

MoloLamken LLP

LAUREN F. DAYTON, ASSOCIATE ATTORNEY

Lauren Dayton's practice focuses on a broad range of trial and appellate matters on behalf of both plaintiffs and defendants. She represents companies and individuals in complex litigation matters, including judgment enforcement and cross-border matters. Lauren also has a robust appellate practice in state and federal courts, including the U.S. Supreme Court. She has briefed complex jurisdictional and statutory issues across various subject areas, including bankruptcy, administrative law, and intellectual property. Lauren joined MoloLamken after serving as a law clerk to the Honorable Steven M. Colloton of the United States Court of Appeals for the Eighth Circuit and the Honorable Brian M. Cogan of the United States District Court for the Eastern District of New York. Before law school, she interned for the Honorable Jeffery P. Hopkins, Chief Judge of the United States Bankruptcy Court for the Southern District of Ohio.

Describe your practice area and what it entails.

MoloLamken exclusively represents clients in complex litigation. We handle trials, arbitrations, appeals, and investigations across the United States, for clients all over the world. In our civil litigation and appeals, we represent both plaintiffs and defendants. Our attorneys regularly appear before the U.S. Supreme Court, where we have two cases this term. We handle cases across a broad range of subject matters, including business litigation, class actions, intellectual property, bankruptcy, and white collar, among many others.

What types of clients do you represent?

MoloLamken has a diverse range of clients, including foreign sovereigns, Fortune 500 companies, hedge funds, private equity firms, corporate directors, entrepreneurs, and government officials. We represent clients on both sides of the "v." including plaintiffs in class actions and prominent individuals in criminal matters. At any given time, we might be representing an investment manager seeking to recover on unpaid sovereign bonds, defending a high-profile government official in a criminal prosecution, conducting a targeted internal investigation for a company, and representing a patent holder in the U.S. Supreme Court.

What types of cases/deals do you work on?

My own practice at MoloLamken has reflected the diversity of the firm's clients and cases and the opportunities that practice presents for associates. At the trial level, I have been part of MoloLamken teams representing a hedge fund bondholder in a multi-day confirmation bench trial in federal bankruptcy court, a consumer class in a fraud suit against a major technology company, and a foreign company seeking to enforce a foreign arbitral award in federal district court. At the appellate level, two of my recent matters included representing a biopharmaceutical company

defending the denial of two preliminary injunctions before the Federal Circuit and representing a municipality seeking cert before the U.S. Supreme Court. Among those matters and others, I've had the opportunity to develop many different types of advocacy skills, including preparing expert and lay witnesses for deposition and trial, taking and defending depositions, preparing a complaint, drafting motions and appellate briefs, litigating discovery disputes, preparing a sentencing brief, and giving oral argument.

How did you choose this practice area?

Like many former clerks, I loved my clerkships, and I sought to recreate some of the aspects of clerking that I enjoyed most when I was applying to law firms. As a law clerk, I learned so much from observing the judges firsthand and receiving feedback directly from them. I wanted to find a firm where I could work one-on-one with smart, talented partners in a similar way. I was also looking for a firm where I could develop the skills to become a successful attorney, rather than just a good associate. MoloLamken provides exactly that environment. Junior attorneys are given opportunities to hone their advocacy skills as they demonstrate their ability, and to participate in business development in meaningful ways. Another aspect of clerking that I particularly appreciated was the variety of interesting, complicated cases that I saw. At MoloLamken, I've had the opportunity to work on an even greater range of complex cases in federal and state courts. Clerking also showed me the benefit of a collegial environment, a benefit I've also experienced at MoloLamken. Working in small teams across offices lends itself to a collegial, mutually supportive atmosphere. Because associates do real, important work, they are valued as part of the team (often "the team" is just one partner and one associate). I feel that the firm as a whole is genuinely invested in my professional development, which makes the work very rewarding.

What is a typical day like and/or what are some common tasks you perform?

The variety of cases MoloLamken handles means there is no “typical” day for an associate. In one week, an associate might draft part of a motion for summary judgment, prepare an expert for deposition, conduct a witness interview for an internal investigation, and participate in a business development pitch. The one constant is the substantive nature of the work. The firm’s expertise and size lend themselves to complex matters that can be handled by smaller teams, allowing associates to participate in strategy and take on substantive roles from the beginning. For example, in one case that I worked on recently, I was the associate responsible for drafting the complaint, serving the defendant foreign sovereign, coordinating discovery, and drafting our summary judgment briefing. Being able to work on all aspects of a case, including strategic decisions, makes our victories even sweeter. Another aspect of a “typical” MoloLamken associate’s day that might be unusual at another firm is communicating with clients. Because associates are involved in all aspects of a case, including strategy, they often interact with clients directly.

What training, classes, experience, or skills development would you recommend to someone who wishes to enter your practice area?

For law students, I recommend getting as much practical advocacy experience as you can, whether through a clinic, moot court, practicum, or judicial internship. Use the resources available in law school to sharpen your persuasive, non-academic writing. Although oral advocacy is important too, brief-writing makes up the bulk of advocacy in private practice, and good writing will help you stand out among candidates with strong credentials. For attorneys who are interested in transitioning to a boutique, the more substantive experience you can get, the better. If your paid practice doesn’t offer those opportunities, look for a pro bono case where you can take a deposition or write an entire brief. If you haven’t had an opportunity to develop a particular skill, consider taking a hands-on advocacy course to jumpstart the process and demonstrate your commitment to growing as a practitioner. Boutiques are looking for attorneys with both litigation skills and entrepreneurial, can-do attitudes.

What is the most challenging aspect of practicing in this area?

The most challenging aspects of practicing at MoloLamken are also my favorite parts: the variety of cases and how much responsibility associates are given. No two cases that I have worked on have involved the same subject matter or legal issue, which means that I am constantly learning about new areas of law and procedure. The diversity of cases also means honing different litigation skills, including drafting briefs, preparing witnesses, taking depositions, and communicating with clients. Because associates play a significant role in our small teams, they have the opportunity to develop judgment. Participating in strategy decisions and taking on substantive responsibility as a young associate is challenging,

but also leads to much faster growth. The challenge of taking on significant responsibility is also tempered by the fact the firm is made up of down-to-earth, friendly people, who are eager to help each other and the firm succeed.

What is unique about your practice area at your firm?

MoloLamken’s strength in both trial and appellate matters makes it unique among top-tier boutiques. At any given time, the firm may be going to trial in a bet-the-company case in state or federal court and also handling oral arguments in courts of appeals and the U.S. Supreme Court, with teams staffed across all three offices. Having those complementary practices as a firm makes us stronger in both—better able to anticipate and avoid appellate issues at the trial level and to think creatively in advancing arguments on appeal. MoloLamken is also unique in that, unlike other firms, where trials or Supreme Court cases are reserved for a small cadre of lawyers with particular credentials, here, all associates have the opportunity to work on those trials and appeals. In the past year, I have worked on trial-level cases in several federal district courts and appellate matters in a state highest court, two federal courts of appeals, and the U.S. Supreme Court.

What are some typical career paths for lawyers in this practice area?

Unlike larger firms, MoloLamken is not built on an “up-or-out” model. The firm is selective and intentional with each new hire, with the goal that every attorney who joins will stay at the firm for good. One example of the care the firm takes with hiring is that applicants usually interview with almost every attorney in all three offices to ensure that those who are hired will be a good fit. Young associates who start at the firm receive formal and informal mentorship from the beginning and are very involved in business development and firm life, including promoting diversity initiatives and identifying new litigation tools. Attorneys who have left the firm have gone to work in government, often in U.S. Attorney’s Offices, or to clerk for a justice on the U.S. Supreme Court.

In what ways has the coronavirus pandemic affected your practice? How have you adjusted to lawyering in the wake of COVID-19?

Although COVID-19 has presented many challenges, in many ways, MoloLamken was well prepared to transition to a temporary work-from-home model. Because our teams are usually staffed across offices, we already had plenty of experience developing and running cases with team members in different places. And as a relatively young boutique, our firm has always integrated technology that allows us to work effectively outside the office. But we have really missed the opportunity to spend time together in person for lunches, for happy hours, and at our annual firm retreat. MoloLamken has made a point of holding regular firmwide Zoom events throughout the pandemic, but once it is safe, we will be happy to be back together in person.

Featured in *Practice Perspectives: Vault's Guide to Legal Practice Areas*

MoloLamken LLP

JORDAN RICE, ASSOCIATE

Jordan Rice's practice focuses on complex civil litigation, white collar matters, and appellate litigation. Prior to joining MoloLamken, Jordan served as a law clerk to Judge Amy J. St. Eve on the United States District Court for the Northern District of Illinois and to Judge Albert Diaz on the United States Court of Appeals for the Fourth Circuit. Jordan received his A.B. from Duke University and his J.D. from Stanford Law School, where he was an editor of the *Stanford Law Review* and a member of OUTLaw. Before law school, he was a legal assistant at Google, Inc., where he responded to subpoenas, court orders, and search warrants from domestic law enforcement agencies.

Describe your practice area and what it entails.

MoloLamken is focused on representing clients in complex litigation. Beyond that focus, MoloLamken does not have practice groups. We take on civil, criminal, and regulatory cases and represent clients on both sides of the "v." The subject matter of our cases is diverse, spanning business litigation, white collar defense, plaintiff-side class actions, intellectual property, bankruptcy, securities, and asset recovery, among other areas. We handle trials and appeals across the country and are growing an international arbitration practice. We also conduct internal investigations for clients around the world.

What types of clients do you represent?

As a boutique, MoloLamken has fewer conflicts than law firms with hundreds of attorneys. That affords the firm the ability to represent a wide variety of clients, including foreign sovereigns, Fortune 500 companies, hedge funds, private equity firms, corporate directors and officers, government officials, and other law firms. We also represent plaintiffs in class actions and individuals in criminal matters.

What types of cases/deals do you work on?

We like to say we are advocates first and subject-matter specialists second, so my practice has spanned a broad variety of substantive areas. Recently, at the appellate level, I worked on an opposition to a petition for certiorari in defense of our client's nearly \$450-million patent-infringement verdict. I also drafted an appellate brief in a case where our

client asserted professional negligence claims against its former auditor. At the trial level, I represent the largest energy infrastructure company in North America in a series of contract disputes against more than 20 companies. I also represent former executives in a habeas petition asserting Brady claims and claims of prosecutorial interference.

How did you choose this practice area?

As a law clerk, I enjoyed the diversity of cases that arrived on my judges' dockets, the level of responsibility that came with each case, and the close-knit environment of chambers. I wanted my experience in private practice to reflect the things I liked most about clerking. I did not want to be limited to one area of the law, to have to choose between appellate and trial work, or to work at a firm focused on only one industry. With these goals in mind, MoloLamken was an obvious choice. It was the only boutique I considered where I could truly be a generalist and work on a mix of trial and appellate matters.

What is a typical day like and/or what are some common tasks you perform?

One of the things that I like most about MoloLamken is that my work varies substantially day to day. On some days, my cases will take me out of the office for witness prep, a hearing in court, or strategy meetings with clients. Other days, I may focus primarily on drafting a brief or discovery responses, turning away from that work for intermittent meetings and client calls scheduled throughout the day. Because MoloLamken staffs cases across its three offices, I

am in frequent contact via phone, email, and video conference with my colleagues in New York and Washington, DC. Often, I'll spend part of the day catching up with my colleagues about their weekends, bouncing ideas off of them for a case, or joining them for lunch or a happy hour.

What training, classes, experience, or skills development would you recommend to someone who wishes to enter your practice area?

For law school students, I recommend gaining practical litigation experience. Participate in clinics and complete an externship for a judge with a record of giving externs substantive assignments. These are great ways to see how the theoretical concepts you learn in your classes are applied in practice. Students should also seek out professors who litigate cases in addition to their more traditional academic duties. Most law schools have a handful of professors who take on cases, and many of those professors are looking for students to provide valuable research and litigation support. For practicing lawyers looking to transition to a litigation boutique, do as much as you can to gain substantive experience. Try to get assigned to cases with small case teams where you will be given more responsibility, and take on pro bono matters where you can take ownership of the case.

What is the most challenging aspect of practicing in this area?

The most difficult thing about practicing at a litigation boutique is encountering tasks and issues that are entirely unfamiliar early in your career. MoloLamken staffs cases efficiently, and a new attorney may be the sole associate assigned to a matter. That makes for a steep learning curve, which can feel overwhelming. But confronting new challenges every day is also part of the fun of practicing at a boutique, and it provides ample opportunity to quickly develop as a lawyer. Additionally, I am always able to rely on the experience and insight of my colleagues as I confront unfamiliar issues.

What do you like best about your practice area?

The variety of cases is the best thing about MoloLamken's broad litigation practice. I have worked on civil and criminal

cases at the trial court, on appeal, and before the Supreme Court. The subject matter of those cases has been diverse, involving securities fraud, an Appointments Clause challenge to the constitutionality of a government agency, patent disputes, a habeas petition, bankruptcy, and antitrust, among other areas of the law. And the cases have involved parties and courts across the U.S. and around the world. The diversity of MoloLamken's cases has kept the work fresh.

What are some typical career paths for lawyers in this practice area?

One major difference between MoloLamken and other law firms—particularly larger ones with a higher associate-to-partner ratio—is that MoloLamken hires associates with the expectation that they can one day become partners. Since I started at the firm, all of the attorneys who have joined the partnership were promoted from the ranks of associates. The remaining partners at MoloLamken started the firm, joined during MoloLamken's first few years of existence, or came directly from the U.S. Attorney's Office. The firm has grown by developing young attorneys in-house rather than hiring partners for their books of business. So during my time at MoloLamken, the typical path for associates has been to become partners at the firm.

How is practicing litigation in a boutique different from practicing in a large law firm?

The biggest difference in practicing at a litigation boutique like MoloLamken as compared to larger law firms is the size of each case team. Most case teams at MoloLamken consist of no more than three or four attorneys, and many case teams are made up of just one partner and one associate. This is true even though we are up against some of the largest firms in the world on matters involving billions of dollars. I am, for example, the only associate in an appellate matter against a major accounting firm and a trial-court matter involving more than 20 parties, many of which are among the largest companies in the world. Because case teams are smaller, associates must take on greater responsibility at boutiques than at larger law firms. Another difference is the breadth of our practice. Associates need not select a practice group or even choose between trial-court or appellate litigation.

MoloLamken LLP

LISA W. BOHL— ASSOCIATE

Lisa Bohl represents clients at the trial and appellate levels in both state and federal courts. Her practice covers a broad array of subject matters, including business litigation, financial and securities cases, and intellectual property. She also has an active pro bono practice representing plaintiffs in civil rights matters. Prior to joining MoloLamken, Lisa served as a law clerk to the Honorable Edmond E. Chang of the United States District Court for the Northern District of Illinois. She also worked as an associate at the Chicago office of Jones Day. Lisa received her B.S.Ed. from Northwestern University and her J.D. from Yale Law School. Prior to law school, Lisa worked at Achievement First, a charter school network, and Morningstar, an investment research company.

Describe your practice area and what it entails.

MoloLamken is a law firm focused on representing clients in complex litigation. We are involved in some of the most challenging and interesting matters in the U.S. courts for clients around the world. We handle civil, criminal, and regulatory matters at the trial and appellate levels in state courts, federal courts, and arbitral forums. We also conduct internal investigations and have recently developed an international arbitration practice. MoloLamken does not have practice groups, so associates do not have to specialize in particular subject areas or in either trial or appellate cases. That means I can be simultaneously working on a state court trial, a Supreme Court brief, and a government investigation.

What types of clients do you represent?

MoloLamken has a diverse range of clients, including foreign sovereigns, corporations, individuals, and hedge funds and private equity firms. We also represent clients on both sides of the “v.” For example, we might be representing corporations defending against breach of contract or patent infringement claims. At the same time, we might be representing plaintiffs in antitrust class actions or investors challenging a payout on a structured product or stock offering.

What types of cases/deals do you work on?

Our firm handles cases in a broad array of subject areas, including business disputes, intellectual property, international law, antitrust, securities, white collar criminal law, and constitutional law. During my time at MoloLamken, my cases have spanned almost all of those areas. At the trial level, I have represented a public company fending off a group of lenders that challenged

a refinancing, a global pharmaceutical company asserting fraud and breach of contract claims, foreign corporations in trademark litigation, and trustees in actions against the sponsors of residential mortgage-backed securities. At the appellate level, I have represented foreign government institutions challenging attachment of their property under the Foreign Sovereign Immunities Act and global technology companies in a copyright case. On the investigation side, I have represented employees of a technology company in an SEC investigation.

How did you choose this practice area?

I have always pursued opportunities that would give me exposure to different areas of the law. During law school, I interned at the U.S. Attorney's Office and joined a clinic where we represented veterans in cases involving military sexual assault, healthcare benefits, discharge upgrades, and FOIA. During my clerkship, one of my favorite parts of the job was the ability to work on a patent case one day, a civil rights case the next day, and a criminal case the day after that. One of the reasons I joined MoloLamken was the ability to maintain a diverse practice, represent a range of clients, and do both trial and appellate work.

What is a typical day like and/or what are some common tasks you perform?

The variety in my caseload translates to variety in my day to day, meaning that my days are never boring and are always different. On a given day, I might spend the morning drafting a brief for a partner to review. During lunch, I might respond to emails and calls, take out an interviewee for lunch, or eat with my colleagues in our large communal kitchen and catch up on what we did over the weekend. In the afternoon, I might

attend a weekly team meeting for one of my cases, where we go over big-picture case strategy, set deadlines for upcoming tasks, and brainstorm solutions to a problem that we're having on some aspect of the case. After that, I might prepare for an upcoming deposition, attend a meet and confer with opposing counsel to discuss a discovery dispute, or speak with an expert witness about the report that she is preparing. Our cases are staffed across offices, so I am constantly communicating with partners, associates, and paralegals from other offices through phone, email, and video conference.

What training, classes, experience, or skills development would you recommend to someone who wishes to enter your practice area?

For those who are in law school, I would recommend seeking out as many practical experiences as possible, including through clinics, summer internships, trial advocacy and legal writing courses, or moot court. Because students often work on a real case from start to finish in a clinic, clinics are particularly valuable because they provide the opportunity to build not just oral and written communication skills, but also skills in case management, client management, and teamwork. It is also helpful to observe practitioners in action, so I would encourage law students and graduates alike to take advantage of every opportunity to attend arguments, trials, settlement conferences, depositions, or the like, even if you're just there to watch.

What is the most challenging aspect of practicing in this area?

One challenge of being a litigator, especially at a place like MoloLamken that has such a varied practice and gives associates so much responsibility, is also one of my favorite parts of the job: I am constantly doing something new. Each of my cases involves a different area of the law or an unfamiliar industry that I learn from scratch. And every day involves a jurisdiction, procedural twist, or client concern that I have not encountered before. All of those experiences help to hone my judgment and develop my ability to make decisions in the face of uncertainty, some of the most important skills for litigators. This aspect of the job also makes the work engaging and exciting every day.

What is unique about this practice area at your firm?

Associates at MoloLamken get substantive experience early and often. Since joining the firm two-and-a-half years ago, I have taken nine depositions, defended two, and drafted several briefs. I was also recently part of a small team that represented

a media company in a trial involving contract, fraud, and breach of fiduciary duty claims. During the trial, I delivered an opening statement, conducted direct and cross examinations, and argued several evidentiary motions. Associates are also entrusted to manage cases and teams, so they communicate with clients and opposing counsel, help set the strategy, and take ownership of their cases. Because our associates' professional development proceeds more rapidly than at other firms, we are able to operate more efficiently and on smaller teams, even when we are up against larger law firms with significantly bigger case teams.

What are some typical tasks that a junior lawyer would perform in this practice area?

There is no strict hierarchy at the firm, so there is similarly no strict division between the tasks of a junior versus senior associate. Associates are given as much responsibility as they can handle from the moment they join the firm. Typical tasks that an associate might perform include doing legal research; drafting a motion or brief; mooted a colleague for an upcoming argument; working with an expert; taking or defending a deposition; drafting a complaint; negotiating with opposing counsel; interviewing a witness; or issuing and responding to requests for production, interrogatories, requests to admit, or other discovery.

How is practicing litigation in a boutique different from practicing in a large law firm?

In addition to getting substantial, on-the-ground experience earlier and working on smaller teams, the nature of our representations can also be different from the representations at a larger firm. As a smaller litigation boutique, we have fewer conflicts and are more nimble, so we have more variety in our cases and can represent both plaintiffs and defendants. We often get referrals from larger law firms for cases they are unable to take due to conflicts. In addition, while our case teams might be small, our cases are often quite big, so we must use our time and resources efficiently. For example, it is very unusual for associates to spend significant time on document review. When we have a case that involves a large amount of discovery, we usually have contract attorneys conduct first-level document review, and we also develop creative strategies to efficiently mine large quantities of data. Business development at a small boutique like MoloLamken also begins much earlier. Associates are included in the business development process, from developing the strategy for a pitch to attending and presenting one. Associates are also encouraged to join bar associations and other organizations to cultivate their networks, and their ideas and efforts to develop business are encouraged and valued.