

Checking In

Career in Brief

Experience: 2003–present: Skadden, Arps, Slate, Meagher & Flom LLP (2016–present: Partner; 2013–2016: Counsel; 2003–2013: Associate).

Education: 2003: J.D., George Washington University Law School; 1999: B.S., Northwestern University.



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What do you think is currently the biggest challenge facing litigation attorneys? A significant challenge litigators face is managing the increasing complexity of cases while meeting client expectations for efficiency and cost-effectiveness. Handling complex electronic discovery poses especially unique challenges. The need to identify, preserve, collect, review, and produce large volumes of different and evolving varieties of data requires litigators to stay ahead of developments in both the law and technology. Managing discovery costs while ensuring compliance with legal obligations also requires careful planning and project management.

Are there any recent legal or market developments, or changes on the horizon, that you think could significantly affect litigation practice? Recent advancements in technology, particularly the integration of AI and data analytics into day-to-day practice, are impacting how litigators serve clients. Clients expect their counsel to leverage this technology to increase efficiencies, improve case outcomes, and ultimately provide optimal value. Counsel who effectively leverage AI in their practice are positioning themselves for greater success as the legal industry becomes more competitive and technologically advanced.

In an increasingly competitive legal market, what strategies do you employ to generate business and retain talent? To remain competitive, I focus on building strong relationships by delivering exceptional service and anticipating client needs. You can demonstrate a deep understanding of clients' businesses by proactively identifying and raising potential issues before they arise, enabling them to avoid legal pitfalls, capitalize on opportunities, and save time and resources. This approach builds trust and positions you as a valuable strategic partner.

On a firm-wide level, fostering a supportive work environment, where attorneys are given substantive opportunities to develop their skills, helps attract and retain top talent. For example, when junior attorneys are entrusted with meaningful work, such as direct client interaction or involvement in strategic decision-making, they gain valuable experience and a sense of professional growth. This investment in professional development motivates attorneys and signals that the firm values their contributions and is committed to their long-term success.

What has been the most impactful case that you have worked on? One of the most impactful cases I have worked on was representing the University of North Carolina in

Students for Fair Admissions, Inc. v. University of North Carolina, which centered on consideration of race in higher education admissions. We prevailed in the trial court, and the case ultimately proceeded to the US Supreme Court as we anticipated from the outset. Although the Court overturned the then-existing law governing college admissions, the opportunity to participate in such a landmark case (which was the only case of my career to reach the Supreme Court), and to see it through every stage of the judicial process, was truly a highlight of my career.

What experience has had the most impact on your career trajectory? When I was a rising senior associate, I had the opportunity to lead the preparation for an expedited bench trial. With minimal oversight, I was entrusted to manage a team of associates over the course of five weeks to prepare a case virtually from start to finish. We worked nearly around the clock and ultimately prevailed at trial. This case was transformative because it provided me with invaluable hands-on leadership experience and confirmed for me that I thrive when working on challenging, high-stakes litigation. The experience solidified my desire to advance at my firm, so I credit it as one of the reasons I am a partner today.

What role do you see AI playing in the legal field over the next few years? AI is set to play an increasingly prominent role in the legal field by streamlining some of the more labor-intensive aspects of the job, including document review, analysis of voluminous data, and creating first drafts of some legal documents. Clients are now expecting attorneys to properly use AI to maximize efficiencies, so attorneys will be well-served to become adept with AI's capabilities and limitations. While AI will not replace the nuanced judgment of experienced attorneys, it will enhance productivity and performance and allow attorneys to focus on higher-value strategic work.

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What can be done on an individual or firm-wide basis to support the mental health and wellness of law firm attorneys? Supporting attorney mental health requires both individual and firm-wide initiatives, such as promoting work-life balance, providing access to counseling resources, and fostering an open dialogue about wellness. It is essential for leadership to remain attentive to those who may need support, including directing attorneys to appropriate resources and encouraging them to manage stress and attend to their physical and mental well-being. Creating a culture of openness and understanding — one where attorneys feel comfortable and supported when raising issues or seeking assistance — can significantly improve overall wellness and job satisfaction.

How has Practical Law added value in your work? I use Practical Law's resources, including the templates and guidance, to help streamline my workflow and ensure accuracy and efficiency.

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If not an attorney, what would you wish to be? I would enjoy owning a luxury travel agency. My passion for travel, especially to remote and lesser-known destinations around the world, inspires this choice. Designing trips would allow me to combine work with my love of exploring new places and continually learning about different cultures.

What is one thing people would not know about you based on your law firm profile? I have a love for live music. I regularly attend concerts of varied genres and sometimes even plan travel around where my favorite musicians are performing.

What is the best career advice you have ever received? It is to always remain authentic in my professional practice. Throughout my career, I have had the privilege of working alongside and learning from many talented advocates. By observing their techniques and approaches, I have been able to identify strategies that resonate with my own style and values — methods I can genuinely and effectively incorporate into my work. This commitment to authenticity has allowed me to develop a versatile “toolbox” of skills, enabling me to adapt to a variety of situations while remaining true to myself. Embracing authenticity not only enhances my effectiveness as an advocate but also contributes significantly to my overall happiness and job satisfaction. When I approach my

work in a manner that aligns with my personal strengths and principles, I am more engaged, motivated, and fulfilled in my career.

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What one piece of advice would you give to a junior attorney considering specializing in litigation? Take full ownership of your cases from the outset. This means not only managing the day-to-day tasks with diligence and attention to detail but also consistently thinking about the broader strategy and the client's concerns and goals. A skilled litigator will spot and raise issues, not just complete the task at hand, and remain mindful that each decision made during the litigation process can impact the trajectory of the case. Developing the ability to balance high-level strategic considerations with the practical realities of litigation, including identifying opportunities for settlement that align with the client's objectives, makes for a more effective advocate and builds stronger, more trusting relationships with your clients.