

19th Annual ABA Labor & Employment Law Conference

Denver, Colorado
November 12 - 15, 2025

Time: 9:45 a.m. -11:00 a.m.

Panel Presentation: Saturday, November 15, 2025

Presentation Title: How to Ethically Manage Difficult Adversaries

Learn about the basic ethical guardrails that govern how we should interact with other lawyers including those related to aggressive, obstructionist or unprofessional behavior. The panel will discuss whether overly adversarial lawyering actually compromises our ethical obligations to our clients and will consider whether these tactics are often deployed against lawyers who are less experienced or from historically marginalized communities. Panelists will commiserate over war stories, discuss best practices and explore aspirational lawyering that balances our commitment to our clients with sustainable lawyering practices.

Presented by Stephen Fox, Sheppard Mullin

[Click here for more information or to register.](#)

Attorneys

Stephen E. Fox

Practice Areas

Labor and Employment