

MARCIA S. WAGNER

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Marcia S. Wagner isn't intimidated by a little hard work. If anything, she thrives on it. Wagner began her career as an associate in Boston and since then has built a three-state law firm — specializing in ERISA, employee benefits, executive compensation and estate planning — that has earned her a national reputation and a prestigious Commissioner's Award from the IRS.

"No, I don't fear hard work or challenges," she says. "I just think it's a character trait. I've been very blessed not to have that fear, which is probably how I started my own law firm. And it's not for the faint of heart to start an ERISA law firm. Trust me."

Wagner's initial career goals were pretty simple. "I wanted to be a very fine tax lawyer," she says.

She gravitated toward employee benefits, executive compensation and ERISA, with her primary goal "to be the best that I can possibly be in my profession."

She's also the busiest she can possibly be. She rises early with her four children, before turning to the legal issues of the day with government agencies like the IRS and DOL, all the while fielding conference calls and meeting with clients,

employees and partners in the course of managing offices in Boston, New York and Florida.

"Before I know it, the day is over. It's like this time warp," Wagner says. "It's a busy life, and that's the way I want it, like it and need it."

Wagner is cautious when asked if she considers herself a

Who's your professional role model?

"I've created my own model by observing what others do, and I've chosen the best attributes and tried to avoid the worst."

leader in her chosen field.

"I guess so," she says. "Clearly, I'm leading one of the most significant firms in my industry, and I'm employing a significant amount of people, multi-state. I have affected the law substantively on numerous occasions. And I say that very humbly, by the way."

— PETER HARRISON

