



Education: JD, New York University School of Law;
BS, Applied Psychology, Ithaca College

Company Name: Cohen Ziffer Frenchman & McKenna LLP

Industry: Law - Insurance Recovery - Policyholder Side

Company CEO: Robin Cohen (Chair)

Company Headquarters Location: New York, NY

Number of Employees: 48

Personal Philosophy: Show up.

What book are you reading? *London Falling* by
Patrick Radden Keefe

What was your first job? Ski instructor

Favorite charity: AutismUp!

Interests: Skiing and Euchre

Good structure and access to the best information creates better teams and leaders

The field I work in is dominated by complexity: moving parts, competing interests, shifting strategies, high-stakes, and risk profiles that can change in a moment. As complexity increases, the primary challenge isn't that the team lacks talent. It's that no one can see the whole board at once. In positions of leadership, I prioritize structure and centralization of information to ensure that every team member has access to each piece of the puzzle. A good structure can turn a sprawling, messy problem into a set of clear, answerable questions. Take the problem, break it down, and then evaluate the pieces in the context of the information we have and the ultimate objectives. When the room gets tense and the clock is running, it is crucial that everyone — colleagues, clients, me — is working from the same information and deciding from it, rather than from instinct, memory, or whoever happens to speak loudest. Clarity is what allows good judgment to operate.

When the team can see the whole board, we have a better shot of identifying a problem before

it becomes critical and can evaluate possible solutions based on their long-term consequences. While a shortcut can feel like progress, more often than not, it simply relocates the problem to a worse place tomorrow. Short-term thinking does the most damage when downstream consequences are hidden from view. When relevant information is clear and accessible, we can trace a decision forward and evaluate both: 1) whether an option solves the current problem; and 2) what that option will cost us several moves down the line. A good system untangles complexity and allows a team to decide deliberately, rather than reacting to whatever pressure happens to be loudest in the moment.

Ultimately, leading a team is not about having every answer, or being the most forceful voice in the room. It is about building the conditions that let a group think clearly together when the stakes are high and the picture is murky. When a team can see the whole board, anticipate what is coming, and weigh its options honestly, it performs better than any individual could alone.