



INSIGHT

Logan Hufkie

Director
PSG Capital

Clear the path for those following behind you

Beyond the deals, what legacy do you hope to leave for the next generation of women entering this profession?

If I'm honest, 'legacy' is a word that makes me uncomfortable. It implies a finish line has been reached, in my view, of someone with a full career behind them, reflecting from a comfortable chair. I am nowhere near that chair. I am still in the thick of it: still learning, still getting things wrong, still sending emails at hours I would not recommend to anyone.

But legacy isn't only what you leave at the end. It's what you build while you're still busy. This is why I think about it often and test myself against what I hope my legacy will be.

My why

Legacy is inextricably linked to your why, so let's start there.

Everything I do stems from my determination to never give up, and it all culminates in one non-negotiable idea: I want the journey to be more accessible for those who come after me. On that basis, it is my responsibility to clear the path for those following behind. Now to be clear, I am not talking about an afternoon walk through the meadows, I am talking about an overnight hike in the bush.

I want to be so consistently exceptional at what I do, so unmistakably good, that the women who come after me walk into a room and find part of the argument already won. That they don't spend their first twenty minutes establishing that they belong before they get to say anything of substance.

I have had to convince a lot of rooms. I moved from law into investment banking, which meant earning credibility from scratch, while also being a partner, a bonus mom, a daughter, and all the other roles we quietly carry with us. I mention it not for sympathy, but because I know what it takes to establish yourself before you are permitted to contribute, and I would like the next generation to skip that part.

That is my why.

I did not clear the path first

None of this started with me. The reason I can sit at a table and debate with regulators, with boards, with the other side's advisers, is that women before me were exceptional in these same rooms. Women who were the only one in the room for years, with far less support than I have had, and who kept going anyway. I am simply the beneficiary of their excellence, and equal parts stubbornness.

It also bears mentioning that some of the most consequential path clearers in my career were men. Mentors and colleagues who

backed me, who handed me the difficult mandate rather than the safe one, and who defended my seat when it would have been easier to say nothing. This deserves recognition too.

Nothing here is free

Now the less comfortable part... Dealmaking is highly competitive and all encompassing. In my experience, there is no version of it where recognition simply arrives because you deserve it in the abstract. It is earned time and time again. There is no substitute for doing the work properly, over and over, particularly when nobody's watching and nobody's clapping.

I want the barrier to entry to be excellence, and only excellence. It should not be your surname, the network you were born into or whether the room already holds a fixed picture of how a dealmaker looks. Excellence is the one currency in our world that nobody argues against.

Part of this is the acceptance that you can't have it all (another difficult one). The good news is that I believe that you can have YOUR all, being the particular set of things you actually want, and in the order that works for your life. Truthfully, I have never quite figured out what 'it all' means.

Part of being excellent is choosing what your all is at that point and being relentless in your pursuit of it. Critically, anything of value gained usually comes at a cost. The choice, therefore, is what cost you are willing to incur. My request is that forgoing excellence is never that cost for us – in whatever we choose to do.

A trail of opportunity

So, legacy.

I hope to leave a trail of opportunity behind me for anyone willing to take up the challenge and dedicate themselves to doing good, meaningful work. I hope that nothing and nobody ever stands in your way because you are 'just a girl'.

I hope that the gremlin voice that arrives at 2am to audit your credentials is not a reliable narrator. (I still hear it, and I imagine I always will). Remember, it is loudest right before breakthrough happens!

I hope the paths I will walk after you remember you fondly, and the paths you will walk after me smile at the thought of me.

I am not done, and I certainly don't have it all figured out, but I know why I do this, and who I am doing it for.

Clear the path... a brilliant woman (just like you) is following right behind you. 🐾



PSG CAPITAL