



Karen MacKay, MBA, CHRP

Phoenix Legal, led by Karen MacKay, provides advice and support to law firms and the professionals within them through their most critical transitions. Karen's practice is focused on leadership and strategy, governance and management; compensation, assessment and development through to succession planning and exit strategies. Further, Karen is a globally recognized expert on the challenges, expectations and

motivations of the generations at work in law firms today; the management challenges around motivation, reward and retention of associates, of women and of partners nearing retirement.

With excellent communication, presentation, facilitation and coaching skills, Karen has more than 20 years of professional services experience combined with an MBA from the Rotman School of Management at the University of Toronto; a Certified Human Resources Professional and licenses in a number of tools and assessments.

Karen writes regularly for legal publications in Canada, the United States, the United Kingdom and Australia. She is a member of the Practice Management section of the American Bar Association and is a member of the Editorial Board of Law Practice Magazine, an ABA publication.

In 2009, Karen was elected to become a Fellow in the College of Law Practice Management in recognition of her contribution to the law practice management profession.

Prior to founding Phoenix Legal, Karen led the Canadian legal practice of one of the largest human capital management consulting firms in the world. Before that she spent eleven years as the Chief Operating Officer of a large Canadian law firm.

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