



Q&A

Laksha Juddoo Prayag

Executive

ENS

Personal reflections, ambiguity and leadership

What has surprised you most about senior leadership? Is it the technical complexity of the role, or the psychological weight of managing people and expectations?

Honestly, what surprised me most about senior leadership was not the technical complexity of the role; it was the people side of it. I quickly realised that no amount of experience can fully prepare you for managing different personalities, supporting a team, meeting client expectations and finding time for business development, all at the same time. Every day feels like a balancing act, and there are rarely enough hours to do everything as well as you would like. Over time, I have learnt (and am still learning) that leadership is less about having all the answers and more about remaining open to learning, relying on the strength of the team around you, and growing through each new experience. There is no single blueprint for effective leadership. What has made the journey much easier is having the support of colleagues and mentors who are always willing to share their perspectives and guidance. There is no perfect formula for getting it right, which is both the challenge and the beauty of the role.

The lifestyle of transactional finance and law is notoriously non-stop. What is a strict personal boundary, daily ritual or cultural practice you protect fiercely to maintain your mental wellbeing?

As transactional lawyers, drawing clear boundaries can sometimes feel like negotiating with the impossible. In a profession defined by tight deadlines, complex negotiations and unpredictable closings, maintaining perfect work-life balance can sometimes feel more aspirational than achievable. Over the years, I have learnt that, instead of chasing balance, it is more important to identify and fiercely protect a

few personal 'non-negotiables'. For me, that means starting each day with my morning routine and making time to sit down with my husband for dinner (even if it is a quick one before heading back to work). These small rituals provide a sense of grounding and perspective amid the fast pace of transactional practice. They serve as a reminder that while deals may come and go, long-term success depends on taking care of yourself and making space for the people and moments that matter most.

I have come to realise that success is not defined solely by titles, milestones or the transactions you close; it is also shaped by the people who support you, challenge you, open doors for you, and encourage you to achieve more than you thought possible.

How has your definition of a 'successful career' fundamentally shifted from when you were an ambitious graduate to who you are today as an industry leader?

The good old days. I still remember my younger self stepping into the profession with stars in my eyes, convinced that success was about working harder than everyone else, gaining experience, and saying 'yes' to every opportunity. While hard work remains a cornerstone of any successful career, my perspective has evolved over the years. I have come to realise that success is not defined solely by titles, milestones or the transactions you close; it is also shaped by the people who support you, challenge you, open doors for you, and encourage you to achieve more than you thought possible. I have been incredibly fortunate in this respect, and I hope to pay that forward by creating similar opportunities for those coming behind me. Today, my definition of a successful career is much simpler: waking up excited about the work you do, continuing to learn, remaining curious,

and finding fulfilment not only in your own achievements, but also in helping others grow and succeed. After all, a truly successful career is not measured only by where you end up, but by the people you bring along with you and the impact you leave behind. 🙌