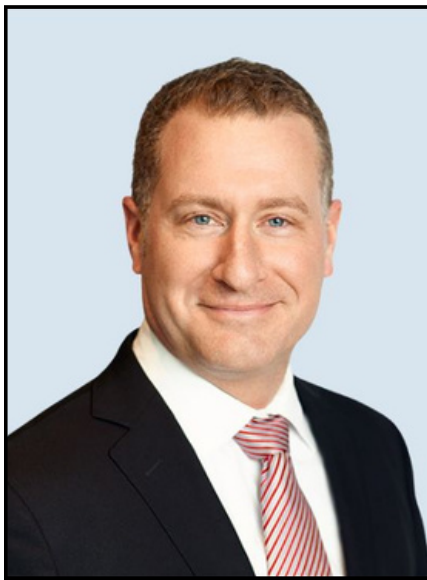


# A BarkerGilmore 20th Anniversary Executive Profile

In conversation with Managing Director Max Gelernter



## Andrew “Andy” Hastings



General Counsel  
Alcoa

**“Most lawyers do not learn people management early. You have to learn how to step back, not micromanage, and allow people to find their own way.”**

Exceptional General Counsel combine legal mastery with judgment, leadership presence, and the ability to guide organizations through moments that matter. Andrew “Andy” Hastings, General Counsel of Alcoa, embodies those qualities. As part of BarkerGilmore’s 20th anniversary, the firm is reconnecting with former placements whose careers continue to reflect the caliber of leadership BarkerGilmore has identified and placed for two decades.

Hastings’ transition to Alcoa followed a period of thoughtful reflection. After a successful tenure at Lundin Mining, a planned headquarters relocation prompted a broader reassessment of professional priorities and personal alignment.

“Lundin was moving its headquarters to Vancouver,” Hastings recalls. “My family was largely on the East Coast. Vancouver would have taken me much farther away.”

When BarkerGilmore introduced the Alcoa General Counsel opportunity, the role stood out for reasons beyond scope or scale. Culture, leadership expectations, and long-term alignment mattered deeply.

### Building a Career Ready for the Top Seat

Hastings’ leadership approach reflects a career built intentionally for enterprise responsibility. Early exposure to senior General Counsel who prioritized developing future leaders left a lasting impression.

“One former General Counsel told me he had fourteen public company General Counsel who worked under him and later held top seats,” Hastings says. “I remember thinking that was a real badge of honor.”

He also recalls a defining moment of encouragement early in his career:

“Early on, [my CEO said] to me, ‘You’re going to be a General Counsel one day.’ At the time, I hadn’t really thought about it because the GC role felt very far away. But it stuck with me, and I eventually thought, maybe I actually can do this. That kind of belief and encouragement matters more than people realize.”

Breadth of experience became a deliberate choice. Stretch assignments played a defining role, including a two-year regional posting in Perth, Australia that accelerated operational understanding and leadership readiness.

## Leadership at Scale

As General Counsel, Hastings views people leadership as one of the most demanding aspects of the role. Lawyers often spend years as individual contributors before managing large teams.

“Most lawyers do not learn people management early,” Hastings explains. “You have to learn how to step back, not micromanage, and allow people to find their own way.”

Operational context also matters. Hastings prioritizes engagement with the business, site visits, and firsthand exposure to how legal decisions affect operations.

## Earning Trust with Leadership

Hastings’ early tenure at Alcoa coincided with significant leadership activity and complex transactions. Presence and transparency helped establish credibility quickly.

“When I moved to Pittsburgh, I was offered the option to stay in Canada and fly in occasionally,” Hastings says. “I said absolutely not. I had to be there.”

Visibility, access, and consistent communication helped establish credibility quickly, particularly during periods of leadership activity. Direct involvement in mission-critical work further reinforced trust.

*“One former General Counsel told me he had fourteen public company General Counsel who worked under him and later held top seats. I remember thinking that was a real badge of honor.”*

“I worked closely with the CEO every morning and evening during a major transaction,” Hastings says. “Transparency builds confidence.”

Hastings approaches complex issues directly rather than deferring them.

“You want to run toward the fire,” he says. “Those are the problems that keep leaders up at night.”

## A Partnership Built on Fit

Having worked with multiple search firms during his career, Hastings distinguishes advisory partnership from transactional placement.

“With BarkerGilmore, I never felt like a widget,” he reflects. “The focus was on whether the role was actually right for me.”

Understanding Hastings’ professional priorities, personal interests, and geographic considerations helped shape the decision, reflecting BarkerGilmore’s relationship-driven approach.

Today Hastings continues to lead Alcoa’s global legal function while partnering closely with executive leadership.

“I am really happy,” Hastings says. “It’s been a great fit, and that reflects thoughtful alignment on both sides.”

## Closing Perspective

Andy Hastings’ career reflects the qualities organizations seek in a modern General Counsel: sound judgment, leadership presence, operational understanding, and the ability to earn trust at the highest levels.

For BarkerGilmore, his trajectory reinforces a twenty-year philosophy centered on fit, readiness, and partnerships designed to endure well beyond placement.

## A Partner in Leadership

At BarkerGilmore, we believe the right leadership decisions shape organizations for years to come. For over twenty years, we have advised clients and candidates with a focus on fit, readiness, and enduring partnership. Learn more about our work and access additional resources on [our website](#), or reach us directly at [877.571.5047](tel:877.571.5047) or [info@barkergilmore.com](mailto:info@barkergilmore.com).