

## 'You must build on your strengths while being aware of areas where you need improvement'

**Q:** What's new at your company?

**A:** We have a new management team as of Jan. 1, led by Chief Managing Partner Steve Humke.

**Q:** If you could put your company name on a sports venue, which one would you choose?

**A:** The United Center, for Blackhawks games. What goes better with Ice Miller than ice hockey?

**Q:** Do you plan to hire any additional staff or make any significant capital investments in your company in the next year?

**A:** Yes, we are actively seeking to add new partners to our DuPage County office, and we are expanding our space in our Chicago office.

**Q:** What is one interesting fact about you or your company that most people may not know?

**A:** Ice Miller has been around for more than 100 years.

**Q:** What will your company's main challenges be in the next year?

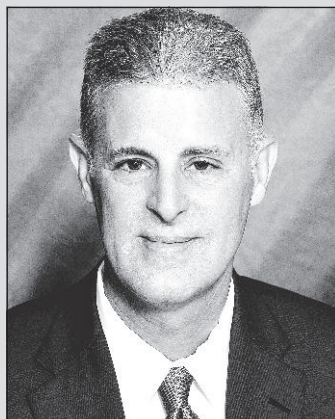
**A:** We are focused on enhancing our brand recognition and significantly growing our practice in Illinois.

**Q:** What's the hottest trend in your industry?

**A:** Law firms are working to develop an alternative pricing model to move away from the hourly rate. Ice Miller enthusiastically supports that evolution and encourages clients to work with us to develop mutually beneficial fee arrangements.

**Q:** If you had one tip to give to a rookie CEO, what would it be?

**A:** As a rookie myself, I think it is important for leaders to direct their



### David Hight

Office Managing Partner of DuPage County Office, Ice Miller LLP

**Headquarters:** Indianapolis

**Industry:** Law

**Number of employees:** 556

**Website:** www.icemiller.com

**Age:** 59

**Family:** Married for 33 years to Trish, two sons, Sam, 23, and Lucas, 19

### Q. If you had one tip to give to a rookie CEO, what would it be?

**A.** As a rookie myself, I think it is important for leaders to direct their attention toward the horizon and the big picture, and try to avoid spending inordinate time and resources on day-to-day issues. Also, I believe you must build on your strengths while being aware of areas where you need improvement.

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**Q:** Do you have a business mantra?

**A:** In our business, regardless of the prominence of the law school you attended or how deeply you understand the pertinent legal issues, it is relationships with people, clients, staff and other lawyers that will be the strongest factor in achieving overall success.

**Q:** From a business outlook, who do you look up to?

**A:** At Ice Miller, we have an extraordinary group of business clients, many of whom have taken great risks and made serious sacrifices to build a future for their families out of their ideas.

I greatly admire the creativity, tenacity and persistence that it takes to build a successful business, and I try to emulate them as much as possible in providing quality legal services.

**Q:** What do you like to do in your free time?

**A:** Because we have one son who is

a musician and one who is a hockey player, Trish and I enjoy watching hockey games and live music. I also like to fish and spend as much time as I can on our boat.

**Q:** What book is on your nightstand?

**A:** "When I Left Home," the autobiography of Buddy Guy. I love Chicago Blues and the story of the migration of blues players to Chicago is fascinating to me.

**Q:** What keeps you up at night?

**A:** The overall dollars spent on legal services in the U.S. has been declining materially in recent years, and we need to be relentless about building our firm to grow an increasing share of that possibly shrinking pie.

**Q:** What was your first paying job?

**A:** Like a lot of kids, my siblings and I shared a newspaper route in East Peoria, where I grew up. I also worked mowing grass and chopping vegetation along a series of creeks in our town for the local levee district. It didn't pay much, but we all got the best farmer's tans.

**Q:** What is one funny thing that has happened to you in your career?

**A:** While representing a lender in a commercial loan transaction to finance a business acquisition, our client wanted to accommodate the seller by holding the closing at their apartment above the place of business.

The seller was breast-feeding her newborn baby at the table while their dog was trying to jump on everyone's lap.

Not an ideal setting for a business closing, but it got done.

— Kim Mikus

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