



**NEW YORK CITY BAR DIVERSITY
FELLOWSHIP ALUMNI SPOTLIGHT**

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EXECUTIVE DIRECTOR, MORGAN STANLEY

Tell me about yourself and your current role.

I am an Executive Director at Morgan Stanley and the Global Head of Compliance for the Merchant Banking & Real Estate Investing division of Investment Management. I manage a team of compliance professionals in New York, the UK, Hong Kong, India and Tokyo, and either directly undertake or oversee a variety of

responsibilities, including regular interaction with regulators, providing advice to senior management on regulatory developments and compliance-related risk issues, and ongoing global review and implementation of testing and training programs. I also serve as the Chair of the Legal and Compliance Divisions' Diversity and Inclusion Committee, which has afforded me the opportunity to work with some fantastic people whom I may not otherwise have met.

What was your experience as a Diversity Fellow like?

It was at first very intimidating to be in the same summer program with summer associates who had completed two years of law school, as compared to me only having finished my 1st year of law school. But I quickly discovered that I was able to add value as a summer associate, and really enjoyed the camaraderie and support from my fellow summer associates.

How did being a Diversity Fellow prepare you for your career path and your current role?

The experience helped to condition me to perform in pressure-filled environments and to maintain composure whether the circumstances – which are always temporal – are good, bad or indifferent.

What is your advice to current Diversity Fellows, career or otherwise?

I would suggest doing a periodic assessment – even if it's just once a year – to see whether there is a strong alignment between your actions and your agenda/objectives, whether career-related or otherwise. The stronger the alignment, the higher the likelihood of satisfaction, which can lead to strong performance.

What is the biggest challenge of your work?

I continually strive to differentiate between the urgent things and the important things, and to give them their proper due. That gets more and more challenging as the sheer volume of each of the two buckets expands; hence, the importance of the advice that I shared above.

Have there been any surprises in your career path?

Yes – my career path has been full of surprises, most all of which have been fantastic, especially as I have grown increasingly comfortable with the fact that there are certain elements of my career trajectory that I can't control, despite my best efforts. Five years ago, I would not have expected to be a senior compliance officer, based on my 10-plus-year career history as a lawyer in the alternatives asset management space. But I can truthfully say that my current role has offered me one of the best alignments to date between my skills (technical and otherwise) and my overall responsibilities. So, surprises can be good, depending on the match between the opportunity presented and the mindset.