to navigate the cave. It is a challenging process, but you shouldn't make them suffer in the process, because you have to suffer in the process. Like there isn't valor in that, and there is a way to teach people with empathy and kindness, and so I don't know if we're ever going to get to that point. You know, once we study the research on how lawyers are as managers and the challenges of the personalities of the lawyer, I don't think we're going to get to a place where they learn how to do this. I think what's going to end up happening, both within legal education and within law firm training, is law students are going to seek out some really great resources. And the law students and young lawyers who are particularly curious and thoughtful and entrepreneurial, they will get a lot of knowledge fast, because they're willing to seek that out and ask good questions to get good at these things through iteration. I think that's sort of the direction that we're going. It's a very just in time kind of training model.

Steve Poor

That makes sense to me, and I love the flashlight-cave analogy. That's the perfect description.

Anastasia Boyko

Thanks. But it's a challenge, right? Because I think that that we have to look at our legal education model. So, you know, like to finish that thread like I went for practical law to the business practice management side of a law firm. And then I went to Axiom to oversee 500 in House lawyers as they were working on different projects and this flex talent kind of model. And then when the dean at my law school at Yale said, "You know, we're thinking about, how do we prepare future leaders who are going to be lawyers, and lawyers writ large for a world of globalism and technology, like, what do they need in what we're offering to supplement and prepare them for what the future is?" And I think part of that is

curricular. Sure, we need some more financial literacy. We need some more emerging issues courses. We need some courses around professional skills, you know. And this could be workshops, etc. But the biggest takeaway, you know, as I've been in legal education and talked to folks who are doing innovation and legal education, legal education is we actually have to focus more on the human skills as AI takes over some of the things that can be routinized and created with efficiency. It's the relationship skills, it's judgment, it's integrity, it's ethics, right? It's those pieces that we oftentimes put in the soft skills bucket that are actually the hard skills to teach, and they're truly the fundamental skills in the world that now becomes more automated through AI. And we've seen this in research as well, but that's a big undertaking for a legal education system that has not traditionally approached it that way or valued those skills.

Steve Poor

I think you put your finger on, you know, what is the question for legal education in the future. It's "Who trains on those skills? How do you develop those skills and people?" I mean, it's one thing to say, AI is going to free people up to operate at the top of their license, and it's going to give the chance to exercise wisdom and judgment and all. All those kind of things. But in the profession, people have developed that almost by osmosis over time, by watching other people, by simply maturing. And it's not going to happen that way going forward. So how do you teach those skills, either in a law school environment or in a law firm environment?

Anastasia Boyko

I think there are some practical approaches. You know, I had a list of because when I went to Yale, I was sort of starting from scratch, building out a blueprint, fundraising, an endowment for the program, thinking about what curricular offerings look like, and who would teach those what the workshops look like. So to me, part of it is, you know, like you have to start from a point of understanding who you are, right? Like, what is your baseline point? And we don't spend a lot of time helping law students figure out who they are. I mean, I was 20 years old. I had no idea who I was. I had these proxies for success, but I didn't really fully understand who I was. What are my unique skills? How do those connect to my passions, and how does that connect to something that I want to do for money, for work? And so helping law students, first and foremost, understand who they are. How do they view the world? How do they perceive information? How do they interact with other people? What are their blind spots? How do they figure out their blind spots? Right? What are they predisposed to? And there are various ways of doing that. We have plenty of personality assessments. I love the strengths finder assessment. I think it's a uniquely good one for lawyers, because it helps you focus on what you're naturally good at, and helps you understand the blind spots of your strengths so that you can play to your strengths, versus being scrupulous, like we tend to be a bit cynical and skeptical and looking at what am I not good at? You know, I think we should, we should look at the glass half full piece of it on our strengths. And so once you have a sense of, you know, what am I good at, and maybe I'm really good at organizing information, but I'm not as good at working interrelationally with other people, and so I can still work on the margins of that interrelational piece. Understand the importance of team dynamics, but that probably means that if I'm going to work on a project, I should partner with people who have complementary skill sets. So I love the idea of doing like a teamwork training for students who are starting for their first experiential, clinical experience, right? How do I work on a team? How do I give and receive feedback, and so implementing those pieces at times when it's relevant for the student

experience, right? When students become student government leaders or student group leaders and they're having orientation, that's a great time for help them to think about, how do we do coalition advocacy? What are we focusing on? What is the strategy for our group this year? How do we get inputs from the members of the group? Right? So there are plenty of spaces within the law school experience. We can start building many of these traditional professional services, professional skills, kind of pieces that can be put around the experience during school, both experientially, and any sort of other activities that you're involved with. I think there's a huge opportunity to do the same thing during the summer associate experience really understanding, how does a law firm operate? What am I here to do? Where do I fit into all of this? What is the business model? Right? Like asking these questions that we then want to make sure students are thinking about as they're servicing clients as well, right? So I think there's a way to build these in at different inflection points for lawyers, and I do think they're teachable. One thing that I had done at Yale was, was start a new lawyers as leaders. Course, there was an interest from the students, and they wanted it for credit. And I thought, Let's build it from scratch. And I, you know, I didn't really have a blueprint for it, but I thought, what if I bring in VIPs, who are alums, to talk about their leadership journeys, talk about how they got here, what happened along the way? Because oftentimes what happens is someone super important comes and talks to a big lecture hall, and all we do is we walk through their resume. We don't talk about places that weren't great. We don't talk about failures. We don't talk about challenges, right? We don't discuss the hard, meaty stuff, which is what people really want to get to and so I would pre interview them, and I would share their bios with the students, and then when they got to talk to the students off the record, the students got to ask them really hard questions, right? Like, how did you balance starting a family and being able to work in this high demand environment. How did you think about managing people? And you've never managed people before. How are you in a situation where you have to make a really difficult decision between ethics and profit? You know, like there's a lot of demands on lawyers. We are very much at the crossroads of moral and ethical and legal issues. And so those were the really interesting conversations, and we walk through the various kinds of like leadership competencies that I think very much align with emotional intelligence competencies, things like integrity, right, and passion and judgment. So trying to explain what those are is hard in a very pedagogical way. But if you walk through human examples, and then we would have speakers, then we'd stop for a workshop, and the students would talk to each other through these things. It really created an incredible bonding for them. So one of the things that we oftentimes hear on the legal education side is sometimes law school classes can get fractured and there's tension, and there's more and more divisiveness of viewpoints, and it's hard to come to the middle and have a conversation. And I found that creating a class that, by nature, has created emotional safety from the principles that Google has taught us and McKinsey has taught us and helping students understand those, they understood each other, and they started building a lot of the emotional muscle that they maybe didn't have as much of when they first came into law school.

Steve Poor

Was that well received by the students?

Anastasia Boyko

The students loved it. I mean, I wasn't sure how it was gonna go, but at the end of it, they said it was the best class that they had had in law school. It was the most connected they felt to their classmates in

law school. You know, I think especially for the cohort at YLS, they're very much told that you're going to be leaders and you are going to be in positions of power and making huge decisions, but nobody tells you how, like nobody tells you how to become a good leader and how to think about the decisions that you're making. One of the things that we had added to the curricular offerings for the program was an ethical decision making course, a seminar for students who maybe wanted to go to in house or lead in nonprofits or lead in firms, and a seasoned alum who had had experience in that would lead the students through a lot of ethical decision making that would oftentimes come up, and they'd have different speakers come and talk, right? So it creates a cohort of students. It creates a natural mentor in the professor and the speakers who are coming. And so I think that's what students are really hungry for is the meat of how do I do this job? How do I make these hard decisions? I'm now going to graduate and be someone that has a fiduciary obligation, right, an ethical, regulatory obligation, and I'm just really smart, and I've been doing well through school, but now people are relying on me, and I've got liability. And how do I understand the subject matter of what I'm doing and also understand how to communicate well in an organization? How do I understand about how to be effective? Which is what I think leadership development training is. It's that stuff that I think is very daunting for young adults as they're entering the profession that may not be as so for students who might be later stage law students,

Steve Poor

All of which makes complete sense and seems like the right way to go. Has it gotten traction in the legal education space?

Anastasia Boyko

So this is my thoughts on change management. So I love thinking about operational design and change management within our profession. I think that you have to have all the right people at the right time to have monumental change. I think you can set up structures that can endure with watering over time. But organizations need leaders who are willing to support programs like this and put their political capital behind it. They need to be able to have the funding to have people who will push these things forward. And one of the things I did after I left Yale was talk to a lot of different law schools about their programs. I found individuals who were leading the charge within law schools, oftentimes folks who are doing innovation projects or entrepreneurship projects or well being or professional identity formation projects. For me, the benefit as at Yale, like I had the large umbrella that was all of it. And so as I talk to other people who are running clinics or initiatives, I realized there's always someone who is doing this really hard work, but for it to really be embedded and successful, you need the entire institution to be bought in. You need your administration to be bought in. You need your faculty to be bought in. And at the same time, when you create projects like this time and time again, every person to a person who I've spoken to, the students, are so grateful for it. Whether you have a dozen students a semester or whether you have 100 students who go through it every single year, each one of those students has such an AHA awakening doing something in a model that doesn't traditionally teach in that way, whether it's learning technology, whether it's learning how to do client service through like an entrepreneurship clinic where they're interacting with clients, all of them are super excited to have the opportunity. So I think the question becomes like, what is success? And I think those programs will vary institution by institution.

Steve Poor

Absolutely. You talk about difficulty of driving change. Law school professors are probably the most difficult to drive change in in the profession. So it's it's possible, but...

Anastasia Boyko

Yeah, I laugh because it's possible, in the sense that I'm always someone who finds a way around and through. So part of what I learned when I started doing startups, but also in my entire journey, like the effort it takes to go from a refugee to a Yale Law School grad is learning ways around systems that weren't built for you, like most of these systems were not built for me, but I figured out how to get the resources to get to my end result. And I think for many people who I've talked to, who have built incredible programs across legal education in this country, they found a way to get there, right? They found a champion, whether it's in a faculty member who's willing to sponsor a particular center or clinic, or they found a donor who's willing to support that effort. There is a way, there is always a way, to create programs that are resonant. They don't have to go through a full faculty vote on every single one. So if you're thinking about something, whether you're a law professor or you're in the administration, just start. The students are very, very hungry for it, and they don't care whether it's an official center or whether it's an official fellowship, you know, for them, they really just want the meat of the resources and the insights and the education that you're providing,

Steve Poor

Absolutely. Let's talk about your current endeavor, your legal futurist at Filevine.

Anastasia Boyko

Yes.

Steve Poor

What is a legal futurist?

Anastasia Boyko

Well, I think what's fun with this role is for us, we're very much a skunkworks team inside an established legal tech player. I mean, filevine has been around for 10 years. They do case and matter management, oftentimes with litigation firms. And what's neat is our futurist team starts to think about, what does the industry need? Where is it going? Where could we create and incubate new products? And so the team that I joined had already created a phenomenal product with the immigration AI is very much like a turbo tax for immigration law, you had my fabulous colleague, Emily Lippincott on your podcast.

Steve Poor

I did. She was great.

Anastasia Boyko

She is. We are twins, and it's been a fantastic partnership to be able to work directly with her. And now we're building a new product, you know, and we'll be able to share more about it later. But what's neat is I get to take my 20 years of experience within the entire profession, right from practice to vendors to

learning, knowledge management, business development, practice management in house, lawyer management in house, relationships, legal education. And now think about like, where is the opportunity within the market? I think we probably focus too much when we think about AI on front end, lawyer recreation and legal services delivery, and there is so much in our system that is ripe for disruption in a positive way, to create efficiency and unburden lawyers that is in the middle and back office. You're seeing it across the board in professional development. You're seeing it in business development. You're seeing it in other parts of law firm operations. Lawyers generally have shied away from getting deep in those things, but they still want to oversee it. I think that AI can provide a great deal of transparency and provide a lot of data and how lawyers operate their firms and who they partner with within their organization to deliver legal services. And I think what legal services are is going to change over time. It's to me, when I was at Practical Law, we were selling know how to lawyers and know how is just knowing how to do something. How do I do an LLC agreement? Why is it structured this way? What does the checklist look like? Why would I approach these drafting provisions in this way? That's not legal advice. That's know how it's what you get from experience, and so that's information. And then on this other side is advice and counsel, which is regulated. And so I think very much this line of unauthorized practice of law is changing because we're redefining what legal services are and in some ways, right, you can imagine a world where lawyers are providing insights around the industries and the practices that they're in. So if I do a specific kind of PEM&A, and I've seen a certain kind of transaction over and over industry, I now have insight that I can provide to clients, and they want to come to me because I have that insight. And so I think we're going to see a real opening up of what lawyers can do and should be doing that's really value add work that whole conversation, like I was in the alternative fees conversation since 2009 so thinking about what is value add as a lawyer, and what are legal services, and what should legal services organizations be providing to their paid clients and their direct legal services clients on the nonprofit side. Those are the fun questions that I'm excited about.

Steve Poor

Those are great questions. One of the, I think, interesting developments is the legal work moving across functions, and the integration of the legal, the business, the tech. What are the barriers to that? And how do you break them down?

Anastasia Boyko

So I think the biggest barriers is getting lawyers to start dreaming and using their imaginations and being creative. I think when you put people through a system where they're told to think only one way, it takes a long time to undo that. I've had so many folks who I've talked to, who started who said, you know, "I came to law school with big ideas, big dreams. I thought the law was this big tool of change. I got to law school, I saw I was a really circumscribed, somewhat broken tool of change. I began to get cynical. I began to go down this road of this is the only way we can do things. And it took me 10 to 15 years to rework that kind of attitude." And these are people who had become entrepreneurs, right? These people who may have started practicing, but like pivoted somewhere else and so had the courage to ask them to solve these questions. I think for many lawyers who have been in the profession, they continue to get more and more and more narrow, and it's harder and harder and harder to widen out and look at what's happening in your profession. Like I oftentimes forget that I have the unique position of having Goldilocks through all of it, and have seen it and worn many hats so I can

look at the entire field and understand all the different plays that are being played during the game. Many people have played the same playbook in the same kind of game, in the same division for a very long time. And so I think the biggest challenge of changing how we organize legal services and cross functional support and brand new services we haven't even thought of yet is getting lawyers to get out of that very entrenched thinking about what their job is, what value they provide, and how that can be done to the benefit of their client.

Steve Poor

No, absolutely, given that you have this perspective, this experience, I'm sure you get people who are interested in thinking about going to law school, who come to you and say, give me advice about, should I go to law school? If so, what? What are the careers look like? Because it's a very different matrix of opportunities coming out of law school than it was certainly when I came out of law school. What kind of advice do you have people trying to navigate this world as they're writing...As they are writing their 60 year plan?

Anastasia Boyko

So I've been told that I'm the wrong person to ask this, because I went to, you know, a Hogwarts law school where our alums do a lot of different things and sort of where they are placed in the prestige pecking order, we get a lot of different choices...

Steve Poor

But don't you think and I agree with that, I mean, and Yale certainly has, along with some of the other schools historically, provided a broad background of opportunities for people? But as the industry has changed and broadness tech has come in as alternative service providers have come in, etc, there are more opportunities to shape your career, even if you didn't go to an Ivy League school, than there ever have before. So I actually think your experience at the Hogwarts of law schools has broader applicability than it probably ever has before.

Anastasia Boyko

So I think so too. You know, I love the law school model idea, although I had a terrible law school experience, which is funny, because folks, right? You you love Yale Law School, and you always talk about how great law school is. I myself had a very difficult law school experience, and wouldn't rate it highly, but I learned a lot, and I grew a lot, and I have a lot of respect for the experience, and what I've learned in my own Goldilocks journey is you can literally do whatever you want outside of law school, like after you graduate, and it's a function of getting to know yourself and getting really curious about what kind of problems you want to solve. I still believe that law school is fundamentally a problem solving thinking degree you go to learn to think logically, to take problems and pull them apart and put them in order. You learn how to communicate persuasively, both through written and oral argument. This is a skill set, the critical thinking skill set, the problem solving skill set, is what everyone is saying is going to be the needed thing in a world of technology and a world of AI. So I would encourage everybody to go to law school. I would encourage everybody to spend a long time preparing on the necessary tests they have to take. I think there's a little bit of impatience when folks are taking their tests and they don't practice as much. These are learnable tests. Try to practice for them. I had a huge gain for my first practice test, my final test. And having a higher score gets you an opportunity to weigh

more law schools, to look at, to get make a decision for the right fit for you. But I think when you're in law school, really begin to undertake that journey of who you are, what problems you want to solve, and where can you solve those problems in the law. You can go straight into a law practice direction, which many folks do. I think it's good to try it out at the beginning, but don't let that distract you from the length of your career and all the different things that you can do along that path. So yeah, I mean, I think, like, looking back, I probably should have started at McKinsey, because I, like, probably because I like problem solving. I like management consulting. I like talent management people ops and so they're consulting firms. They're amazing legal tech players who are hiring directly out of law school. So look up those legal tech players. See if they have internships, look to see if there are any alumni in your alumni network who work at interesting places and reach out to them and figure out what opportunities exist during your internships. There are plenty of businesses you could start. Spend time at the business school, wherever you are, if there's a business school at your law school, and get involved in cross functional programs to learn more there. You're getting a suite of skills, and as you build those suite of skills, you get to decide where you want to apply those skills. And I think many law students default to I don't want to think about the 100 options I have. I want to focus on these three that I've already been told about, that I know how to go down these pathways, but we have so many opportunities. You just have to break out of the matrix a little bit and start having conversations with folks and be really honest and proud of yourself and what you want to do and not get bogged down by the pressures of what your classmates are doing. Because now, 20 years down the road, I've got classmates reaching out to me, asking me how they can pivot, how they can think about building something that's going to be a lot more fulfilling. All of us reach a point of, is there something else? What else should I do? You have a lot more time to practice and explore at the beginning of your career than you do later in your career. But I do not regret the skills that I built in law school, and I think that they've taken me through a career across business, across technology, across law practice, across education in ways that nothing else would have prepared me.

Steve Poor

It's been an amazing career, and I know we've run over our time, and I want to be respectful of your time. But let me ask you one last question: asking someone who's done a 60 year plan and writes out all what's next?

Anastasia Boyko

What's next? You know, I've got this really strong pull toward a completely different pivot. And I was sitting down with my favorite former boss, and I was telling him that my mind likes to do a certain set of really hard problem solving questions. My heart really likes helping people. So I love helping people through transformation, through inflection points, which, of course, is full circle to my trust, mistakes, days, right? I've been through the fire many times. I feel like I've had nine lives, and I've reinvented myself over and over again. And what I've learned from that experience is, if you have your own back like you will survive. Almost everything is survivable. You can have no money in your bank account, you can get divorced, you can end an entire career. You will come back, if you have the willingness to come back. And so I think what is calling my name and some future iteration is helping people through transformation to get to the lives that they want to live.

Steve Poor

Well, you'd be amazing at that. That would be incredible.

Anastasia Boyko

Thank you.

Steve Poor

Anastasia, thank you so much for your time. It's been an incredible conversation. You've had the most amazing career, and it's hardly over. Got a long run way ahead of yourself to do great things. Thank you for your time.

Anastasia Boyko

I appreciate it. It was really nice to chat with you.

Steve Poor

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