

Pioneers and Pathfinders: Farrah Pepper

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Steve Poor

Today, on Pioneers and Pathfinders, I'm joined by Farrah Pepper, Chief Legal Innovation Counsel at Marsh McLennan—and a true force in the world of legal innovation. Farrah has built a career at the intersection of law, technology, and strategy, from founding Gibson Dunn's Global eDiscovery practice to leading GE's Discovery Center of Excellence to shaping the future of legal innovation at Marshall McLennan. She also plays a key role in legal data intelligence, helping professionals unlock the power of legal data to solve real-world challenges.

In our conversation, Farrah shares what drives her boundless energy, how to build community in the legal tech space, and why the design phase is critical to innovation. We also talk about the importance of leadership support and the lessons she's learned along the way. Farrah was thoughtful and inspiring, so don't miss an episode with one of the leading voices in legal transformation. And now, here's the conversation. Thanks for listening.

Farrah, thank you so much for making the time to talk to me today.

Farrah Pepper

Oh, I'm so excited. This has been a long time in the making.

Steve Poor

It has been, it has been. Thank you. I know how busy you are. Just looking at all the things you do, from Marsh McLennan to Legal Data Intelligence, when do you find time to sleep?

Farrah Pepper

Well, luckily I'm a person with great reserves of energy. I'm a little bit of an Energizer Bunny, so I get excited by doing lots of things and engaging with people and that keeps me going.

Steve Poor

There you go. Well, you've built such a fascinating career. From Gibson Dunn to GE to Marsh McLennan to CLOC. Yeah, I could go on and on and we will. I know this wasn't the career you anticipated when you went to law school because there was no such career path when you went to law school. As you look back on it, what was the path that took you to this intersection of innovation, technology, data, legal operations that you're so magnificent in today?

Farrah Pepper

Well, you know, thanks for teeing that up. I did not envision this and I couldn't have. There really was in a path like this, like you said, back in the day. And so I thought that I was going to be a litigator forever. So I went to law school. And as one does graduated and looked for my first role and ended up at a wonderful big law firm, Gibson Dunn.

Steve Poor

A great law firm.

Farrah Pepper

Yep, still to this day, big fan and, you know, started my career there. You had, you had. I'll put it in quotation marks, "choices." You could be a litigation associate. You could be a corporate associate, or if you were really crazy, you could go off the beaten path and be real estate or tax. And that was basically it. You had those buckets.

Steve Poor

That's I remember those days, yeah.

Farrah Pepper

And so I came in with an affinity for litigation. I knew that was the path I wanted to follow. I'm a lover of words and justice, and I have a passion for getting to the right outcome. So I thought litigation that's got to be the path for me. So that's how I got started. And pretty early on in my career, I figured out that there was a big disconnect between what people imagined as the life of the litigator and the reality. And of course, where did you find yourself? Knee deep what was then boxes, literal boxes of documents. Then in paper, where you had to do discovery. That was the beating heart of litigation.

Steve Poor

I remember those days not fondly, but I remember them.

Farrah Pepper

When I say. That can you still feel the paper cuts?

Steve Poor

I can still feel the paper cups that I could still feel the exercise of my arm as I Bates stamped documents.

Farrah Pepper

That's right, people don't know. It's like the ancient texts are being lost. People don't know that a bait stamp was actually a device that stamped numbers made by a Mr. Bates.

Steve Poor

The Bates Manufacturing Company, I suspect.

Farrah Pepper

So so found myself, you know, in data galore, which was then still largely paper. But it was right at the cusp. I think a lot of time career journeys are a mixture of let's hope skill, but also timing and luck. And so the timing and luck for me was right when I was coming up in this world. It was also at the time that people were realizing there's this whole great ocean of electronic data that needed to be dealt with and not everyone understood what to do with it. And most people didn't want to know. They were very happy in a paper world. They didn't want to learn new tricks. So as a fairly junior associate, I started to realize this is an area where I could grow my expertise. And not only was it a wide open playing field, but it was something I really enjoy. I like that nexus of uncertainty and technology and I always say if you're good at discovery, you're also a part time therapists and psychologists because a lot of it is about getting people to do things and so took all of that. And Gibson Dunn was great. I came to them and made a pitch and said I think we need--at first--a task force. And then it turned into a practice group and the firm was incredibly supportive and said, you know what, there's a need here. Our clients need this. Let's develop it. Let's see what you can do.

Steve Poor

That's awesome.

Farrah Pepper

Yeah, it was. I give them so much credit because it was myself and a handful of other like-minded folks in the firm who said let's really try to do this as a discipline in the practice for our clients. So I was happily chugging away doing that within Gibson Dunn, and then got my first cold call for a client role which was at GE. And I thought I was going to stay in a law firm forever doing what I was doing and didn't even realize there was this whole other side. And I've been there ever since on the client side. So my first call was from GE, went there to become their first Global Discovery Council, because as evolved as the firms were trying to get, the clients were a step ahead and they said we don't want to pay a lot of different firms to do a lot of different things and a lot of disorganized or inefficient ways. We want to own this internally. So that was really cool. I got to go in-house and build the GE Discovery Center of Excellence, which sounds very grandiose, and it was so much fun. It was basically taking people, process, tech and making it work for a mega corporation, so that was tremendous and that took me a long way because I started out from being a baby litigator to being an in-house specialist, which right out of the gate is not something that I predicted.

Steve Poor

Very few people do when they go to law school.

Farrah Pepper

Yeah, absolutely. And then it continued from there. So built that team up at GE and then had my grand realization. I'll call it my Legal Data Intelligence realization well before that organization existed because that only launched in the last year, but the realization was if you're someone who's good at people, process, tech, you can solve almost any problem that a modern legal department is facing today, but if you get siloed in one area, be it discovery or operations or whatever it may be, you don't always get a chance to be up at that and to take all those skills and tools and relationships and things that you had and bring them to solving problems for the whole department. So when I got the call from Marsh McLennan asking me if I wanted to come over and do what I did at GE, which was be Global Discovery Council. I had a counter proposal. I said, well, what's really interesting me now is something bigger, and I described the role I have to this day, which is chief Legal Innovation Council, where discoveries just part of it, that's just part of what we do. But we're taking a look at people, process tech writ large for the whole department and that has been really fun. And I looked at the calendar before we spoke and believe it or not, it's been 7 years since I joined Marsh McLennan. And it feels like it's gone by in the blink of an eye.

Steve Poor

Time has a way of doing that, doesn't it?

Farrah Pepper

It does. It does indeed.

Steve Poor

One of the things is I, as I listen to you, talk about your path and as I sort of look at it from the outside, whether it's a GE or Marsh or legal intelligence or CLOC, one of the hallmarks of your career and correct me if I'm wrong because I don't mean to put my spin on your life is this building of communities, this creation of maybe not physical space, but a safe space for people to come together and solve problems collaboratively. Do I have that, right?

Farrah Pepper

Oh wow, I love how you put that and it's making my heart sing because I'm not sure I even thought about it that way. But yes, I've always been a big believer in community. I love finding like minded kindred spirits who do things for the greater good, and that's been a hallmark of things I've done. I've done things certainly that pay the bills. I have my day job. But I'm also a big believer in giving back, and that's how I've gotten involved in a lot of these groups and organizations in our ecosystem, which I volunteer my time to.

Steve Poor

And community to me means something a little bit more than building a team. It means people not necessarily voluntarily, because sometimes people do it for a paycheck, but people who come together because they share a passion, they share an interest. It's not just about taking a job and working well with others. It's about wanting to do something that benefits the company, the community, society, whatever it may be. Do you feel the same way? Or do you see it differently?

Farrah Pepper

I see it exactly the same way. I look back at my career, and sometimes you only see trends in hindsight and what has kept me energized and excited about the work I'm doing is I kept finding and helping to build and foster those communities. In the early days of discovery, there was really nothing quite like it. It was so many smart, capable people grappling with these. What seemed like big, insurmountable issues and really helping each other. You saw people working across the ecosystem, across different companies, just helping each other to solve these problems for the greater good. I love that energy. It persists until today. But I've been lucky enough to dip my toe into different communities, different pools, if you will. And so, I've more recently got involved in. The legal operations community, which is another amazing group of professionals trying to solve these intractable problems. And then...

Steve Poor

Hang on a second. You've gotten more than getting involved. You're on the board of Directors of CLOC for goodness sake.

Farrah Pepper

Oh well, no. Well, I've had the privilege of holding multiple leadership roles and CLOC over the years. I was for several years the leader or co-chair of the New York chapter.

Steve Poor

That's more than dipping your tongue with into it.

Farrah Pepper

And most recently, I served as a board member and the Vice President of CLOC for four years on the board and a couple of years as VP, I actually just rolled off in December. And so I'm looking forward to seeing the next generation of CLOC leaders pick up that mantle and run with it. And of course, I'll be there cheering them on and supporting them.

Steve Poor

It's been a not to segue into a different topic because I want to come back to what we are talking about, but just as an aside, the growth of CLOC has been amazing. It

reflects the growth of the legal operations profession, which I don't know when CLOC was founded.

Farrah Pepper

It's the 10 year anniversary this year.

Steve Poor

Oh, ten years. Time does fly. To see the growth in the profession and the increased sophistication of the people in it has been amazing. You've seen it from the front row. Has it been as amazing to you as it has been for those of us from the outside?

Farrah Pepper

Oh, absolutely. You know the lore of CLOC is that it started as a book club on the West Coast with a few like minded people getting together and trying to solve problems. And today thousands of members around the globe and more and more roles and departments. It's amazing for those who are joining the profession now. I love the fact that they don't know a world in which legal operations, professionals, and teams aren't just embedded in the fabric of a legal department, but that was a progression. It was an idea, and something that really took hold over the last decade-plus. So yes, it has been fantastic to see that growth and I'm really looking forward. You know, the big annual. CLOC Global Institute is coming up in May in Las Vegas, and that's the 10-year celebration. And it's just so special to be part of that. To go from something that was this little seedling and now a massive celebration for thousands of people at once.

Steve Poor

Yeah, it's going to be awesome. CLOC in Vegas is always a unique and powerful event.

Farrah Pepper

It is indeed, and this year there's a special community party featuring a recording star. I don't know if you're familiar with the works of Flo Rida, but he will be performing.

Steve Poor

Oh Florida. Oh yes.

Farrah Pepper

Yeah. And so that should be a blast, right? To just have this joyful gathering for the whole community and I'm sure everyone will want to, you know, get low.

Steve Poor

I'm sure they will. I'm sure they will. Let's talk a little bit about Legal Data Intelligence, because you've got so many ventures going on. I hate to say it's your newest one, but it is one of the newer ventures. Tell us a little bit about that.

Farrah Pepper

So Legal Data Intelligence that you know is something that I was fortunate to be involved with since the beginning. It started out again. Another one of those little seedlings of an idea from about 20 or so industry folks from different types of organizations, in-house folks, law firms, providers who were starting to realize what I was feeling during my time at GE, which is there's a lot of applications for this kind of technology and solutions that we've been building in different areas that span lots of different. Areas. And there should be equal recognition of that. There should be lingo that expresses that so both professionals don't get pigeonholed and companies are getting the full value of their investment in this people, process, tech. So the idea was, could we find a way to create common use cases, common lingo, ways of expressing that value that would just help up-level the entire industry? And that's where Legal Data Intelligence came from. So what's really nifty about it is it's given people a way to talk about something that they had been feeling if they practiced in this space but didn't have a way of expressing. It actually went live. I was so thrilled to be a part of the launch last year. It happened at the CLOC Global Institute last year, where we had the public reveal of Legal Data Intelligence. We called it the birthday party for the organization, and in that year, there's going to be the one-year birthday coming up in May. We have seen different companies and professionals add Legal Data Intelligence to their title, to their team name, to talk about being a Legal Data Intelligence practitioner, to having lots of different use case visualized. I don't know if you've had a chance to check out the website, but it's just beautiful.

Steve Poor

I have it. It's a beautifully designed website. I don't know who did it for you, but offline, you'll have to tell me because it's fabulous.

Farrah Pepper

Well, I'm happy to give credit where credit is due. It is not my work. I am not that brilliant of a designer, but there is a team volunteering at relatively to provide the social media and website support for Legal Data Intelligence and it's been fantastic. The level of support that they've given just because they believe in the mission. And the message. So yes. So LDI, as we call it in short form has been terrific because it's opened up a whole new layer of conversation for people about where their teams can go, where their profession is going, where their own personal professional development can go. And at the end of the day, I love the idea that we're all lifting each other up.

Steve Poor

It's sort of a crowdsourcing concept, isn't it?

Farrah Pepper

It is.

Steve Poor

Most of these people are volunteers. They're making a contribution. It's all available for people to use, to build on, to grow.

Farrah Pepper

100% crowdsourcing. It's a community effort, so it started out with about those 20 as we call them the LDI founders. But new this year in January, we launched a program called the LDI Architects. So these are volunteers who broke off into working groups and are developing all sorts of work product that the community can then read, react to, comment on so you're dead on. This really is a community based project.

Steve Poor

That's awesome. That's awesome. Let's go back to 2019. You started the LIT Lab.

Farrah Pepper

That's.

Steve Poor

Right at Marsh McLennan, I think we'll see some commonality in terms of themes approaching this, but tell us about the LIT Lab.

Farrah Pepper

Well, the LIT Lab is what my team at Marsh McLennan, which is the lit team, stands for "legal, innovation, and technology," has branded all of our. Efforts to bring new cool stuff into the company for the legal team.

Steve Poor

Ohh, you're getting technical on us now.

Farrah Pepper

Ohh yeah, you know I well look, we're amongst polite company, so I'll keep it clean. But you cool stuff, right? So we use that model to go out to our colleagues to listen we listen a lot in the first instance to hear what they're really saying and to read between the lines to hear where there might be frustrations, pain points every time someone says, "I wish," that's music to our ears, because that means there's a real need, a real desire to change something. And then we take that into our LIT Lab program. And we try to figure out can we match make, do we have a solution? And already can we build the solution?

Do we need to source a solution? What's something that we can take from just a wish or a hope and turn it into something that's going to benefit our entire legal team—and quick note about the legal team about at Marsh McLennan, it's a fantastic team. It's pretty big. We have, you know, over 600 professionals globally. We operate in many countries around the globe. So when we're looking. That cool new stuff to bring in, the more it can help around the globe, the better. We're not looking for highly regionalized or specific solutions, though sometimes that needs to come to bear. We're looking for things that our whole team can lean into and get value out of. So I like to say for us the LIT Lab, it's not so much a physical location as it is a place in our hearts, but it's created a really good set of language points and common understanding. So our colleagues, when they reach out, can say, "I have this idea? Do you think it might be a fit for the LIT Lab?" And that's just a conversation we love to have.

Steve Poor

It's an interesting dynamic within a large organization to have such a powerful creative force within it. How did you get the blessing of and? I presume it's got the support or I don't know, it could be successful without support of upper management. What was that conversation like? "Hey, I want to do this." "Sure, go for it." Was it as simple as that?

Farrah Pepper

I mean, blessedly, it was in the sense that...

Steve Poor

Really, You're kidding me now.

Farrah Pepper

Well, that's what happens when you meet visionary leaders. That's the joy of working with those who get it. So when I was first brought into the company, as I mentioned earlier, originally, what the company thought they needed was another Discovery Counsel.

Farrah Pepper

And what I offered them was something grander. This Innovation Council role, and I was very fortunate that when I described my vision for what this would be, the then General counsel, Peter Bashir, he listened very thoughtfully. It wasn't what he thought he wanted. But he could see it. I painted a picture and he could see it. And he said, you know, I like your energy. Let's try this. And that was it. That was how it began. And then a few years later, he graduated to a General Counsel role in the government. And our current general counsel came into the role, Kate Brennan and again, she has vision, and in fact, I've been working closely with her since I joined the company in her previous role, so she inherently gets that value of creativity and technology and supports what we're doing. And I can't stress, as you said, how important that is, because if you don't have that support from your senior leaders, it's quite a slog to try to get some of these

programs and things rolled out, so I feel very fortunate and I know our team's success, a big part of it, is because we're blessed with these visionary leaders.

Steve Poor

Pulling off of that for a moment, one of the keys to be able to successfully innovate is being able to take some level of risk because not every project. If every project is to be being successful in my view, you're not pushing the envelope quite hard enough. As you look at these projects that people say I wish we had this, how do you balance that risk-reward equation in deciding whether to go for it, or not?

Farrah Pepper

Well, it's a great question and one we give a lot of thought to. We actually have developed our own little set of principles when we evaluate whether something can join the program and we have dubbed them the "Pepper principles" because I love a good alliteration. And so when somebody comes with the, I wish we do look at a number of factors.

Steve Poor

That's wonderful.

Farrah Pepper

In addition to that, extensibility that global reach, which is always a plus, we're looking at some things which are basic we're looking at, is it going to save time? Is it going to save money? Those are usually the most quantifiable factors. And so where a lot of people stop. But we also look at some squishier factors: Is it going to improve quality and outcomes? And my favorite, my personal favorite is it going to increase joy of our colleagues because I firmly believe that unless people are excited and happy about what you're doing, it is very hard to bring them along. And that's our job. Our job is to make our colleagues lives better, or at least they're working lives. And so we put all that together. We score things and we think about where can we maximize the outcomes in all of these different categories.

Steve Poor

Talk to me about the joy category, because I think that's so fascinating because it's so unique, or at least the way you've described it is such a unique category. Give me an example. I'm not trying to get to anything proprietary, of course, but give me an example of a project where you thought it successfully met that criteria. And how do you know what it brings joy to people?

Farrah Pepper

Well, we have pulse conversations with people, which I think only tell part of the story because somebody could say the right words and you never know what's in their hearts.

Some of it is when you see that genuine smile or when somebody says something as they have, like, "I didn't understand what you were doing at first, but now that I've seen it and experienced it, I don't know how I could ever go back to the way it was before." Or we've had people say things like, "You have really changed the whole dynamic. On our team. Because we used to have to waste a lot of time doing this and now we do that." So I think those testimonials and that genuine smile that you get from colleagues, it's not something that you can reduce to a survey the way you can. Some other factors, I think because we stay closely aligned with our colleagues, we kind of know when they're telling us the truth. And we can sense that real palpable sense of partnership and happiness when we hit it on the head and we bring them something that they really enjoy.

Steve Poor

How much is exclusively internal to Marsh? And how much of it is perhaps co-created or co-sponsored with your providers?

Farrah Pepper

A mix. We actually really enjoy that partnership process with our provide. There's a good, relatively recent example is we were one of the first beta clients who worked with priori to develop Scout, which is now being called something else. But we know it as scout. It's the solution that they've put into the market for managing outside counsel relationships. And so, right from the beginning, I love projects like that. We had a chance to test things out, to give feedback, to shape what the ultimate product would look like and then roll it out to our colleagues. So when we did our launch of this solution, what a special thing to be able to say to my colleagues, "You're going to see something here that already reflects feedback from each of you. Because we were there during that design product and so this should reflect something that you deeply care about." And it's been a lot of fun. We love to do projects like that and frankly, as a very lean team, which we are. My team, including me is five full-time professionals. We have to partner just to get things done.

Steve Poor

Wow. As you're looking for technology solutions, do you do much co-creation or much new creation technology? Do you have those resources or is it mostly purchasing or buying as opposed to making?

Farrah Pepper

It's a mix we, you know, we're fortunate that we have a fantastic internal tech team and that includes developers and really skilled practitioners in the IT space. And so we have on certain projects partnered with that team to build things. And in other situations, we buy and in my favorite we get to do all of the above. So our portfolio right now really is a mix of all of those things because some things lend themselves to some models and others to others.

Steve Poor

So you've been incredibly successful at this, really your entire career. And I know from having lived in myself that change management to legal innovation, whatever you want, can be wearing on somebody, particularly because it's a slower process than anyone thinks it ought to be. How do you keep your energy? Are there sort of exercises or mindset shifts you rely on to stay energized and creative? Or is it just being an Energizer Bunny and just being persistent?

Farrah Pepper

Well, I wish I could tell you that I had smart, healthy practices or that I did yoga or anything. I wish I had some solution, but honestly, for me, I think it's a mix of "eyes on the prize." You know, I keep going because I know we can get to those good solutions and people. I am a people person, so when I get to go to industry gatherings and connect with people that fills up my bucket and so I really do love those connections. And I also really value you know, I have been at this for a while now, and I feel like I've collected these amazing people from the industry who I now also consider friends. So these are the people who I have on text chains. And when I need to bounce ideas off of them, that's who I go to. And having that feeling like I've been at this for a while and wow, coming out of it. Now I can see I've built strong relationships and really connected with other people who I think are some of the smartest people I've ever met. They keep me going. They keep me sharp and they keep me inspired.

Steve Poor

Through your work at Marsh, through your work at CLOC, you are on the thank the board of advisors for the TLTF Summit this past December. You're sort of at the cutting edge of legal tech and innovation. As you look down the road as you look at sort of what's next, what what's got you excited about the next big thing in legal tech.

Farrah Pepper

It's a great question. The hype right now is obviously blindingly hot for all things AI and Gen AI.

Steve Poor

And yes, thank you. You've checked the box. There's a law that says every podcast has to talk about AI, so.

Farrah Pepper

That's right, we've done it. Let's park it. So where I'm actually excited is a little more foundational. What I'm looking forward to is things transforming from point solution to true aggregation. Having that landing spot for legal teams. Where you can have an organized singular way of accessing all the tools you need and getting them embedded in truly one platform. Doing away with a lot of the killers of innovation, you know, we

have to spend a lot of time and rightfully so on things like security reviews and financial arrangements and all those other things. I am excited about a future where we can find a way to truly deliver to legal professionals everything they need in one place. Vetted, tied off without that same level of administrative concern, burden, hassle. And with a vision to tie it all together, I think the, you know, I've heard this said many times before. And I agree. The best technology is the technology. You don't know you're using. I want people to be able to do their work seamlessly in an assisted way without having all of those nuisances that can come with it today. For some reason, legal hasn't gotten there as fast as other verticals, but I don't see any reason why we can't.

Steve Poor

Other than we're dealing with lawyers, but yes, no, you're right. And what's been interesting about it to me and maybe this result of the pandemic, maybe it's a result of all the buzz and hype around AI is that there seems to be an increased willingness of people to utilize technology to solve their problems. Even if it's pre-existing technology, they come sort of saying, "Can the robots fix this for me? Well, we've been using document automation for 20 years and you haven't been willing to do it. Let's give that a go. Oh, that's cool." Have you seen as you've sort of lived through pandemics and generative AI, have you seen a mind shift change among users?

Farrah Pepper

Oh, dead on. Dead on when the pandemic happened. You know many things about it were awful. So you looked for Silver Linings and 1 silver lining. I thought. Was that? It changed peoples will. Readiness, their openness to technology because you had no choice. All. Of a sudden. Even the Luddites were learning the joys of Zoom and how to collaborate and documents and so on, so that brought the profession much closer to an actual, real discussion about technology. So that was a silver lining. And today, I actually think we may have overshot the line. Here's what I mean by that. We've gone from resistance to technology to now, perhaps an over reliance. Or a simplification of technology. So instead of the question being, why do I have to use tech? Maybe in a pre COVID world now it's well, can't we just automate that or can't we just throw a bot at that and the foundations are what matter? I always like to tell people the most important part of a project in my view. Other than change management, to be sure, is the design phase. What are you trying to accomplish? How do you want to do it? What are the outcomes you want? And then tech just enables you to get there. So I do see and worry that the profession has overshot that design phase and gone straight to, well. Can't we just push a button and make this function?

Steve Poor

People do tend to look for the easy button, don't they? And what's interesting about that? I've seen the same dynamic where there's a there's a larger group of people who, say, get the robots to do this for. Me yet there's still a group of people that say, do I have to turn on this computer? And it's not really an age demographic. It's a mindset difference and that differentiation is, is stronger to me than it ever has been before. As

more people move towards the can't the robots just do it? And I agree with you, they sort of overshot the “design, identification of the problem, figuring out the solution of the problem” phase. They've just gone to give me the bot. I know we've run over our time and I really appreciate the time fair, but if you've got time for one last question, when you started down this path, there wasn't any model to follow. You created your own model to follow. Now as people go into law school, they've got a whole world of opportunity out there. Traditional practice. Legal operations technology data. If a person going into law school comes to you and asks for advice as to how to begin to sort out these various paths, what type of conversation do you have with them?

Farrah Pepper

So I do get inquiries like this and I do. I do wish I had a clear path to offer, but the advice I would give is this: The opportunities today are bigger and better than they ever were before, and the best job that you might end up having is one that doesn't even potentially exist today, so I do encourage people to try to visualize what makes them happy to design that job. Up and to be ready for their moment, I often will tell my team. Be ready for that elevator moment. Imagine you got in the elevator at the office and the CEO of the company is standing there and says, “Hi. I've decided to grant your wish. What do you want?” Have that ready. And in essence, that's what happened for me when I made my pivot. From GE to Marsh McLennan, someone was willing to listen to. What do I want? So don't be constrained by those buckets today. You don't just have to choose between litigation, corporate, real estate, and tax. You can think about what kind of role makes your heart sing? What are the traits you think you bring to the table? Write it up in a job description and keep talking to people because you never know when you're going to meet someone who's willing to take that chance on you.

Steve Poor

That is wonderful advice. That's amazing. Fair. Thank you so much for your time today. It's been great chatting with you and you're doing such amazing things. I appreciate you making time for us. Thank you.

Farrah Pepper

Oh, thanks for having me. And thanks for all you do with this podcast series. It's so awesome.