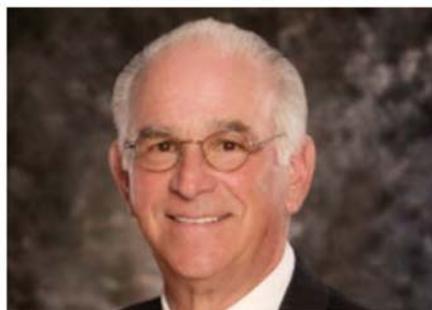


LITIGATION COMMENTARY & REVIEW

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20 Questions with LCA Fellow **Stephen A. Cozen**, Founder and Chairman of Cozen O'Connor

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1. As the architect of one of the largest and most successful law firms in the United States, what has it been like to watch your firm grow from only four lawyers in 1970 to over 550 presently? What do you feel the key factors are that allow a firm to grow from a boutique operation into a full-service, large-scale, international firm?

To watch the firm grow so rapidly and successfully over the past 30- plus years is awesome and greatly satisfying. I think there are three key factors to any success.

One is having a vision of what it is you want to be. Whether it's simply to be the best at what you do or expanding into different practice areas, you have to have a vision of what success looks like.

Two is hard work and dedication. You just can't go anywhere without hard work.

Three is the creation of a culture. That is what differentiates you from all the other institutions out there. At Cozen O'Connor, we have a culture of meritocracy. It is a familial atmosphere where people rely on each other and the strength of their interpersonal relationships. There is a willingness and desire to support and help one another that comes from a culture of fairness and achievement based on merit. Culture is something you must have in order to be an institution that people want to be part of. And, you must actively look for and bring in people of quality.

2. Cozen O'Connor made its name as an insurance litigation firm, but successfully transitioned into a full-service and commercial litigation firm. How did that transition come about?

We always had that vision of expanding into other areas. It didn't make a difference what the subject matter was; we knew the experience and knowledge was there.

I think the real transition came when we took part in a few truly high visibility insurance-related cases, such as Enron surety bonds and whether the 9/11 attacks on the World Trade Center were one occurrence or two. We were coming up against some of the biggest and best law firms in the country, and we were winning. It continued to be clear that we had some of the best trial lawyers in the country. Not only could we handle litigation involving any subject matter and any size, but we could do it better than most others. Those wins, among others led to the same recognition from our clients so that we became the go-to firm for litigation regardless of subject, matter.

3. Academic involvement by seasoned attorneys through avenues such as serving as adjunct professors or authoring treatises or textbooks seems more prevalent than ever. How has your involvement in such activities enriched your experience as a member of the legal community? Do you believe that it is important for attorneys to step back every now

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