

# EXTRA

Trials, transactions  
and the insider's guide  
to the practice of law.

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## COVER STORY

# Managers of the Year

**It was a tough year to be a law firm leader. We found 13 who successfully guided their California offices through the associate layoffs, partner defections and bad press that plagued their colleagues. This baker's dozen helped their firms reach new heights in 2002 — and are likely to do so again in the new year.**

### **Anthony de Alcuaz, McDermott Will**

In 2000, McDermott Will & Emery hired Anthony de Alcuaz from the Palo Alto office of Howard Rice Nemerovski Canady & Falk with a mandate to duplicate McDermott Will's high caliber East Coast intellectual property prosecution, transaction and litigation practice on the West Coast.

In short order, the partner in charge of the Silicon Valley office hired 31 lawyers, bringing the office total to 35. Although he won't offer specific figures, de Alcuaz says revenue at the office doubled last year and has grown eight-fold since he arrived.

One of de Alcuaz's first hires was Terrence McMahan, an intellectual prop-



**de Alcuaz**

erty litigator, rainmaker, and now head of McDermott Will's West Coast intellectual property practice, whose connections de Alcuaz describes as "unsurpassed." McMahan was lured away from San Francisco's Orrick Herrington & Sutcliffe's intellectual property practice, which he took from zero to 70 practitioners in less than six years.

de Alcuaz, 52, continued his hiring spree this year. He added a complex and international tax dimension to the office in March by picking up four partners from Fenwick & West, and yet another tax partner, in September, from accounting and consulting firm KPMG.

de Alcuaz says clients are lured by a balance of lawyers with technical backgrounds and nontechnical personalities.

"The combination has allowed us to compete successfully for work with pretty much everyone," de Alcuaz says.