



Q&A

Carine Pick
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What kind of leader are you, and how did you develop your leadership style?

I strive to be a transformational leader, focusing on motivating the team to achieve their best. I lead by example, showing dedication and commitment to our goals. I am empathetic to the needs and circumstances of my team members, and try to assist them, as best I can, to develop their own individual styles within the industry. I encourage their personal growth, and foster an environment that supports them to achieve their goals. My leadership style has developed through a combination of mentorship and my own experiences over time in this industry. Each challenge and success has shaped my approach, making me more adaptable and understanding of the diverse needs of the team.

How has the landscape for women in law changed since you started?

The landscape for women in the legal industry has evolved significantly since I started. Initially, there were fewer women in senior roles, and the industry was predominantly male-dominated. Over the years, there has been a concerted effort across the legal industry to promote diversity and inclusion, leading to more opportunities for women. Initiatives such as mentorship programmes, networking groups, and policies supporting work-life balance have made a substantial difference. This progress is evident in the M&A team at Baker McKenzie, where there are now eight professional female attorneys in a team of 12 professionals. These changes have not only increased the representation of women, but have also created a more supportive and inclusive environment for everyone.

What advice would you give to your younger self starting out in this field?

I would tell my younger self to be confident and bold. Take more risks, and actively seek out networking opportunities – it's crucial to find mentors who can guide you. Learn continuously, be challenged, and don't be afraid to speak up and share your ideas. Building a strong network and being open to new opportunities can pave the way for a successful career. Additionally, I would emphasise the importance of resilience and perseverance. The

journey may be challenging, but each experience will contribute to your growth and success.

What's the hardest lesson you've learnt, and how did it shape you?

One of the hardest lessons I've learnt, and continue to learn, is that failure is an integral part of growth. In an industry that often demands perfection, it's easy to question your abilities and face criticism. However, experiencing failure has taught me resilience and the importance of learning from mistakes. It has shown me that setbacks are opportunities for growth and improvement. This

lesson, I believe, has shaped me into a more determined and resourceful leader, capable of navigating the challenges.

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Can you share a defining moment or turning point in your career so far?

A defining moment in my career was when I was promoted to an executive/director designate position. This transition was challenging, but it allowed me to develop my leadership skills and gain a deeper understanding of the responsibilities that come with such a role. It's not just about the billable hours; in this position, you learn the importance of the non-billable time you invest in developing and caring for the next

generation of lawyers. It was a turning point that not only boosted my confidence, but also reinforced my dedication to fostering a supportive and inclusive environment for the team.

Carine Pick is a director designate in Baker McKenzie's Corporate M&A Practice Group in Johannesburg. She advises private and listed companies across various industries, including retail, pharmaceuticals and telecommunications, with a focus on bidder processes, acquisitions, divestments, joint ventures and restructuring. Carine is experienced in drafting and negotiating complex commercial transaction agreements and conducting due diligence investigations. She also provides guidance on the South African Companies Act and corporate governance. Her notable work includes advising on high-profile acquisitions and disposals, such as Walmart's acquisition of Massmart and Vodacom's acquisition of a stake in Vodacom Egypt.

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