



Karen MacKay, MBA, CHRP, CHIC

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 licensed in several tools and assessments. Today she has a number of loyal and longstanding clients who have come to count on her for her knowledge and integrity, as well as for her sensitivity and flexibility in the face of their ever-changing business priorities. 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. She is a Certified Hudson Institute Coach and has been coaching lawyers since 2002.

With excellent communication, presentation, facilitation and coaching skills, Karen's practice is focused on helping professional service firms execute strategy. She is focused on:

- Strategy and Planning
- Governance and Management
- Compensation
- Culture and Change
- Succession
- Outplacement and Coaching
- Professional Development and Competencies

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. Karen is often asked to facilitate many law firms' retreats.

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.

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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