

# Michael Heller Discusses Firm's Outlook, Plans for 2023 with Bloomberg Law

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Cozen O'Connor CEO and Executive Chairman Michael Heller met with reporters from *Bloomberg Law* to discuss how the firm avoids the boom and bust cycles common among other large law firms. "We don't want to be the firm that pays the highest salaries when times are great, terminates the associates when times are bad and then just keeps going through that cycle," he said. Michael also discussed the firm's plans for growth in Canada, the West Coast, the Southwest, Colorado, and Miami and how the firm's ancillary businesses help grow revenue and recession-proof the firm.

To read the full article, [click here](#).