



PROGRAM MATERIALS

Program #2986

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What Millennial Lawyers Want!

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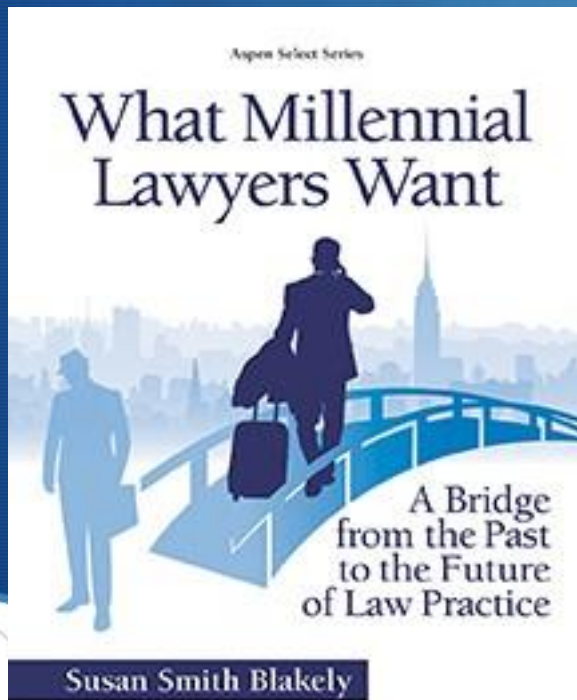
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“What Millennial Lawyers Want”

Celesq Webinar

May 22, 2019

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Presenter



 Wolters Kluwer

What Millennial Lawyers Want: A Bridge from the Past to the Future of Law Practice

- Published by Wolters Kluwer/Aspen 2018;
- Targets two constituencies:
 - Millennial Lawyers** --- to validate them, to help them understand their challenges and overcome them, and to encourage them to hold true to their values; and
 - Law Firm Leaders** --- to help them understand and appreciate the values and behaviors of Millennial Lawyers and become effective leaders of a profession in transition.

The *Generational Divide* in Law Firms

- 💧 Exists between experienced lawyers/law firm leaders and Millennial Generation Lawyers; and
- 💧 Was created by a difference in values and expectations.

Law Profession in Transition

- 💧 The remedy for a law profession in transition is a **new way of thinking** that is informed by principles representative of Millennial Generation Lawyers and which also have a strong foothold in our professional past.

Mid-Century “Greatest Generation” Lawyers Valued

- 💧 Respect for themselves and colleagues;
- 💧 Honorable and ethical behavior;
- 💧 Service to the needy and underprivileged; and
- 💧 Improving their communities.

Greatest Generation Lawyers Lived Their Values By

- 💧 Collaborating as team members;
- 💧 Mentoring junior lawyers; and
- 💧 Fiercely protecting time with family and friends.

Recapturing the Best of Proven Values

WHAT CAN WE DO?

💧 **WE CANNOT** return to past methods of practice in today's 21st Century global economy.

💧 **WE CAN** return to proven values from the past --- as a substitute for the money, power and greed that have replaced those values and led to toxic law firm cultures.

💧 **WE MUST** make changes to protect our profession and take it forward with Millennial Lawyers at the helm.

Who are The Millennials?

- 💧 Millennial Generation (aka Generation Y) is the largest generation since Baby Boomers;
- 💧 It outnumbers Generation X by nearly 3:1;
- 💧 Millennials are the most diverse generation in U.S. history; and
- 💧 Millennials will make up 75% of the workforce by 2030.

Common Perceptions about Millennials

- 💧 Lazy;
- 💧 Self-absorbed;
- 💧 Ultra sensitive;
- 💧 Averse to hard work; and
- 💧 Want success handed to them.

How Did They Get That Way?

- ◆ ***Helicopter Parents*** --- Made all the choices for them, praised them constantly, and interfered with teachers and coaches to make everything “perfect” for their children;
- ◆ ***Rapidly-Advancing Technology*** --- Social media limited their face-to face communication skills, affected their relationship building, and let others define them; and
- ◆ ***The Recession of 2008*** --- lead to insecurity among Millennials who witnessed parents lose jobs, family homes and retirement incomes, and struggle to keep kids in college.

These Stereotypes Also Apply to Millennial Lawyers

- ◆ Senior lawyers take no responsibility for Millennial Lawyers and view them as work averse, soft, complaining, and entitled to the extent that the senior lawyers avoid engaging them.
- ◆ Senior lawyers view the desires of Millennial Lawyers as completely unrealistic and requiring too much change to a profession that does not need changing.

BUT Does the Research Support Those Stereotypes?

- Research shows that many Millennial Lawyers are the children of lawyers or have lawyers in their families and that those lawyers were workaholics who suffered from stress-related illnesses, drug and alcohol addictions, and high rates of divorce.
- MILLENNIAL LAWYERS ARE REJECTING THOSE DESTRUCTIVE LIFESTYLES.

What Millennial Lawyers Want

- 💧 More humanized law firm cultures and improved work-life balance;
- 💧 Mentors, collegiality, teamwork, and respect;
- 💧 Regular feedback, more client contact, increased teleworking opportunities, clarity about their work, *involvement* in decision-making; and
- 💧 Opportunities to use their skills to make positive differences in their communities.

Millennial Lawyers Are *Less Interested In*

- 💧 Material possessions, big houses, expensive cars, private clubs, huge salaries, and extravagant law firm social events;
- 💧 Because THEY VALUE WHAT GREATEST GENERATION LAWYERS VALUED.

Why Should We Listen to Millennial Lawyers?

- 💧 Because their numbers are huge;
- 💧 Because Baby Boomer Lawyers are retiring, and Gen X Lawyers are small in number; and
- 💧 Because their contacts are deep in the C-suites of businesses of the future.

MILLENNIAL LAWYERS HOLD THE KEY TO NEW CLIENTS AND THE FUTURE PROSPERITY OF LAW FIRMS.

The Conundrum

- 💧 Law practices and cultures do not fit the values and expectations of Millennial Lawyers;
- 💧 Current work environments are not focused on developing young lawyers; and
- 💧 *Law firm leaders do not know how to fix it.*

Adverse Effects of the Dilemma

- Many young lawyers are suffering from withdrawal in workplaces where they are **ignored** and **isolated** without much human interaction.
- They are showing signs of **depression** and **anxiety** from environments that are too far removed from the attention overload they experienced as children.

Change is Imperative

WE MUST:

- 💧 Pay closer attention to the human side of practice;
- 💧 Take interest in young lawyers and make them feel like important parts of our teams; and
- 💧 Provide mentoring that helps young lawyers develop their skills and advance their careers .

OR we will lose them.

Law Firm Partners Cannot Do It All

- ◆ Partners are too busy doing what today's highly specialized practices require *and* developing new work; and
- ◆ Their high billable rates are fueling profits, and many of them do not have time for developing young lawyers.

So, we have to be creative about how we give Millennial Lawyers what they want --- and need.

Pro Bono is Part of the Answer

- 💧 *Pro bono* practice can help respond to the needs of Millennial Lawyers;
- 💧 *Pro bono* representation is key to effective law firm training programs; and
- 💧 *Pro bono* representation enhances law firm profiles as true service providers.

The Most Effective *Pro Bono* Programs

- ◆ The *pro bono* outreach to young lawyers should be from law firm leaders to emphasize the importance of the work; and
- ◆ Law firms should give equal credit to billable and non-billable work like *pro bono* representation to assure the participation of young lawyers in these programs.

What is Needed is a Shared Solution

LAW FIRMS MUST:

- ◆ Address issues like mentoring, business development training, increased teleworking programs, effective parental and caregiver leave and childcare programs, and other work-life balance issues; and

MILLENNIAL LAWYERS MUST:

- ◆ Overcome the need for constant attention;
- ◆ Become less tentative in decision making; and
- ◆ Get out of their comfort zones and take on challenges and risks to advance their teams and their careers.

Millennial Lawyers Also Must

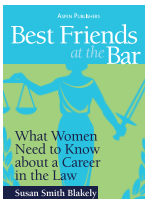
- 💧 Understand that they do not have all the answers and *listen* with respect to the wisdom of those who have been in the trenches for more than a Millennial Lawyer's lifetime; and
- 💧 Remember that the profession of law is inherently deliberative and slow moving much of the time. Millennial Lawyers must be patient and overcome their needs for instant gratification.

Take-Aways from Today's Program

- ◆ An enhanced understanding and respect for the values and expectations of Millennial Lawyers;
- ◆ Awareness of the societal influences on the Millennial Generation and the degree of the responsibility senior lawyers bear for their behaviors and limitations;
- ◆ Awareness of the responsibilities of law firms and Millennial Lawyers to work together to bridge the Generational Divide; and
- ◆ An understanding of the importance of *pro bono* representation to the valuable and meaningful experiences of young lawyers in today's law firms.

Books by Susan Smith Blakely

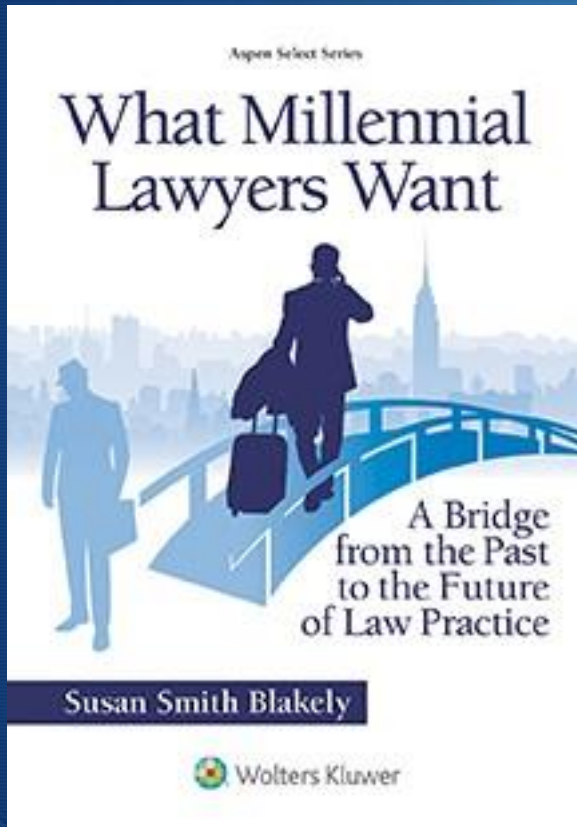
- ◆ *What Women Need to Know about a Career In the Law* (Wolters Kluwer/Aspen Publishers, 2009);
- ◆ *The New Balance for Today's Woman Lawyer* (Wolters Kluwer/Aspen Publishers, 2012);
- ◆ *Top-Down Leadership for Women Lawyers* (Wolters Kluwer/Aspen Publishers, 2015); and
- ◆ *What Millennial Lawyers Want: A Bridge from the Past to the Future of Law Practice* (Wolters Kluwer/Aspen Publishers, 2018).



Articles About Millennial Lawyers By Susan Smith Blakely

- ◆ *ABA Journal*: “Law Firms Shouldn’t Overlook Value of Soft Skills,” March 7, 2019;
- ◆ *ABA Business Law Today*: “Good Law Firm Business: Protecting Talent,” November 15, 2018;
- ◆ *Law 360*: “Protecting Law Firm Talent at Both Ends,” October 30, 2018; and
- ◆ *Corporate Counsel*: “What Millennial Lawyers Want,” October 25, 2018.

Thank You!



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