PROGRAM MATERIALS
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The Future is Now: How Lawyers Can Bridge the Remote Working Gap

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WEBINAR

The Future Is Now: How lawyers can bridge the remote working gap

October 22, 2020 | **Presented By**

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MAJOR, LINDSEY & AFRICA

Learn how to create and keep a cohesive, productive team culture while working remotely.

PEOPLE

Relationships & Leadership

Workplace Relationships

How to build and maintain relationships virtually:

- Leaders/managers need to have weekly one on one conversations with their people.
- Conversations need to be more personal than before.
- Leaders need to be more vulnerable and share some of their challenges.
- Ask people what they need to get the job done.
- Bear in mind that different people have different needs for human interaction.

Leadership Skills

Skills that leaders need to build quickly to ensure success in the remote working world:

- Empathy
- Active listening
- Self-knowledge – being in touch with your own emotional state
- Patience
- Time management – because staying in touch with people takes more time than ever before, leaders need to let go of things they used to do that are not impactful
- A basic understanding of the generational differences within their team

Know Your People

- Develop an understanding of each team member’s style.
- Consider using a Hogan assessment or other tool.
- Understand what each team member needs in order to be productive when working remotely.
- Talk to HR about tools they may have.
- Agree with each team member on a personalized management plan.

Build Trust

How to build and maintain a culture of trust in a remote team:

- Do what you say you will do.
- Be as transparent as you can.
- Keep confidences.
- Be vulnerable and share your own challenges.
- Overcommunicate – clarity and frequency.
- Be very clear about your expectations and repeatedly confirm your team members' understanding of those expectations.

Lawyer Burnout

Best practices to prevent burnout and boundary breaches on the part of the remote lawyer:

- Tell the team you EXPECT them to set boundaries.
- Ask people if they want to adjust their work schedule to allow them maintain boundaries that work for them.
- As a leader, set a good example. Don’t send emails after normal working hours for your team or on weekends unless really necessary and do go on vacation.
- Encourage taking time off and not having to work while on vacation by arranging for backup.

STRESS and Your Team

- What should the leader look for to spot signs of stress?
  - Behavior changes – more or less vocal on calls, do they break into tears during video calls
  - Performance issues – missing deadlines, decline in quality of work

- Be sensitive to stressors not directly related to work – child's return to school, sharing office space with others in home, life partner losing job, adult children returning home, worry about getting sick (self and others), general state of the world.

- What other resources are available?
  - Apps (Calm, Headspace, mediation apps, YouTube videos)
  - Affinity groups
  - Company-provided employee assistance and other support programs
  - Exercise
  - Other

Logistics

Remote Onboarding

The elements of successful onboarding in a fully remote workplace:

- Onboarding program must be very disciplined and organized. Cannot be left to just happen.
  - Scheduled.
  - Make sure everyone knows their part.
  - Be realistic about a plan that will work in your workplace.

- Assign an “answer buddy” to support the new employee.

- Manager should set up even more frequent check-ins during the onboarding period than is the usual practice.

- Arrange for a tech support resource who is responsible for ensuring that the new person has all necessary technology and access and who can troubleshoot any tech-related issues that arise.

Logistical Opportunities and Challenges

- Reassess real estate needs and costs:
  - Determine who and when people need to be in the office
  - Separation of office space and status
  - Hoteling options in office space
  - Re-evaluation of open plan offices
  - Renegotiation of leases

- Home office set up:
  - Employees’ home Internet access speed and cost
  - Differing comfort levels with technology
  - Costs and reimbursement
  - OSHA issues
  - Confidentiality issues
  - Nonemployee access to company/firm computers

The Work Day (and Night)

- Work hours expectations:
  - Communicate expectations around work hours and availability
  - Where possible offer flexibility to accommodate individual employee needs

- Determine voice versus video meeting participation requirements:
  - Internal to team
  - With internal clients
  - With external clients

Generational Considerations

Multi-Generational Workforce

- Remote work expectations are evolving along with the generations.
- Leaders need to be flexible and understand generational differences.

Baby Boomers

- **Born 1945–1960**
- Exposed to a lot of hardships at a very young age.
- Making a decent living was no small task.
- Craved stability in the workplace.
- Valued the opportunity for employment.
- Work-life balance wasn't a main priority or concern.

Generation X

- **Born 1961–1980**
- Often children of Baby Boomers.
- Witnessed parents' long hours and poor work-life balance.
- Prioritize family and more likely to utilize their PTO.
- Look for perks such as telecommuting, extended maternity/paternity time and adequate vacation time.

Millennials

- **Born 1981–1994**
- Work ethic is thought to be secondary or "just a part of life".
- The largest workforce generation (over 25%).
- Large student loan debt, lack of stable employment, soaring housing costs.
- Work-life balance highest of priorities.

Gen-Z

- **Born 1995–2012**
- Work ethic focused around being competitive.
- Mobile-first mindset – need access to work from mobile devices and to be mobile.
- Attracted to economic stability due to growing up through previous recession.
- Like their independence so want freedom and flexibility at work.

Boomers and Gen-X – Most of the Leaders

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- Accustomed to working in office environment
- Familiar with building relationships in person
- Not digital natives – started working on paper!
- LEADERSHIP STYLE – shaped by the above

MLA Surveys – Millennials and Gen-Z

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- Millennials: Between January and March of 2019, MLA partnered with Above the Law to field a series of surveys primarily targeting at millennial readership regarding their goals, priorities and thoughts on generational differences and cultural shifts within law firms.
  - Over 1,200 respondents shared their insights.

- Gen-Z: MLA created a questionnaire pre-COVID in 2020 centered around culture, development and career expectations.
  - Questionnaire was then sent via email to the career offices of the top 20 law schools (as ranked by *U.S. News & World Report* in 2019), with a request to send it to their current law school students. In addition, students at the top 20 law schools were invited to participate via direct messaging through LinkedIn.

Millennials – Most of Today’s Workforce

- Millennials are the largest generation in the U.S. labor force - more than 1/3 of American labor force participants.*
- Work-life balance is the top priority for millennial lawyers.
- MLA’s survey shows 75% of millennial lawyers would trade compensation for work-life balance and flexibility.

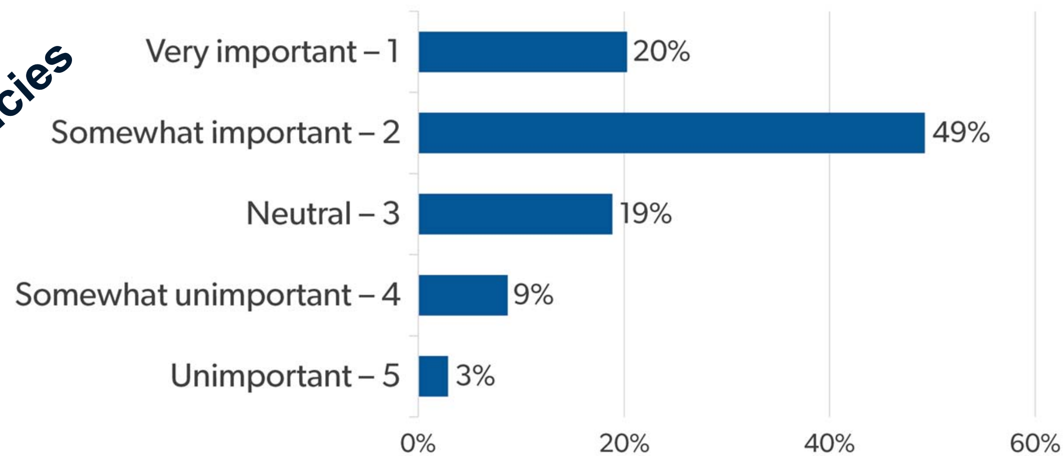
*2018 Pew Research data

Generation Z – The Future

- Gen-Z grew up with technology and is well versed in the tools that allow individuals to perform their job responsibilities from anywhere.

- Gen-Z want flexible face time requirements/work-from-home policies, with 69% calling that “somewhat important” or “very important”.

MLA’s Gen Z Survey
Flexible Face Time Requirements/ Work-From-Home Policies



What does all of this mean?

When the Pandemic Ends – Remote Work Stays

How do you build on what you've learned?

- Determine the optimal work arrangements for your team.
- Don't forget the business needs and goals.
- Ask the team for their input.
- Many will find that a hybrid models will work best.

Be prepared for hybrid models

– As a leader, you need to listen and be flexible to come up with a new model that works for your team.

– Post-pandemic we will see more in-person meetings.

– Define clear guidelines for when people need to come into the office.

– Ensure in-person meetings and collaborations are worthwhile.

Leadership will remain more personal

- Employees will no longer leave their personal life at the office door.

- Managers need to be more intimately familiar with the needs of their employees – let the employees lead the discussion.
  - Ask each employee how they want to be managed.
  - Where is the line for them between personal and work life?
  - Ask how you can best support them during times of stress.

Results v. Methods

Manage to results – be flexible on methods

- Stay focused and very clear on desired outcomes and be flexible about how they are achieved.
- Be clear and consistent about performance expectations.
- Make them as objectively measurable as possible.
- Focus on measuring what is truly important and nothing else.
- Give real-time feedback.
- Remember that there is more than one way to achieve the desired outcome.
- Good time to simplify and clarify your performance expectations.

Thank You

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The Future Is Here: The Legal Profession Can Succeed Working Remotely

BY ANDREA BRICCA | MAY 27, 2020 – CORPORATE COUNSEL

For years now, the push for organizations to implement regular work-from-home policies and practices has been a major area of debate. While the legal profession is typically slow to change, when forced into the change, it has become clear that legal work can be done effectively and efficiently remotely. Take away the distractions of children and spouses at home, along with the overall vibe of the current crisis, and work from home is rapidly becoming the chosen way of doing business for many industries, including the law. Furthermore, in order to attract top legal talent going forward, remote work options will need to be among the benefits offered by law firms and legal departments.

Before the COVID-19 pandemic, many organizations had basic work-from-home policies in place ranging from one scheduled day a week (sometimes only allowed after a year of employment) to allowing time at home on an as-needed basis for necessary appointments or other personal emergencies. However, in-house legal teams and law firms are now realizing they may not need as much traditional face time with their teams and discovering that remote work may led to happier, harder working lawyers.

In-house lawyers are telling me they are busier than usual and are effectively working from home. One general counsel indicated that, while he offered his team a once-a-week option to work from home previously, he would probably expand that going forward, as he's received positive feedback from his team and found they've been just as efficient while at home. In David Morley's article, "COVID Crystal Ball," he writes that flexible work has "overnight gone from tolerated to mainstream. A winning strategy will embrace that change and figure out how to prosper from it."

Legal leaders are seeing that their attorneys can be productive at home without the distractions of neighboring conversations and an often lengthy commute. They are able to focus on the tasks in front of them without being pulled away unexpectedly. They are also able to flex their hours to take care of personal needs, working into the evening or starting earlier in the day to get work-related tasks taken care of before tending to themselves.

The opportunity also exists for cost-saving measures to be taken, specifically for office space to be downsized. While office space will always be necessary for meetings and face time, it won't endure on the same scale to which we've grown accustomed.

Strong remote work policies will also be attractive to new talent. According to Major, Lindsey & Africa's Gen-Z: Shaping Tomorrow's Law Firm Culture survey report, 74% of respondents (current and graduating law students) expect that they will be able work remotely occasionally. Gen-Z are digital natives, so they are technologically savvy enough to navigate virtual meetings, access documents on company servers, and connect with their team from anywhere. Remote work also opens up a more diverse talent pool, especially when recruiting for difficult locations or niche specialties.

As more of Generation Z enters the workforce and millennials are promoted into leadership roles, remote working was already positioned to take a stronger hold; COVID-19 just sped up the implementation. Millennials currently make up the bulk of the workforce and have led the charge to make work from home more prevalent for years. They have long been defined by their strong desire for flexibility—firmly believing they can, and should be able to, accomplish their work from wherever they are—and the present status quo is proving they are right for the most part.

Now is the time to figure out if remote working is for you and your organization. It can be a positive distinguishing factor for companies that embrace it going forward.

Beyond the New General Counsel Meet and Greet—Assess Your Team

BY MIRIAM FRANK & BARRETT AVIGDOR | MARCH 08, 2019 | CORPORATE COUNSEL

Congratulations! You just landed your new job as a general counsel, a role very different from and much more than being a great lawyer or even being a great in-house lawyer. Effective general counsel must develop strong relationships with the C-Suite and among leadership, but just as important, with the members of the legal team. Without strong relationships to support your development and success, you will be seen as uninformed or out of touch with the issues facing the business, and it will be difficult for you to ever earn the confidence and respect of your peers and team.

Some critical members of the team you've inherited have been in the trenches in this business for years. They have institutional memory and relationships that can help you get up to speed quickly and avoid political pitfalls. You need to develop open and effective communication with them and earn their trust so that they will proactively share with you what you may not even know to ask.

Just as important, your team members must enhance their relationships with business partners at their respective levels and with each other. Some of them are terrific lawyers, well-liked and respected by their peers and the business. Others are not. You need to sort that out quickly so that you know who you can rely on. If your team is spread out across the globe, the challenge is much greater.

Too many new general counsel start their tenure with a world tour "meet and greet" and come away thinking that they now know their team members. While such meetings are great for putting faces to names, they will not give you the level of insight into each team member that you need. Those meet and greets, though good for the beginnings of bonding, are more about the team assessing the new general counsel than the other way around.

An efficient and effective way to gain insights into your team is to use one of several well-validated assessment tools on the market such as the Hogan Assessment, the EQi 2.0 or the Myers-Briggs. They all require participants to take an online self-assessment and they all produce a detailed report that can be used for various purposes such as team building, individual coaching and goal setting. In order to get the full benefit of the assessments and to avoid the risk of misinterpretation, hire a consultant who is certified to administer and interpret the assessment. A good consultant can also help you select the assessment that best fits your needs, explain it to your team and help you translate the results into actions to implement your vision as a leader.

From there, you should convene a global meeting of your team and offer a professionally facilitated program to discuss the results of the assessments and to create a basis for candid communication. Consultants trained in the interpretation of those tools and familiar with the workings of an in-house legal department can work with you to design a program that simultaneously gives you true insight into your team and gives the team actionable intelligence for working more effectively both individually and together. These meetings tend to generate a great deal of good will and enthusiasm, bonding you and your team to a common set of goals.

To keep the momentum going when everyone returns to their home offices, create global task forces or working groups that provide people with an opportunity to help shape the new team culture you are building and to strengthen relationships with colleagues from distant geographies.

What if you have inherited a dysfunctional team? Rivalries, feuds and resentments can create a lot of distraction that diminishes the team's effectiveness. They are also obstacles to the clear and honest communication that you need in order to manage and lead the team. Given everyone's desire to put on their best faces to their new boss, it may be difficult for you to get an honest read on the situation. Again, a consultant can help. We have been engaged by new general counsel to interview every member of the team and create a report indicating where the team is strong, where it is weak and what can be done to make it better. In one case, the rivalries among the team were so intense that some of the lawyers broke down when they told us about the stress they felt coming into work every day. By being made aware of the problem, the general counsel was able to take steps to break down silos, facilitate communication and incentivize teamwork.

Being a general counsel is a difficult, high profile job with little room for mistakes. You need to maximize the resources you have and to know who you can count on for what. You don't have time for a lot of trial and error. By assessing your team early, with the help of a certified expert, you will get a clear picture of the talent that you have and a road map for building the team and the culture that you envision.

Your team is the key to your success. You should get to know them.

From Lawyer to Leader: How to Build a Strong Legal Team Culture

BY MIRIAM FRANK & BARRETT AVIGDOR | MARCH 20, 2019 | CORPORATE COUNSEL

“Culture eats strategy for lunch.” That quote is attributed to Peter Drucker, the father of modern management theory. It expresses the fundamental importance of culture—that culture drives people’s behavior, either by achieving the organizational or team strategy, or by undermining it.

Every organization and every team within it has a culture, whether intentional and driven by its leadership or not. It is defined by the behaviors of leaders and the behaviors that they incentivize and tolerate in others.

Positive, powerful, intentionally created culture will support the leader’s vision, attract and retain talent, and ensure results. In the absence of leadership-driven culture, however, an unintentional culture will be created by the strongest personalities in the room, or by the existing incentive structure, often leading to negativity, lack of focus and issues with recruiting and retention.

As a general counsel, you play many roles: trusted advisor to the C-suite and the Board, senior legal voice representing the interests of the company and leader of a team of lawyers. One of your most important jobs as a leader is to drive a culture that fosters team engagement, commitment to the organization and success as individuals and as a whole.

Because legal supports the broader organization, it would be easy to assume that the company culture must dictate the culture of your team. In fact, because legal is an advisory and protective function, the culture of the legal team will generally be a little different than the company culture. Of course, the legal team culture must be consistent with and complement the corporate culture in order for the team to be successful. For example, if you are in a highly creative industry such as advertising, robotics or graphic design, your legal team culture likely will be expected to take a creative approach to client issues.

So, how do you build a team culture that will drive behaviors that lead to success and engagement?

Here are some steps to follow:

> **Define the culture you wish to develop**. Be specific! Just saying “I want a top-notch legal department” doesn’t provide enough direction. What kind of behaviors do you want to foster on your team? Do you want your team members to be creative problem solvers? Team players? Risk takers? How do you want the business to view your team? For example, the legal leadership team of a technology consulting firm wanted to replace a culture of individual contributors with one that was much more team oriented. The idea was to encourage some risk-taking with the benefit of more than one person assessing and managing the risk. They tweaked the company-wide performance management process to encourage teamwork and risk-taking and shared success stories within the group. They even denied a promotion to a lawyer who achieved good results but did not demonstrate the collegiality and cooperative behavior that leadership was trying to promote.

Connect the desired cultural vision to what motivates your team members. Think beyond financial incentives and promotions, as those are very limited. If you can tap into the intrinsic motivations of the team, you will be rewarded with high engagement and productivity. To find out what motivates your people, ask them, either directly or through your management team. Are they motivated by recognition? By altruism? By having an impact on the business? Connecting the individual motivations of team members with the culture you are seeking to create greatly enhances the likelihood of success. We recently worked with a company that asked us to conduct a Hogan Assessment on every member of the newly formed compliance team. We found that most shared altruism as a significant value. When the team leadership asked us to help define the desired team culture, we worked with the leadership team to find ways to frame the mission and culture of the team through the benefits and protections their work provides to the public.

Reinforce the behaviors you want to see. Changing behavior requires repetition. Leaders must opportunities for your people to engage in the behaviors that support your desired culture. For example, if you want your lawyers to be creative problem solvers, run your meetings in a way that encourages brainstorming and doesn't punish bad ideas. Or, if you want your people be more business oriented, bring key business people to your meetings to discuss issues and look for opportunities for your people to join their internal clients for meetings or training.

Ensure the metrics are aligned with the behaviors you are trying to encourage. It's important that you do not reward people who do the opposite of what you say you want—even if they produce results. For example, if you want a highly collaborative team, find ways to recognize collaboration rather than reward individual performers. A large public company used to stack rank employees and terminate the bottom ten percent every year. In the legal department, this created unhealthy competition and lead to the inevitable: lawyers were reluctant to cooperate with each other. In some cases, they actively undermine each other. Meanwhile, the general counsel was trying to promote a culture of teamwork. No amount of corporate messaging around teamwork made any differences as long as people knew that they would lose their jobs if they were in the bottom ten percent. Only when the company abandoned the forced stack ranking approach did they see the desired change in behavior.

Communicate relentlessly. Reinforce the culture through frequent and consistent messaging. Celebrate examples of people who are displaying desired behavior. Invite the team to come up with ideas that will promote the culture. Messaging alone is not enough, but when coupled with the right behaviors, clear messaging can help establish the culture you are trying to create. Look for opportunities to create programs or events that support the culture. If your team is highly altruistic, consider a team-building event that involves doing work for a non-profit. If your culture is defined as one global team, create cross-border working groups to solve problems.

Lead by example—every day. When it comes to culture, leaders need to walk the talk. If your actions are not consistent with your words, you will lose credibility and make it very difficult to establish your desired culture.

To be a good leader, you must first define the type of legal department you want to lead. Then, create a culture that promotes the behaviors and attracts the people you need to reach that goal. Building a culture takes time, thought and consistent action. It is also the best investment you can make in your team.

Executive Presence—How to Connect with and Become Part of the C-Suite

BY MIRIAM FRANK & BARRETT AVIGDOR | MARCH 27, 2019 | CORPORATE COUNSEL

In order to have significant impact as a leader in your organization, you need the other members of the C-Suite to include, consult and listen to you. Your title as general counsel gets you in the room. To be truly impactful, however, you need the other C-level executives to see you not as a narrow subject matter expert to be consulted only on legal matters, but rather as a peer and adviser who also brings specialized knowledge. You need to demonstrate that elusive quality known as executive presence, or "gravitas."

Of course, your specialized legal knowledge is essential to the business. Just as important, however, is your unique approach to business problems. Your challenge is to demonstrate the business knowledge and judgment necessary to earn the role of strategic business adviser.

We define executive presence as the ability to make others believe you are capable and ready to be a leader. Before you can demonstrate your substantive expertise, you need the C-Suite members to listen to what you have to say. Executive presence is what will get their attention, and authentic executive presence will help you sustain that attention.

Our formula is simple: Presence + Connection = Authentic Executive Presence

Let's break that down.

Presence

Presence has both verbal and nonverbal aspects.

According to Dr. Albert Mehrabian, author of "Silent Messages," 38 percent of any message is conveyed through tone of voice, 55percent through nonverbal elements (facial expressions, gestures, posture) and only 7 percent through words. Other studies come up with different percentages, but it is well established that the majority of face-to-face communication is comprised of elements other than the words spoken.

Dress the Part

"Looking the part" is shorthand for cultivating a physical presence that is consistent with other leaders in your organization. If they are in business attire, so are you. If they are very casual, you are too. Of course, clothing choice should also reflect your personal style. The key is to match the general level of formality so that your physical appearance says you fit in. Dressing in a way that is outside of the cultural norm sends a signal that you are not "one of them" and impacts your ability to be heard.

Use Your Body Language to Convey Leadership

There is no single look for a leader. One common denominator, however, is that a leader looks confident. There are some universal guidelines for demonstrating confidence and leadership in your nonverbal communications.

Begin with posture and gait. A confident person stands tall and walks with purpose. When sitting at a conference room table or a desk, a leader claims space by sitting with chest up and arms open. They take up space because they have earned the right to be in the room and they know that they add value.

When a leader speaks or listens, they make eye contact. They are confident in their message and they want to convince others to follow them.

Speak Like You Mean It

A common mistake, especially among lawyers, is to assume that being professional means speaking in a monotone. If you want people to listen to what you have to say, your tone of voice should convey the emotion and urgency behind your words. Modulate the tone of your voice and your speaking tempo to enhance your message.

When you are challenged, stay calm, listen and respond calmly and firmly. A good leader is not afraid of debate or other ideas and is open to changing course.

Choose Your Words Well

Verbal presence is about choosing words that convey your message clearly, concisely and convincingly. Avoid using jargon or going off on tangents. As the legal expert in the room, it is your job to explain legal issues in language that is easy for the nonlawyers to understand but is not overly simplified or condescending.

Exert your influence not by the amount of time you speak but by the clarity of your message and the power of your ideas. Use pauses to give yourself time to think rather than saying "um." If you are giving a prepared presentation, take the time to practice it and seek honest feedback.

Make Your Executive Presence Authentic Through Connection

Most articles about executive presence stop after advising on how to develop presence and advocate a "fake it 'til you make it" approach. But in order to serve as a solid foundation for important relationships, executive presence needs to be authentic and grounded in a connection with others. Without that connection, your colleagues may find you impressive, but not genuine and possibly not trustworthy. Connecting with others requires emotional intelligence—a thorough understanding of your own emotions and those of others.

Self-Awareness and Self-Control

Pay attention to the effect you have on other people as well as your own emotions and how they impact your communication and decision-making. Ask for feedback on how you are "landing" with others from people you trust. If you have the budget, get a coach or take a self-assessment, such as the EQi 2.0 or the Hogan Personality Inventory.

Self-control means understanding and managing your emotions. You will be more effective if you use your emotions to support your work rather letting them eclipse your message.

Be a Good Listener

The ability to read and connect with others begins with listening. Learn to listen actively, put your own thoughts on hold and pay attention to what the other person is saying and how they are saying it. Try to come to the conversation with a true sense of curiosity. Consider why they are taking the position that they are and ask open-ended, honest questions.

Be Approachable

The more approachable you are, the more likely you will be to connect with others. Try to keep your door open when feasible, smile and demonstrate openness and authenticity through your actions and body language.

Navigate the Emotions of Others

By being observant and analytical, you can determine what is causing the emotions of others and make an intelligent decision about how, or whether, to address them. When confronted with high emotions in the C-Suite, listen carefully and try to understand where the emotion is coming from. Is this person embarrassed that they have made a mistake? Do they feel strongly that the company is off track? Is there a personality or power struggle going on? The answers to these questions will guide you to a calm, authoritative understanding that bolsters your executive presence.

Your knowledge and judgment are important, but it is your executive presence that will get the C-suite to seek your input and listen to what you have to say. To develop a sustainable executive presence**,** it needs to be authentic and based in emotional intelligence.

The good news is that executive presence can be learned. It takes coaching, feedback and practice.

Mastering Difficult Conversations: Earn the Trust of Those Around You

BY MIRIAM FRANK & BARRETT AVIGDOR | MAY 13, 2019 | CORPORATE COUNSEL

Whether you're giving bad news to a CEO, firing a subordinate, pushing back on a peer perspective or defending your position from aggressive challenges, having difficult conversations is part of being a leader. While these conversations aren't always enjoyable, the appropriate mindset, clarity and preparation can make you highly effective in achieving your desired result and, at the same time, enhance your standing as a leader.

Get the facts.

It's important to always make sure you have the relevant facts. Finding out in the course of the conversation that your facts are wrong makes an already difficult conversation worse—plus you instantly lose credibility and probably damage the relationship. Before the conversation, do your homework. Look for objective facts, talk to people with different perspectives on the issue, and consider alternative explanations. If you know that your facts are incomplete, acknowledge that at the start of the conversation and invite the other person to fill in the gaps before you launch into making your points.

Clarify your intentions.

In preparing for a difficult conversation, it's important to think about your goals and determine the ideal outcome that would achieve those goals. The following exercise removes much of the emotion and focuses on what you're trying to accomplish.

For example, if a colleague consistently undermines you in leadership meetings and you want it to stop, you should approach your conversation differently depending on whether you want to strengthen your relationship or simply want the disrespectful behavior to end. Consider the example below—neither goal is inherently right or wrong, but being clear on the outcome you want will lead you to engage in very different behaviors:

Goal: Build a relationship to stop bad behavior

Goal: Push back on bad behavior

Question:

What do I want for me?

Build a stronger relationship with her so that she no longer undermines me in meetings. If she has a problem, she will bring it to me directly.

Explain and firmly ask her to stop her bad behavior immediately.

What do I want for the other person?

To achieve self -awareness and empathy. I want her to see my side, understand the impact of her actions and stop undermining me because she respects me as a peer.

To take this as a warning. I want her to know that I will not put up with this anymore and if she doesn't stop, I will take action.

What do I want for the relationship?

I would like us to be good colleagues, respectful of one another and mutually supportive.

I want her to respect me so that she no longer undermines me.

What do I want for other stakeholders?

The other members of the leadership team should know that we are all pulling in the same direction and that we can have honest and constructive disagreements to get to the best decisions.

I want them to know that I am good at what I do and will not be pushed around.

What would a successful outcome look like?

My colleague will understand why I find her comments undermining and why that is not good for us or for the leadership team. She and I will agree on different ways that she can disagree with me on substance without undermining my authority. Our relationship will be stronger because we will have had an honest conversation about a difficult topic.

My colleague will understand that I will not tolerate bad behavior and that I can hit back hard if I need to.

Get to neutral emotional ground.

If you are seeking to enhance your relationship with the other person, the way you deliver your message is just as important as the message itself. Pay attention to your choice of words. Separate the problem from the person. Avoid beginning sentences with "you" and start them instead with "I" instead, framing the issue in terms of the impact on you rather than judgment of the other person's behavior. Set a respectful tone for the conversation by staying calm and listening actively to the other person. Even if you believe they are wrong, giving them a chance to be heard will greatly enhance the likelihood of reaching a positive outcome and will earn their respect for you as a leader. Acknowledge your role in the problem too and avoid casting yourself as a victim and the other person as a villain.

Communicate with generosity, respect, integrity and truth.

If you've done your homework, you have the facts, but you do not know the other person's motives. Assume good intentions until proven otherwise. Assume as well that the other person wants to solve the problem as much as you do.

Be hard on problems but kind to people.

While it's important to be tough on problems, you can simultaneously be kind. Being kind does not mean you give people a pass—only that you note their mistake and solicit their ideas for fixing it rather than dwelling on the fact that they made a mistake. This will ultimately produce trust and a desire to fix the problems at hand.

Difficult conversations are a necessary part of leadership. Avoiding them has a cost to everyone involved—and can lead to underperforming employees, a lack of transparency, or worse, a culture of disrespect. As a leader, you need to master the art of difficult conversations to make them work for you and to earn the trust and respect of those around you.

From Lawyer to Leader: Choosing Alternative Solutions to Help Handle the Workload of Today's Law Department

BY MIRIAM FRANK & BARRETT AVIGDOR | JULY 08, 2019 | CORPORATE COUNSEL

Imagine one of your lawyers is drafting a non-disclosure agreement. The agreement is standard, will likely have little negotiation involved, and is something they do frequently—and yet, this simple document is taking time that could be better spent on more complex and profitable matters. Alternatively, imagine you have an automated solution that allows the sales team to access a web portal while they're in a customer's office. After they answer a series of questions, a non-disclosure agreement is auto-generated within minutes and can be emailed to the client for digital signature directly from the field. It all sounds great but getting to that stage can be a complex process that requires a tailored solution and outside assistance.

In today's competitive market, legal departments are increasingly turning to alternative legal service providers (ALSPs), or consultants who offer options for cost savings and improved efficiencies that are people-based, technology-based or a combination of the two. The example above is just one instance of how ALSPs can positively impact your standard routine. But the myriad options available can be confusing and making the wrong choice can be costly in terms of money, time and credibility. Here are steps to take to make the right decisions.

Determine Your Initial Scope and Likely Future Areas of Need

According to a 2019 survey conducted by the Georgetown Law Institute and Thompson Reuters, the top five areas addressed by ALSP engagements are:

- Litigation and investigation support, including e-discovery
- Legal research
- Document review
- Contract management
- Regulatory risk and compliance

For many companies, the most pressing need is for contract collection, review and ongoing management. From a pure manpower standpoint, companies also need a reliable source of highly competent lawyers who can step in on a cost-effective project/contract basis to fill in for a parental or medical leave and/or supplement the legal department during a significant transaction or "spike" in work.

Whatever the reason, your first step is to determine the area where you want to start. Your priorities will vary depending on the maturity of the legal function, nature of the business, and the risk profile. That said, you also need to consider areas of future need so that the solution you select today is flexible enough to account for changes as your company grows or faces new legal and regulatory issues.

Understand Your Options

The market for ALSPs is over $10 billion per year and growing rapidly. ALSPs come in a wide range of sizes and business models. The Big Four accounting firms offer legal support services that compete directly with large law firms. Large ALSPs can provide enterprise-wide solutions that include consulting, technology and contract lawyers. Many large law firms are also in the ALSP business as they use technology to create value and reduce costs for their clients. You may want to ask your outside counsel what solutions they can provide to meet your defined needs. For smaller legal departments or those wanting to stage their involvement with an ALSP, specialized consultants can serve as objective brokers and experts to guide you through the process of bringing in an ALSP.

Given the range of options and the velocity with which the landscape is changing, selecting and overseeing an ALSP is a big job. Law departments with a director of operations with project management experience may be able to handle the process internally. For other law departments, it makes sense to engage an independent consultant who is not tied to any particular product or solution.

Seek a Partner

The next step is to select a provider. Begin by creating a clear and complete list of desired outcomes. Whoever is leading the process (whether internal or external) can provide guidance on realistic outcomes and use the list as a basis for assessing the suitability of various solutions. Some companies run a formal RFP process; others may simply create a checklist of requirements to use as a scorecard for comparing software and service providers.

Design a Solution

After selecting a provider, the hard work of project design, implementation and ongoing management begins. Depending on the nature of the solution and the size of the enterprise, it could take weeks or months to customize the solution. To ensure that the solution truly meets the needs of the team and to enhance the likelihood of successful adoption, create a small group of lawyers to be part of the design and testing process. They will provide the ALSP with invaluable feedback on what is and is not useful and practical about proposed solutions.

Communicate

When ALSP/technology-based solutions fail, it's generally because the legal team finds reasons to avoid adoption. This behavior can range from demonstrating an unwillingness to learn to actively undermining development and implementation of the solution. Bringing in an ALSP can feel threatening to lawyers who fear that the work they do and the relationships they have could be replaced. Therefore, a strong, honest and clear communication plan is essential to gaining buy-in from the team.

Clearly and realistically explain the process and the work that will need to be done to design and implement the solution, as well as the benefits to the company, the team and individual lawyers. For individual lawyers, it is often the case that the work of ALSPs replaces low complexity, low value-add work and allows them to take on more interesting and higher-level work.

Train. Implement. Measure. Incentivize. Repeat.

The rollout of a new solution takes careful planning. If the team does not have a good first experience with your selected solution, it will be difficult to overcome their negative impression and both your bottom line and credibility may suffer.

The design team should implement training that meets the needs of everyone affected by the change. Be sure to schedule online training at times convenient for various time zones. Include an option for recorded online training and written materials for non-native English speakers or people who have different learning styles. Measure the results after implementation and share those results with the team on a regular basis for the first year. Incentivize people to support the change through the performance review process or one-off awards. The cycle of train, measure and incentivize should be repeated until the technology or ALSP solution becomes fully integrated into the way the legal team works.

Although implementing a technology or ALSP solution can be challenging, it’s fast becoming an expectation of any leader of a corporate law department. Demands for law department efficiency and effectiveness are not going away, and the sooner you begin to put solutions in place, the easier you will find it to navigate the future along with your team.

What my dogs trainer taught me about leadership

BY BARRETT AVIGDOR | JULY 7, 2020 – LINKEDIN.COM

Like many during quarantine, we brought home a puppy: a Welsh Terrier named Cardiff.

We were a bit unprepared for the differences between Cardiff and our previous dog. Cardiff is athletic, very smart and highly opinionated. He immediately introduced sweet, furry, adorable chaos into our lives.

I quickly realized that I was not the right leader to bring order to that particular chaos, so we interviewed a number of dog trainers. Cardiff went off to boot camp with Ben and returned two weeks later a polite, respectful dog who was still adorable and sweet. As Ben trained us to be the leaders Cardiff needs, I also learned some important lessons for leading through chaos:

Lesson 1 – To lead, you must have the respect of those who are to follow you.

Dogs will not listen to you if they don't respect you. To earn a dog's respect, you need to follow through on every command, be clear, consistent and fair.

Lesson 2 – To be a leader, you need a common language.

It is unreasonable to expect a dog to follow a command he doesn't understand. You need to teach a dog what the command means before you can punish him for not following it.

Lesson 3 – The antidote to fear is calm leadership.

A lot of dogs are afraid of sudden loud noises. When Cardiff was spooked by a motorcycle, my first instinct was to console and reassure him. Instead, Ben explained, I should simply tell him to heel or sit, showing him that there is nothing to worry about because I am in charge.

Of course, leading people is far more complex and nuanced than leading a dog, but I believe that these basic lessons still apply. Leadership is always important, but the extreme uncertainty of the present moment makes effective leadership more important than ever.

Re-earn respect

The changes in our workplace driven by the COVID pandemic and the social justice movement require leaders to adjust and re-earn the respect of the people they lead. Honesty, empathy and optimism are essential elements of earning, or re-earning, trust. People understand that there is tremendous uncertainty in the market and that it is impossible to predict future events. False reassurance or silence will erode trust. Instead, leaders should be as transparent as possible about the state of the business and what leadership is doing to protect the welfare and the jobs of those who work there. Acknowledging the stress and hardships on your team overall and listening to individual team members is also important. Even if a leader cannot address their concerns, the fact that they know that they are seen and heard will make them feel respected and enhance the respect they feel toward their leader.

Create a common language

A leader should be clear about expectations for how the team performs in the current environment, particularly if the team is operating virtually for the first time. Working remotely for months on end can leave people feeling disconnected and unseen. A leader needs to create a sense of shared mission and be sure that each team member understands the part they play in that mission.

Show calm leadership

Leaders are only human, and many leaders may not feel calm in the face of the change and uncertainty of the present moment. Authenticity and honesty are essential leadership traits, but, in this case, a leader needs to project calm even if that is not how he or she feels. Leaders set the tone for the team. For people to stay focused on their jobs, they need to feel that their leader has things under control and that, as the situation changes, he or she will tell them whatever they need to know. If a virtual team meeting or town hall devolves into fear-based scenarios, it is the leader's job to stop the downward spiral and bring the conversation back to facts and what the team can control.

Change is hard under the best circumstances, and we are living through a period of tremendous, rapid change under difficult circumstances. This is a unique opportunity to forge and hone your leadership skills and to earn or re-earn the trust of your team. By creating honest dialogue, clear expectations and showing calm leadership, you will reap the benefits today and when this moment of chaos has passed.

2019 MILLENNIAL ATTORNEY SURVEY

New Expectations, Evolving Beliefs and Shifting Career Goals

ABOVE THE LAW | MAJOR, LINDSEY & AFRICA

Millennials currently make up the largest cohort of the legal profession, and their unique working style has shifted workplace dynamics. Technological disruption and market forces have brought major change to the field of law. At the same time, the evolving preferences and priorities of millennial lawyers herald further challenges and opportunities.

To help law firms understand this changing landscape, we have partnered with our friends at Major, Lindsey & Africa for the second time to dig deep into the dynamics of the cultural changes that this generation has brought to law firms. During the first few months of 2019, we surveyed the Above the Law audience to find out about the priorities and goals of younger lawyers, as well as generational differences between that group and more seasoned colleagues.

In our inaugural 2017 edition of this survey, we learned that partnership was the primary career goal for young lawyers. This year saw that trend continue, but their interest in becoming partner also came with substantial criticism of the law firm culture, business model, and compensation structure.

Change is coming one way or another—these same millennials are aspiring to partnership, after all—but forward-thinking organizations will consider the factors that keep this cohort committed and engaged in order to stay on top of the market and ahead of the pack.

READ ON FOR OUR FINDINGS ››

METHODOLOGY

Between January and March of 2019, Above the Law fielded a series of surveys primarily targeting our millennial readership regarding their goals, priorities, and thoughts on generational differences and cultural shifts within law firms. Over 1,200 respondents shared their insights, which we have detailed here, segmented by overarching themes of the individual surveys.

SURVEY RESPONDENTS

1,200+
respondents

Positions

28.9% *Junior Associate*	32.4% *Mid-level Associate*	17.3% *Senior Associate*

6.4% *Equity Partner*	3.9% *Non-equity Partner*	2.4% *Of Counsel*	8.8% *Other*

Overall Gender Breakdown

52.3% *Male*	44.1% *Female*	0.8% *Nonbinary/ Third Gender*	0.5% *Prefer to Self-Describe*	2.3% *Prefer Not to Say*

GENDER BREAKDOWN BY POSITION

Associates

52.1% *Male*	44.1% *Female*	0.9% *Nonbinary/ Third Gender*	0.3% *Prefer to Self-Describe*	2.5% *Prefer Not to Say*

Partner/Counsel

52.7% *Male*	45.3% *Female*	0.0% *Nonbinary/ Third Gender*	0.7% *Prefer to Self-Describe*	1.4% *Prefer Not to Say*

KEY FINDINGS

CAREER GOALS

› **40% of millennial lawyers view partnership as their long-term career goal.**

› After partnership, men are more likely to aspire to in-house counsel, while women prefer to go into non-profit and government work.

› **Work-life balance remains the top priority for millennial lawyers.** Nearly 75% would trade a portion of their compensation for either more time off, a flexible work schedule, or a cut in billable hours.

› Dissatisfaction with compensation (28.8%) and management/firm culture (21.9%) were the top two reasons cited by those seeking new opportunities.

› While 70% of millennials self-described as loyal, over **75% were either open to new job opportunities or actively seeking them.**

LAW FIRM CULTURE

› This high interest in partnership comes despite **clear criticism of law firm culture:**

- **50.9% agree that the law firm business model is fundamentally broken**.
- 66% agree that law firm partnership is less desirable than it was a generation ago.
- 62.1% agree that millennials are transforming law firm policies and culture for the better.

GENDER AND WORK

› **45% of women strongly agree that law firm culture is sexist,** compared to 14% of men.

› **56% of women** strongly agree that there is a **gender pay gap**, compared to 18% of men.

› Informal mentorships are more meaningful than formal ones, and women value informal mentorships more than men.

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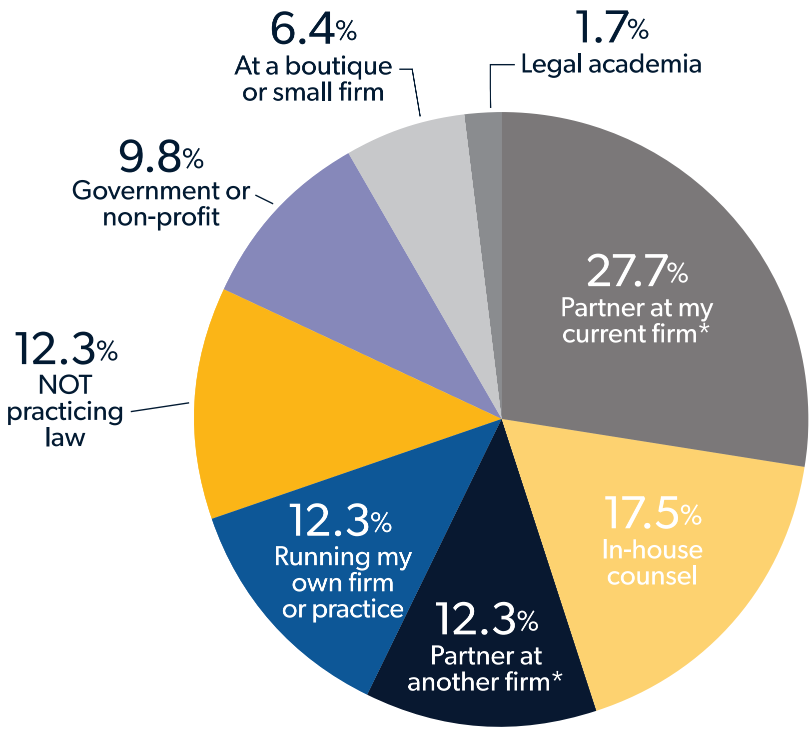
GOALS

PRIORITIES

GENERATIONAL DIFFERENCES

What do you see yourself doing in 10 years?

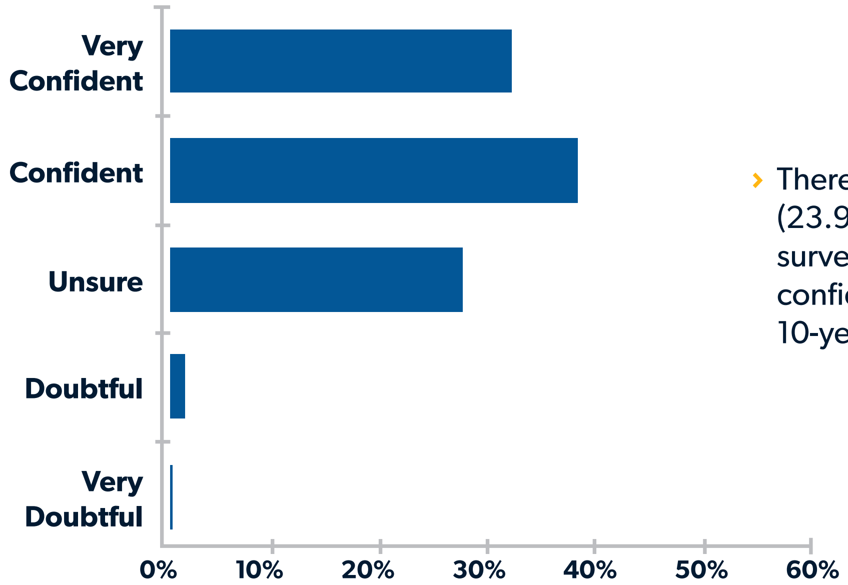


*** 40% of respondents** aspire to become partner either at their own firm or at a different firm.

- 12.3% of respondents indicated that in 10 years they would like to have left legal practice.
- Many from that group reported they would like to own their own business instead of practicing law.
- Since our first survey, the number of respondents who said they would like to be running their own firm or practice essentially doubled (6.0% to 12.3%).
- There was a significant drop in those who said they would like to be doing government or non-profit work (17.2% to 9.8%).
- In both surveys, the largest cohort of respondents indicated that they would like to make partner at their current firm. This year's survey found that nearly one-third of respondents would like to achieve this goal in the next 10 years.
- 27.5% of **male** respondents reported that in 10 years they would like to be a partner at their current firm; the next largest cohort (17.5%) reported that they would like to be in-house counsel in 10 years.
- 23.7% of **female** respondents reported that would like to be a partner at their current firm in 10 years; the next largest group (18.6%) indicated that they would like to be working for a government or non-profit organization in 10 years.

GOALS

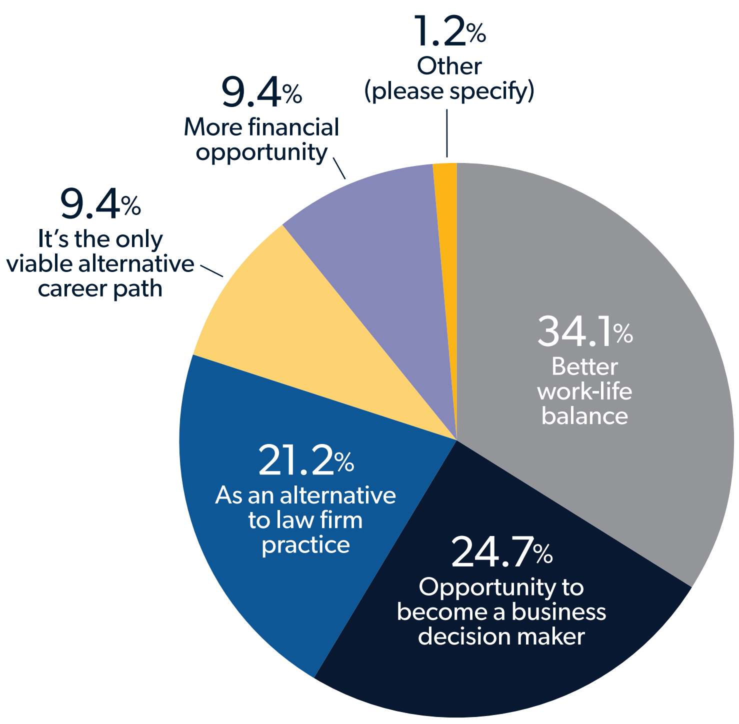
How confident are you that you will achieve your goal in 10 years?



- There was a substantial increase (23.9% to 31.9%) from the 2017 survey in respondents who were "very confident" they would achieve their 10-year goals.

Why are you interested in going in-house?

(select all that apply)



- "Better work-life balance" remains the primary reason respondents would go in-house.
- Yet, compared with our earlier findings, there was an almost 10% drop in those who wanted to go in-house for a "better work-life balance" (47.1% to 34.1%).
- In our earlier survey, 15.7% indicated they would go in-house "as an alternative to law firm practice," whereas in this year's survey that number increased to 21.2%.

GOALS

LONGITUDINAL COMPARISONS

Ideally, how long would you like to work at your firm?

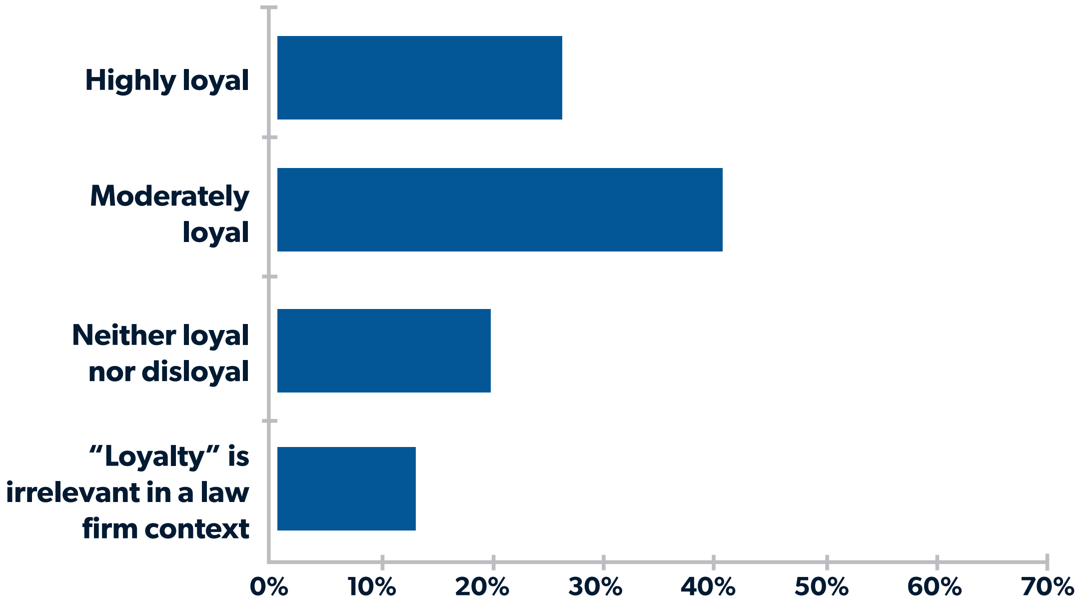
31% *I want to make partner*	21% *5-7 years*	30% *3-5 years*	18% *1-2 years*

	1-2 years	3-5 years	5-7 years	Partnership
JUNIORS	27.3%	36.4%	10.2%	26.1%
MID-LEVELS	13.6%	30.9%	27.2%	28.4%
SENIOR	8.6%	20.0%	17.1%	54.3%

- In our 2017 survey, a plurality of respondents (34.8%) indicated that they would like to make partner at their current firm. This year, the percentage dropped slightly to 30.0%.
- Also notably, the number of respondents who stated they would stay at their firms for 5 to 7 years increased from 14.1% to 21.0%.
- 33.3% of **male** respondents reported that they had partnership aspirations at their current firm, compared with 25.5% of their **female** peers.

LONGITUDINAL COMPARISONS

How "loyal" are you to your firm? (Overall)

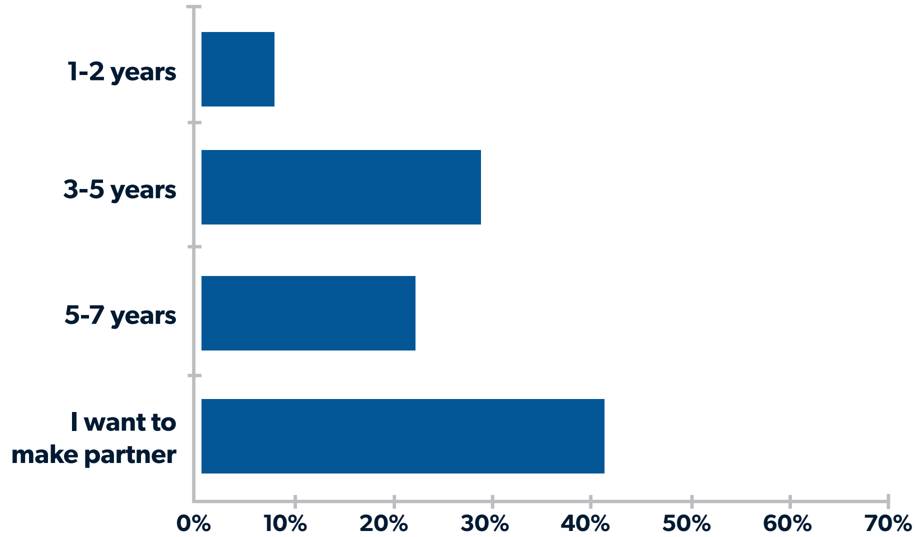


- Compared to the 2017 survey, there was a decline in the cohort that characterized loyalty as "irrelevant," from 16.2% to 12.9%.
- 38.9% of **male** respondents self-described as "moderately loyal" to their firm; 26.7% self-described as "highly loyal."
- 52.0% of **female** respondents self-described as "moderately loyal" to their firm; only 17.4% self-described as "highly loyal."

GOALS

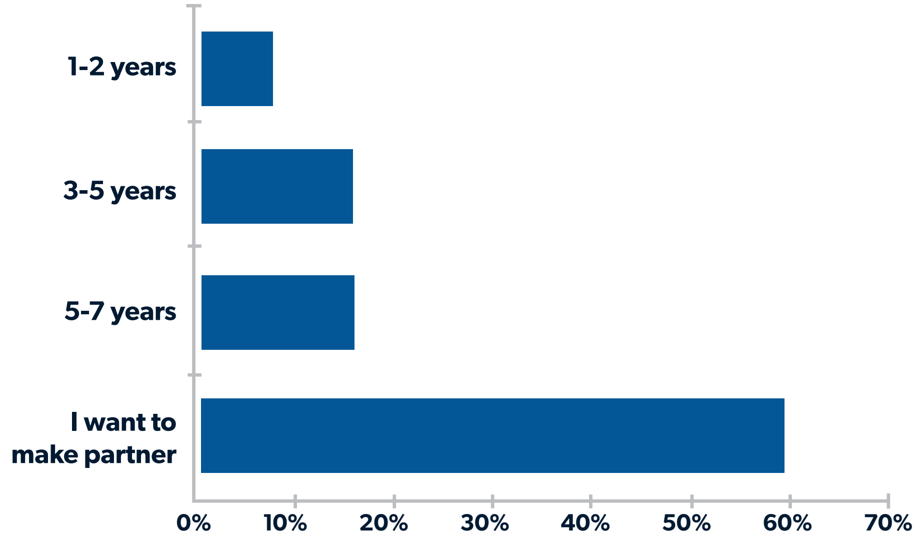
We isolated the responses from individuals who self-described as **"highly"** or **"moderately"** loyal and found that they were more likely to have aspirations to partnership at their current firm, at a rate of over 40% — 10% higher than the overall proportion.

Ideally, how long would you like to work at your current firm?

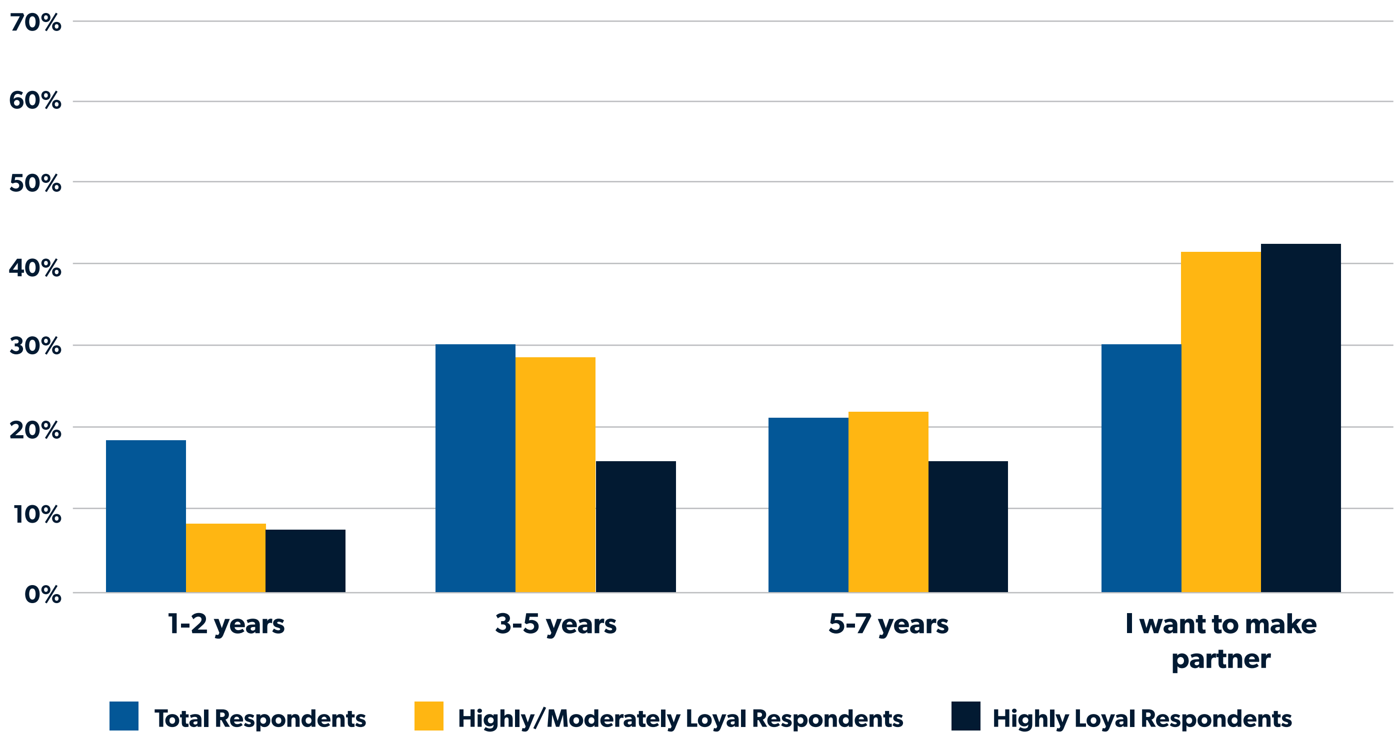


We also looked at individuals who described themselves as **"highly"** loyal and found that this cohort was even more likely to aspire to partnership at their current firm, at a rate of approximately 60%.

Ideally, how long would you like to work at your current firm?

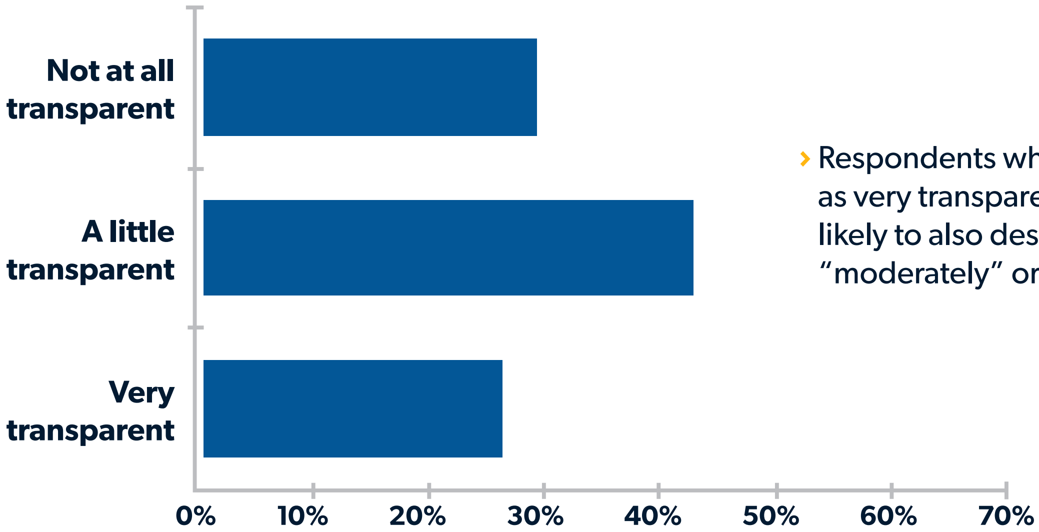


COMPARATIVE CHART
Ideally, how long would you like to work at your current firm?



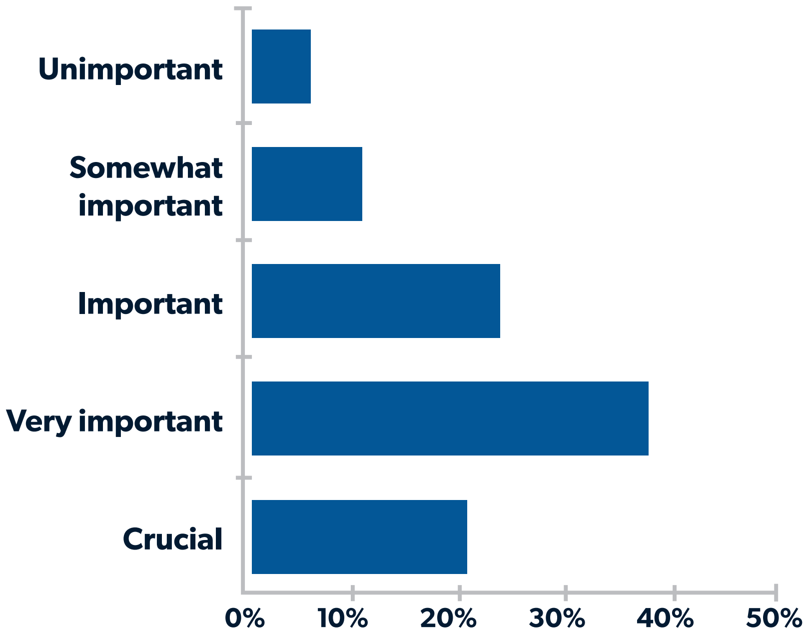
- Respondents who described themselves as "loyal" to some degree were 10.0% more likely to aspire to partnership than respondents as a whole.
- Among respondents who described themselves as "highly loyal," closer to 60.0% aspired to partnership.

How would you describe your firm's level of transparency regarding associate career paths (including feedback on whether an associate is on track for partnership)?



- Respondents who describe their firms as very transparent were 20.0% more likely to also describe themselves as "moderately" or "highly" loyal.

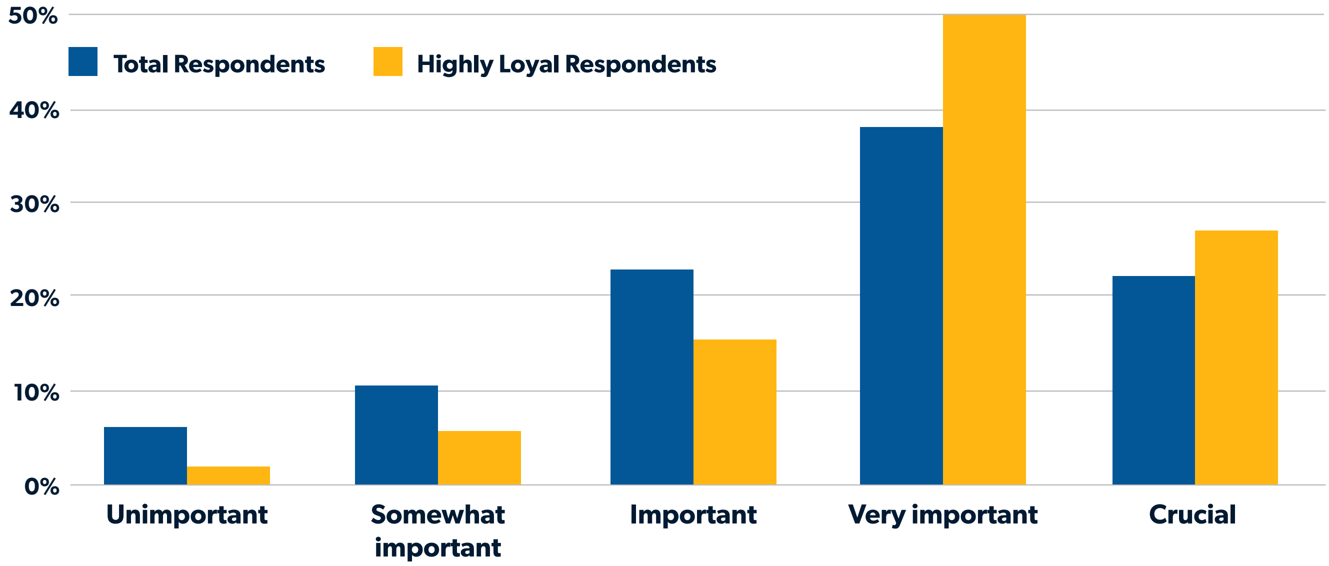
How important to you is your firm's transparency regarding associate career paths?



We segmented respondents by gender:

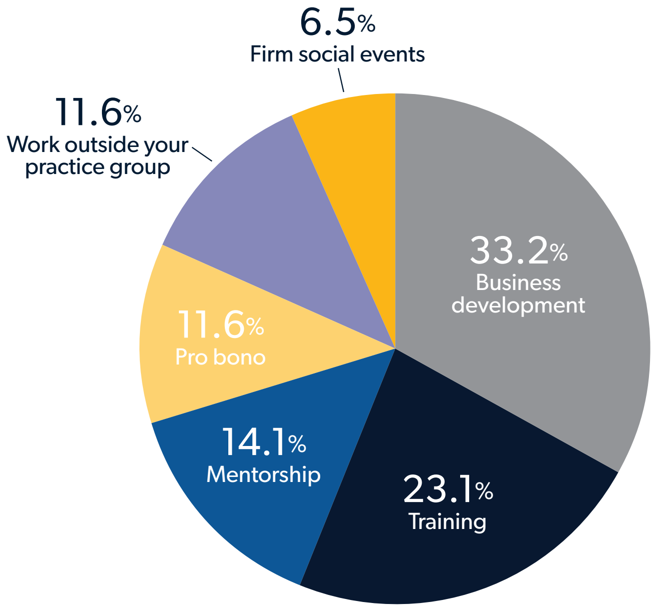
- 35.9% of **male** respondents reported that firm transparency was "very important;" 22.1% reported that it was "crucial."
- 40.2% of **female** respondents reported that firm transparency was "very important;" 19.6% reported that it was "crucial."

TRANSPARENCY/LOYALTY
How important to you is your firm's transparency regarding associate career paths?



› Loyalty and transparency correlate; those who reported being highly loyal to their firms also tend to consider their firm's transparency regarding career paths to be very important.

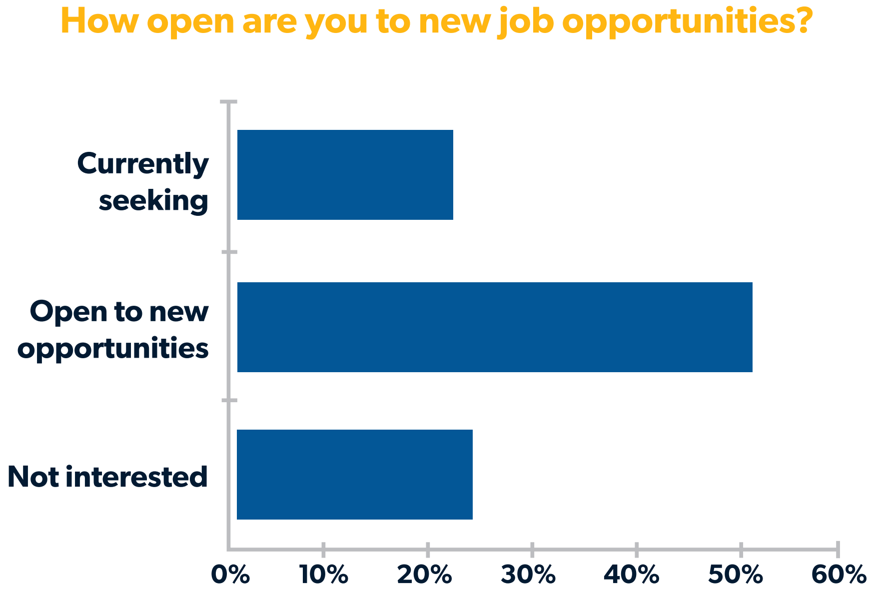
What would you like to spend more time doing?

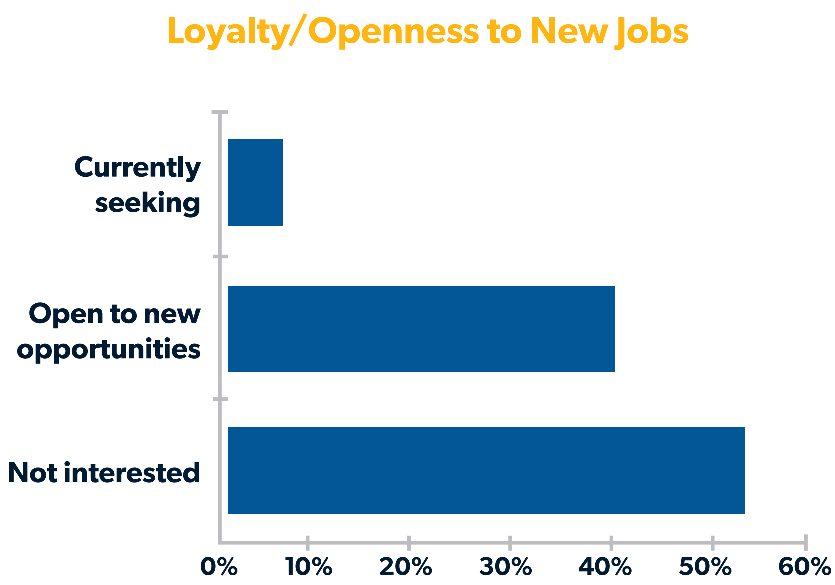


› There were modest increases in respondents who wanted to participate in more firm social events (3.4% to 6.5%), and in training (19.7% to 23.1%), when compared to our 2017 survey.

› There was a slight drop in those who wanted to participate more in business development (36.8% to 33.2%).

NEW QUESTIONS ABOUT GOALS

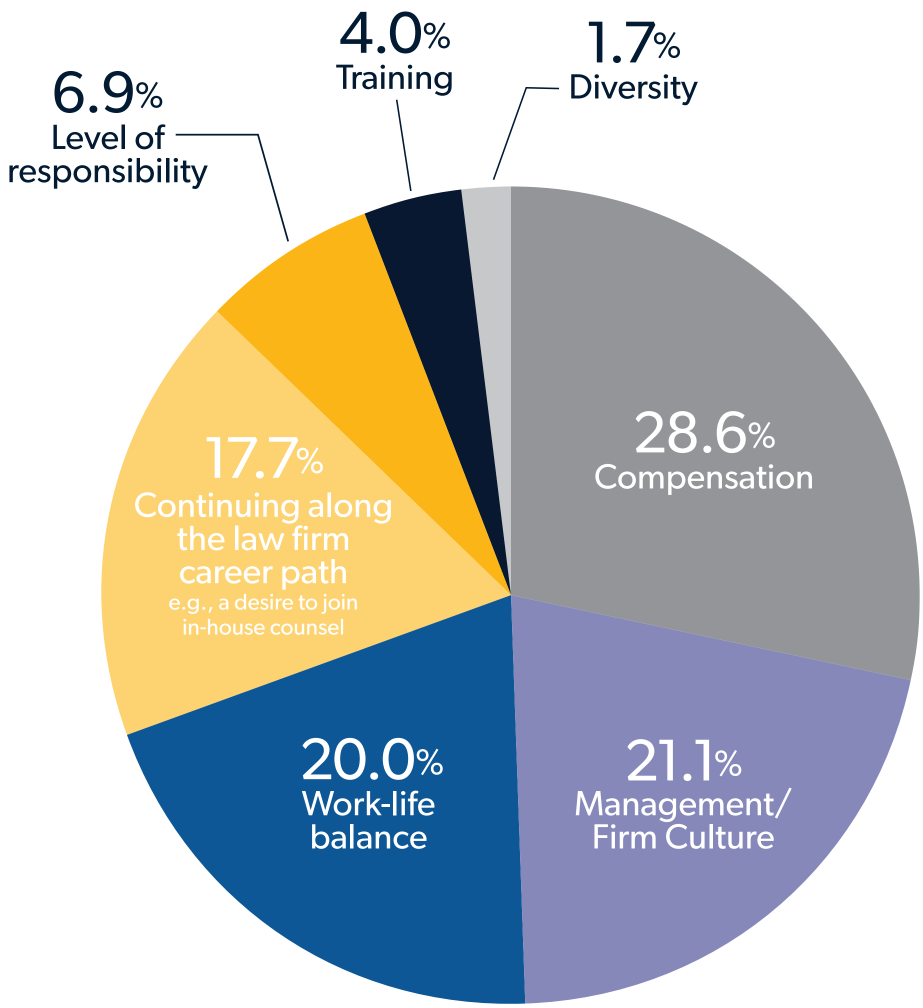




- 53.9% of individuals who reported being "highly loyal" to their firm also reported that they were "not interested" in new job opportunities.
- 40.0% of those who reported being "highly loyal" were open to new opportunities.
- Only 6.2% of those who reported being "highly loyal" were currently seeking new jobs.
- Associates who are more loyal tend to be less open to new jobs.

NEW QUESTIONS ABOUT GOALS

Please indicate the most important reason for your openness to a new job opportunity.

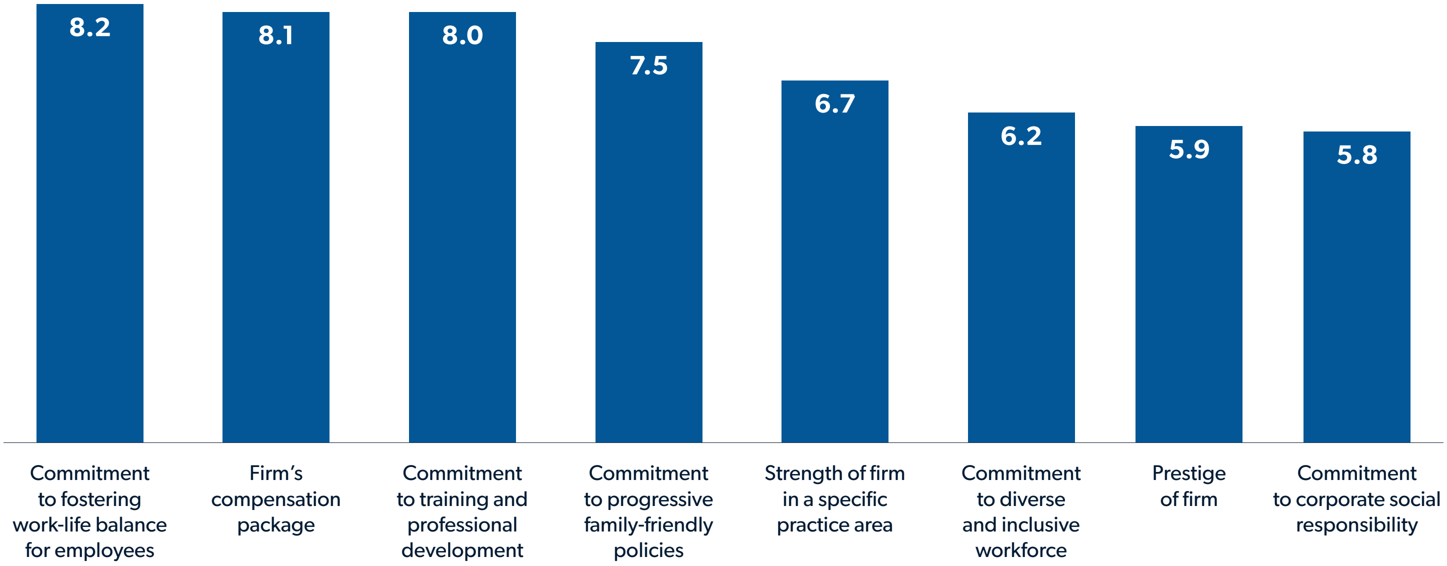


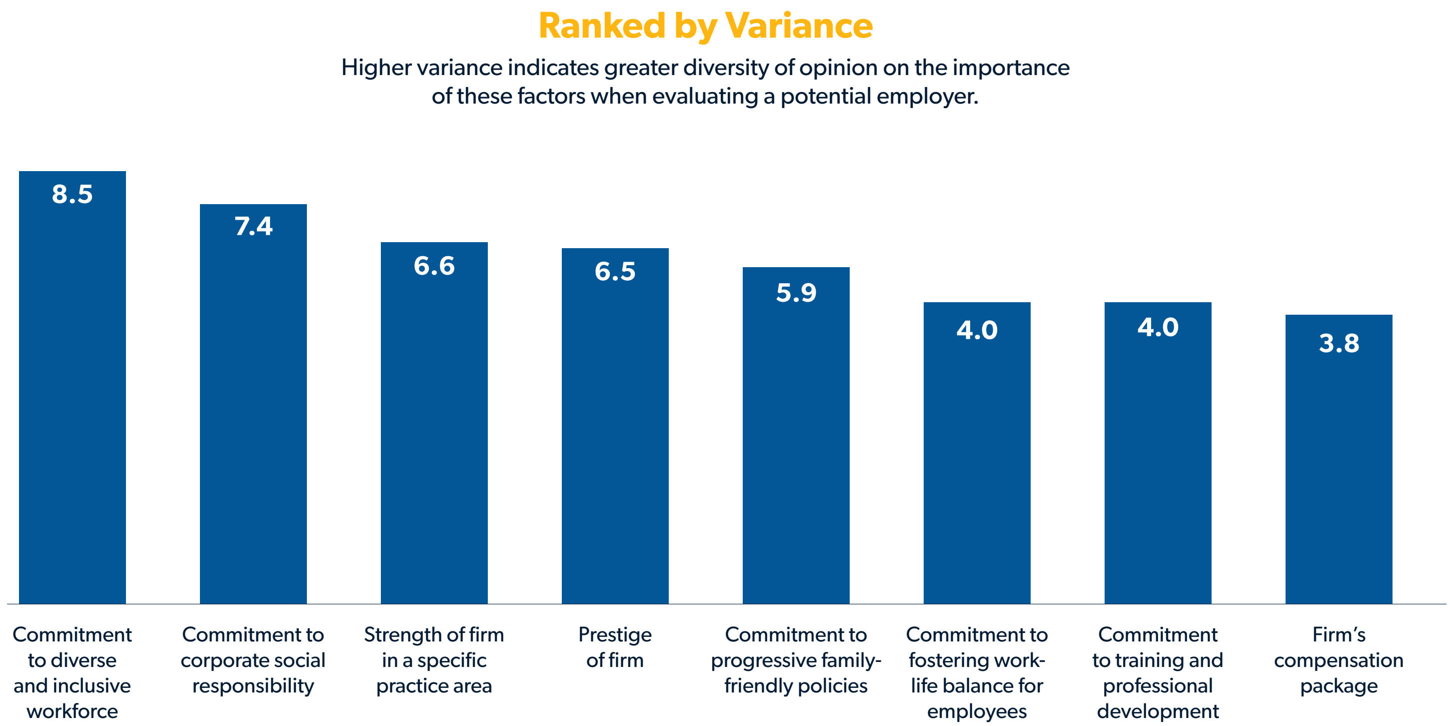
- Dissatisfaction with compensation (28.6%) and management/firm culture (21.1%) were the top two reasons people were seeking new opportunities.
- Dissatisfaction with diversity was the lowest ranking reason, with only 1.7% of respondents marking this option.

PRIORITIES

LONGITUDINAL COMPARISON

How important are the following to you in evaluating a potential employer?
Assign a value from zero (irrelevant) to ten (very important):





- Respondents in this year's survey value work-life balance and compensation packages over all other factors when evaluating potential employers.
- Compared to our 2017 findings, there was an increase in how important respondents found potential employers' commitment to fostering work-life balance for employees and commitment to progressive family-friendly policies.
- Firms' commitment to training and professional development and to progressive family-friendly policies were next in importance.
- Consistent with earlier findings, the diversity and inclusion ratings saw a strikingly wide variance. Apparently, millennial attorneys typically care very much or very little about the issue.

PRIORITIES

How important are the following to you in evaluating a prospective employer?

Commitment to diverse and inclusive workforce	5.2	7.3
Commitment to corporate social responsibility	5.3	6.4
Strength of firm in a specific practice area	6.7	6.8
Prestige of firm	6.0	5.7
Commitment to progressive family-friendly policies	7.07	8.0
Commitment to fostering work-life balance for employees	8.0	**8.6**
Commitment to training and professional development	7.9	8.1
Firm's compensation package	**8.2**	7.8

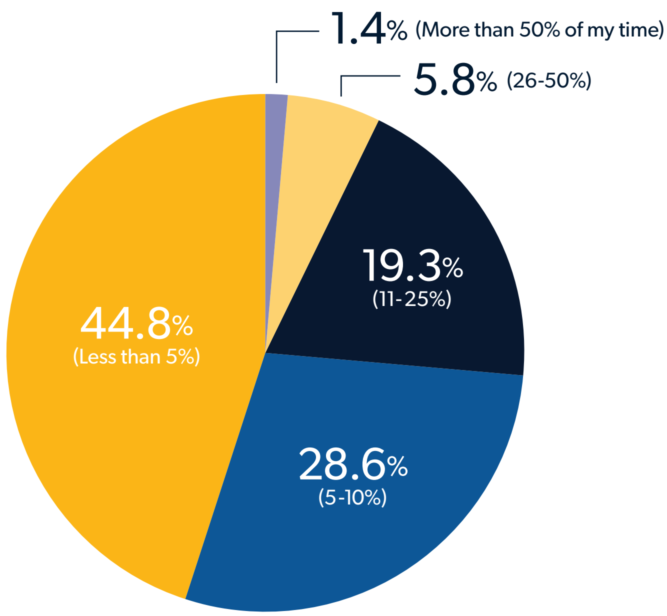
- Respondents who identified as **male** indicated that the firm's compensation package was the most important factor when evaluating a potential employer.
- Respondents who identified as **female** indicated that a commitment to fostering work-life balance for employees was the most important factor when evaluating a potential employer, in line with the overall results.

HOW IMPORTANT IS IT THAT YOUR FIRM'S CLIENTS' VALUES ALIGN WITH YOUR OWN?

The average score was 5.2

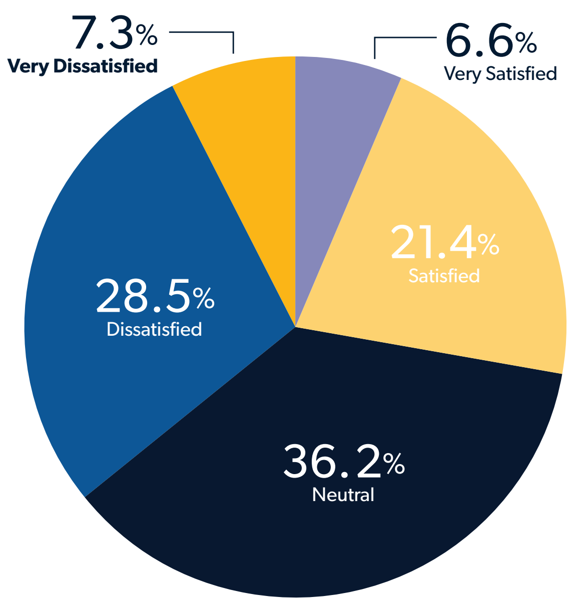
- Compared to our 2017 survey, there was an increase, from 4.8 to 5.2, in the importance of a firm's clients' values aligning with that of respondents.
- Respondents who identified as **female** found it more important that their firm's clients' values aligned with their own (5.7 as opposed to 4.8 reported by **males**).

Approximately how much time do you spend on business development?



- Compared to our 2017 survey, there was a notable increase in the percentage of respondents who stated that they spent less than 5% of their time on business development (35.2% to 44.8%).
- The percentage of respondents who marked that they spent more than 50% of their time on business development jumped from .9% to 1.4% from 2016 to 2019 (albeit still under 2%).

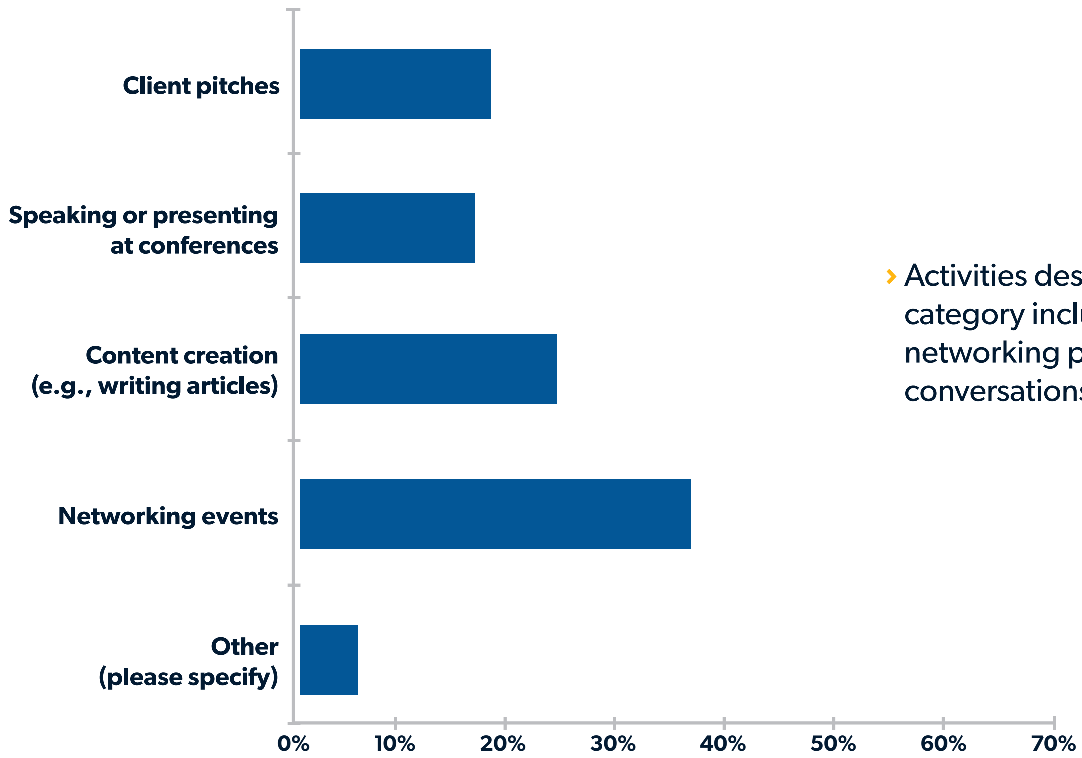
How satisfied are you with the amount of time you spend on business development?



- Notable changes compared to the 2017 survey include a drop in "very satisfied" responses, from 8.6% to 6.6%, and an over 5% increase in "dissatisfied" respondents, from 22.4% to 28.5%.

Which of the following does your business development activity entail?

Select all that apply.



› Activities described under the "Other" category included many informal networking practices, such as drinks, conversations, and meals.

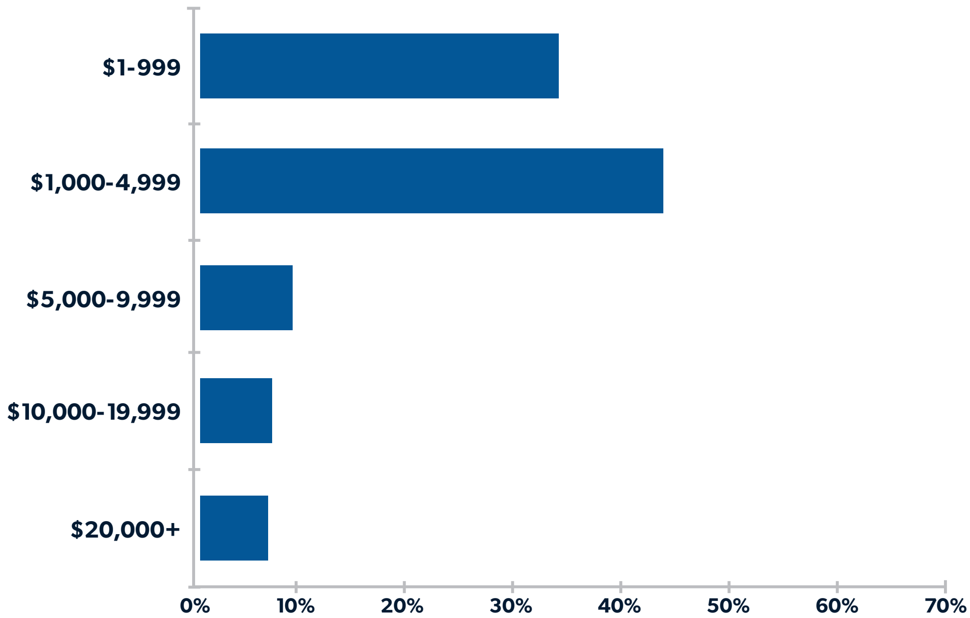
Do you have a business development budget?

34% *Yes*

66% *No*

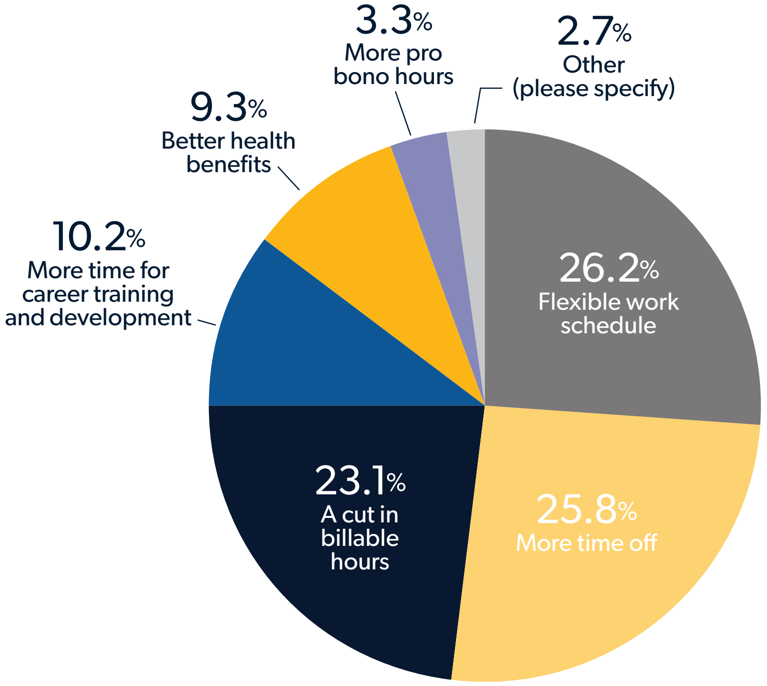
NEW QUESTIONS ABOUT PRIORITIES

Which best describes your business development budget?



Which of the following, if any, would you trade a portion of your compensation for?

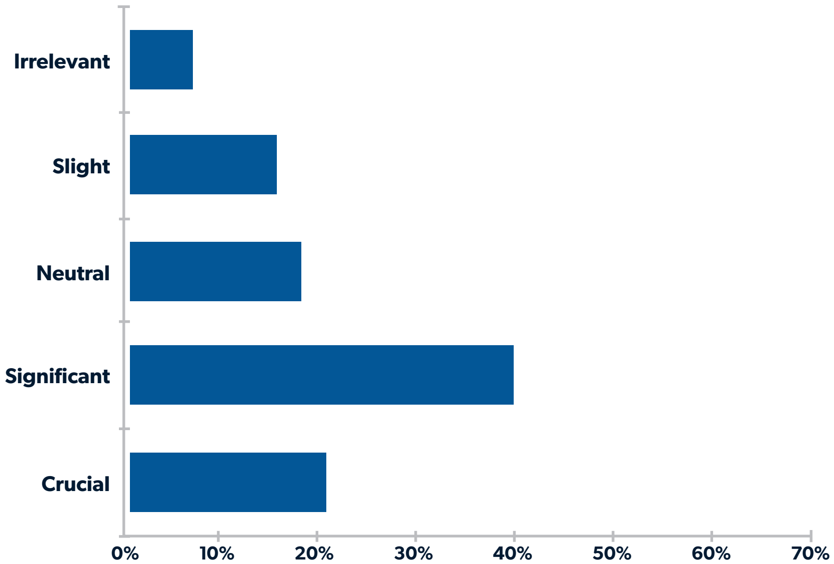
Select all that apply.



- A flexible work schedule was the primary factor that respondents indicated that they would trade a portion of their compensation for (26.2%). This was followed by more time off (25.8%).
- Respondents were least likely to trade compensation for more pro bono hours (of all of the specified options).
- Both **male** (25.3%) and **female** (26.8%) respondents indicated that a flexible work schedule was the primary option that they would trade a portion of their compensation for. Both cohorts indicated that more time off would be the next option.

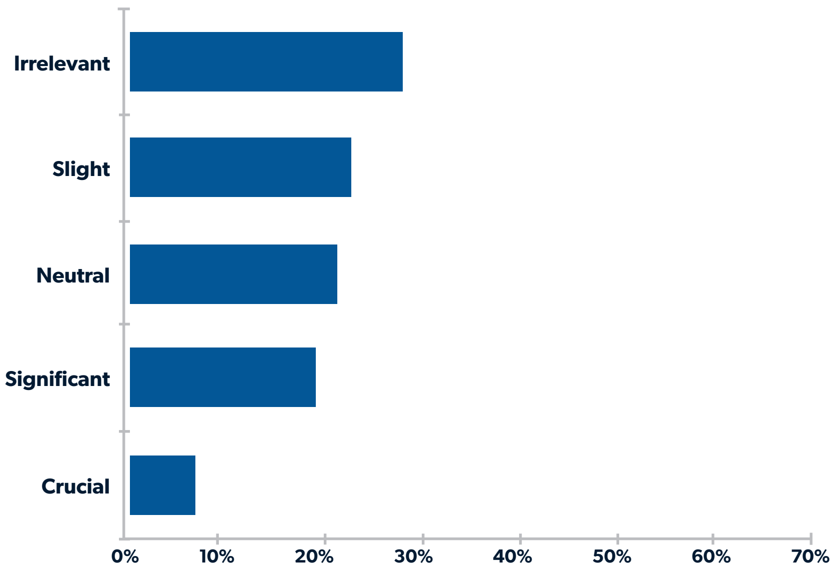
NEW QUESTIONS ABOUT PRIORITIES

How important a role does or has an informal mentor played in your career?



- A combined 61.0% of respondents reported that an informal mentor has had either a significant or crucial role in their career.
- **Male** and **female** respondents felt equally that informal mentorship was "significant" or "crucial."

How important a role does or has a formal mentor played in your career?

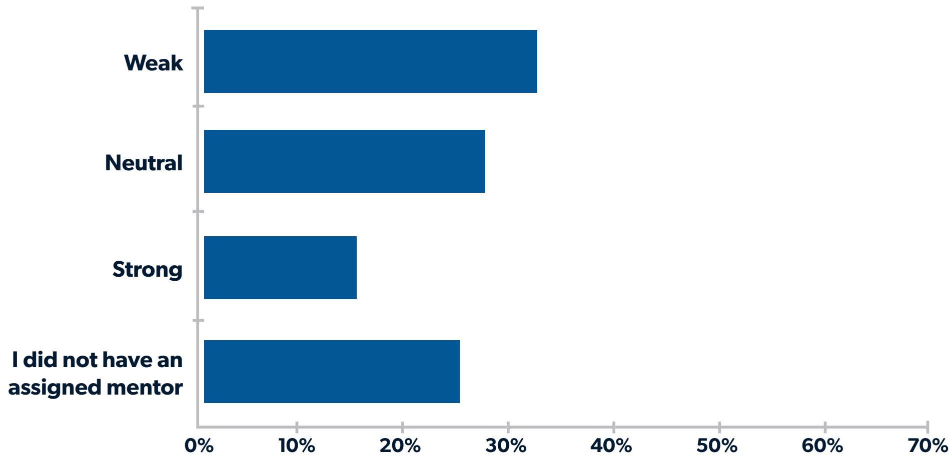


- 28.4% of respondents indicated that formal mentorship was irrelevant.
- **Male respondents:** 19.8% reported that formal mentorship was significant. 29.7% reported that formal mentorship was irrelevant.
- **Female respondents:** 18.5% reported that formal mentorship was significant. 28.6% reported that formal mentorship was irrelevant.

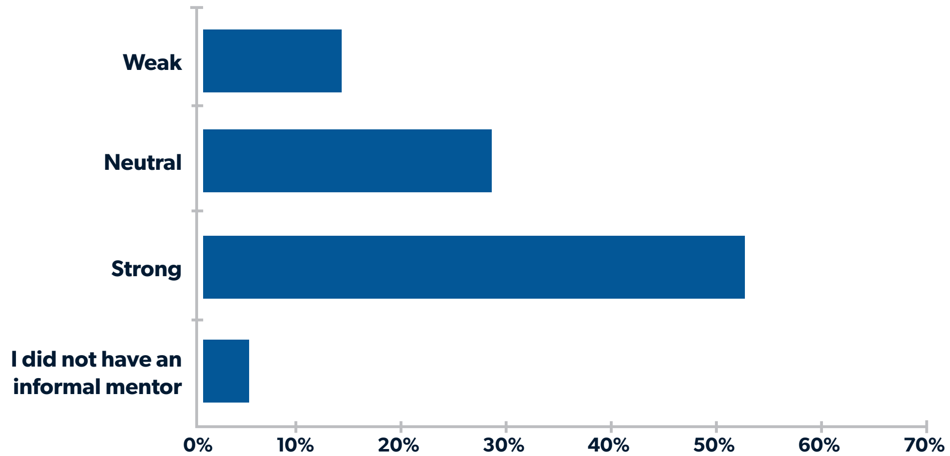
A notable finding: The majority of respondents reported that an informal mentor has had either a significant (40.1%) or crucial (20.9%) role in their career, whereas 28.4% of respondents indicated that formal mentorship was irrelevant

NEW QUESTIONS ABOUT PRIORITIES

How would you rate the level of formal (i.e., assigned by firm) mentorship that you receive?



How would you rate the level of informal (i.e., personally developed) mentorship that you receive?



- Slightly more **female** respondents than **male** respondents (56.3% vs. 50.2%) reported that informal mentorship was strong.
- Most respondents indicated that the level of formal mentorship they received was weak (31.9%), whereas informal mentorship was viewed as strong (53.6%).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GENERATIONAL DIFFERENCES

Respondents were asked to rate their level of agreement with a series of statements. Notable discrepancies along gender or position lines have been bolded.

When we segment responses along gender lines, rather than by position, many striking discrepancies surface:

The current generation of law firm leadership has outstayed their effectiveness.

	ABSOLUTELY DISAGREE	SOMEWHAT DISAGREE	NEITHER AGREE NOR DISAGREE	SOMEWHAT AGREE	STRONGLY AGREE
ALL	10.2%	22%	23.4%	34.2%	10.2%
ASSOCIATES	**8.4%**	19.4%	23.9%	36.1%	**12.3%**
PARTNERS	**19.9%**	24.3%	24.3%	29.7%	**2.7%**
MALES	12.3%	19.8%	28.3%	**29.3%**	10.4%
FEMALES	7.6%	23.6%	17.9%	**39.6%**	11.3%

The millennial generation of lawyers is transforming law firm policies and culture for the better.

	ABSOLUTELY DISAGREE	SOMEWHAT DISAGREE	NEITHER AGREE NOR DISAGREE	SOMEWHAT AGREE	STRONGLY AGREE
ALL	6.8%	8.7%	22.8%	39.3%	22.3%
ASSOCIATES	**4.5%**	**5.2%**	24.5%	39.4%	**26.5%**
PARTNERS	**13.2%**	**21.1%**	15.8%	42.1%	**7.9%**
MALES	9.4%	12.3%	25.5%	34.9%	**17.9%**
FEMALES	2.8%	9.4%	19.8%	39.6%	**28.3%**

Compensation increases at many law firms are a fair reflection of associate contributions to firm profitability.

	ABSOLUTELY DISAGREE	SOMEWHAT DISAGREE	NEITHER AGREE NOR DISAGREE	SOMEWHAT AGREE	STRONGLY AGREE
ALL	7.8%	21.4%	20.4%	34.2%	10.2%
ASSOCIATES	**4.5%**	**18.1%**	21.9%	32.3%	**23.2%**
PARTNERS	**15.8%**	**34.2%**	13.2%	26.3%	**10.5%**
MALES	5.7%	21.7%	25.5%	28.3%	18.9%
FEMALES	8.5%	25.5%	14.2%	33.0%	18.9%

Associate workloads have increased since compensation increases.

	ABSOLUTELY DISAGREE	SOMEWHAT DISAGREE	NEITHER AGREE NOR DISAGREE	SOMEWHAT AGREE	STRONGLY AGREE
ALL	6.8%	15.1%	31.1%	31.1%	16.0%
ASSOCIATES	**3.9%**	12.9%	32.9%	31.6%	**18.7%**
PARTNERS	**15.8%**	18.4%	26.3%	31.6%	**7.9%**
MALES	**3.8%**	19.8%	32.1%	27.4%	17.0%
FEMALES	**10.4%**	11.3%	29.3%	35.9%	13.2%

GENERATIONAL DIFFERENCES

Increased associate workloads are justified by the recent salary increases.

	ABSOLUTELY DISAGREE	SOMEWHAT DISAGREE	NEITHER AGREE NOR DISAGREE	SOMEWHAT AGREE	STRONGLY AGREE
ALL	17.0%	27.7%	26.7%	23.3%	5.3%
ASSOCIATES	**20.7%**	**33.6%**	25.2%	17.4%	3.2%
PARTNERS	**7.9%**	**2.6%**	36.8%	39.5%	13.2%
MALES	15.1%	27.4%	26.4%	26.4%	4.7%
FEMALES	17.0%	28.3%	27.4%	21.4%	5.7%

Law firms should strive for maximum transparency with regard to compensation.

	ABSOLUTELY DISAGREE	SOMEWHAT DISAGREE	NEITHER AGREE NOR DISAGREE	SOMEWHAT AGREE	STRONGLY AGREE
ALL	2.4%	4.4%	7.8%	21.8%	63.6%
ASSOCIATES	1.3%	2.6%	7.1%	20.7%	**68.4%**
PARTNERS	5.3%	7.9%	10.5%	26.3%	**50.0%**
MALES	0.9%	3.8%	8.5%	22.6%	64.2%
FEMALES	2.8%	3.8%	9.4%	21.7%	62.3%

Law firm partnership is much less desirable than it was a generation ago.

	ABSOLUTELY DISAGREE	SOMEWHAT DISAGREE	NEITHER AGREE NOR DISAGREE	SOMEWHAT AGREE	STRONGLY AGREE
ALL	6.8%	14.1%	13.6%	29.1%	36.4%
ASSOCIATES	5.8%	12.9%	15.5%	29.0%	36.8%
PARTNERS	13.2%	15.8%	10.5%	31.6%	29.0%
MALES	6.6%	17.0%	17.0%	25.5%	**34.0%**
FEMALES	6.6%	10.4%	12.3%	30.2%	**40.6%**

The partners at my firm genuinely care about associate professional development.

	ABSOLUTELY DISAGREE	SOMEWHAT DISAGREE	NEITHER AGREE NOR DISAGREE	SOMEWHAT AGREE	STRONGLY AGREE
ALL	12.8%	19.6%	12.3%	43.1%	**12.3%**
ASSOCIATES	14.9%	22.1%	13.0%	40.3%	**9.7%**
PARTNERS	5.4%	8.1%	13.5%	48.7%	24.3%
MALES	13.3%	**26.7%**	10.5%	39.1%	10.5%
FEMALES	13.3%	**16.2%**	16.2%	41.9%	12.4%

GENERATIONAL DIFFERENCES

A diverse and inclusive workforce should be a priority for law firms.

	ABSOLUTELY DISAGREE	SOMEWHAT DISAGREE	NEITHER AGREE NOR DISAGREE	SOMEWHAT AGREE	STRONGLY AGREE
ALL	4.9%	7.3%	9.2%	27.2%	51.5%
ASSOCIATES	4.5%	7.7%	10.3%	26.5%	51.0%
PARTNERS	5.3%	5.3%	5.3%	23.7%	60.5%
MALES	6.6%	9.4%	16.0%	31.1%	**36.8%**
FEMALES	1.9%	3.8%	6.6%	24.5%	**63.2%**

› 36.8% of men "strongly agreed" that a diverse and inclusive workforce should be a priority for law firms, whereas 63.2% of women "strongly agreed.

U.S. law firm culture is inherently sexist.

	ABSOLUTELY DISAGREE	SOMEWHAT DISAGREE	NEITHER AGREE NOR DISAGREE	SOMEWHAT AGREE	STRONGLY AGREE
ALL	8.7%	12.6%	13.6%	34.5%	30.6%
ASSOCIATES	8.4%	10.3%	15.5%	**31.0%**	**34.8%**
PARTNERS	10.5%	15.8%	7.9%	**44.7%**	**21.1%**
MALES	**12.3%**	**19.8%**	22.6%	31.1%	**14.2%**
FEMALES	**3.8%**	**5.7%**	5.7%	39.6%	**45.3%**

› 14.2% of males "strongly agreed" that U.S. law firm culture is inherently sexist, while 45.3% of females reported they "strongly agreed."

Diminished associate loyalty to firms is an inevitable consequence of fundamental changes in the law firm business model.

	ABSOLUTELY DISAGREE	SOMEWHAT DISAGREE	NEITHER AGREE NOR DISAGREE	SOMEWHAT AGREE	STRONGLY AGREE
ALL	2.9%	11.2%	16.0%	31.1%	38.8%
ASSOCIATES	1.3%	**7.7%**	16.8%	**36.8%**	**37.4%**
PARTNERS	5.3%	**21.1%**	13.2%	**7.9%**	**52.6%**
MALES	1.9%	11.3%	19.8%	**23.6%**	**43.4%**
FEMALES	3.8%	12.3%	10.4%	**39.6%**	**34.0%**

Some form of non-attorney ownership of U.S. law firms would benefit the legal profession.

	ABSOLUTELY DISAGREE	SOMEWHAT DISAGREE	NEITHER AGREE NOR DISAGREE	SOMEWHAT AGREE	STRONGLY AGREE
ALL	33.2%	20.5%	25.4%	13.7%	**7.3%**
ASSOCIATES	**29.9%**	20.8%	27.3%	15.6%	6.5%
PARTNERS	**50.0%**	21.1%	15.8%	5.3%	7.9%
MALES	**40.6%**	19.8%	17.0%	17.0%	5.7%
FEMALES	**28.6%**	21.0%	30.5%	7.6%	12.4%

GENERATIONAL DIFFERENCES

There is a gender pay gap at law firms.

	ABSOLUTELY DISAGREE	SOMEWHAT DISAGREE	NEITHER AGREE NOR DISAGREE	SOMEWHAT AGREE	STRONGLY AGREE
ALL	8.7%	8.3%	21.4%	24.3%	37.4%
ASSOCIATES	10.3%	7.7%	21.3%	21.9%	38.7%
PARTNERS	2.6%	10.5%	23.7%	26.3%	36.8%
MALES	**12.3%**	**16.0%**	32.1%	21.7%	**17.9%**
FEMALES	**1.9%**	**2.8%**	11.2%	28.0%	**56.1%**

› 17.9% of males reported that they "strongly agreed" that there is a gender pay gap at law firms, while 56.1% of females "strongly agreed."

Since the advent of the #MeToo era, my law firm has made strides to address workplace gender issues.

	ABSOLUTELY DISAGREE	SOMEWHAT DISAGREE	NEITHER AGREE NOR DISAGREE	SOMEWHAT AGREE	STRONGLY AGREE
ALL	13.6%	19.4%	37.9%	22.8%	6.3%
ASSOCIATES	16.1%	19.4%	39.4%	**20.7%**	4.5%
PARTNERS	5.3%	18.4%	31.6%	**31.6%**	13.2%
MALES	17.9%	**15.1%**	33.0%	**29.3%**	4.7%
FEMALES	10.3%	**25.2%**	41.1%	**15.9%**	7.5%

› 34.0% of males reported that they "agreed" that law firms had made strides to address workplace gender issues since the advent of the #MeToo era, while only 23.4% of females "agreed."

The law firm business model is fundamentally broken.

	ABSOLUTELY DISAGREE	SOMEWHAT DISAGREE	NEITHER AGREE NOR DISAGREE	SOMEWHAT AGREE	STRONGLY AGREE
ALL	7.8%	13.6%	27.7%	29.6%	21.4%
ASSOCIATES	7.7%	12.9%	25.8%	29.0%	24.5%
PARTNERS	10.5%	15.8%	31.6%	31.6%	10.5%
MALES	**13.2%**	17.9%	22.6%	26.4%	19.8%
FEMALES	**1.9%**	11.3%	31.1%	34.0%	21.7%

About Major, Lindsey & Africa

Major, Lindsey & Africa is the world's largest legal search firm with 25 offices globally. It has earned recognition for its track record of successful general counsel, corporate counsel, partner, associate and law firm management placements. The firm also provides law firms and companies with highly specialized legal professionals on project, interim and temporary-to-permanent hire basis. The firm considers every search a diversity search and has been committed to diversity in the law since its inception. Major, Lindsey & Africa is an Allegis Group company, the global leader in talent solutions.

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This survey is the brainchild of Michelle Fivel and Ru Bhatt of Major, Lindsey & Africa.

MICHELLE FIVEL is a Partner in the firm's New York and Los Angeles offices. After practicing at Skadden and Jones Day, Michelle has a successful 10-year track record placing associates and partners in top-tier international, national, regional and boutique law firms. She is regularly called upon by law firms to provide advice regarding the lateral market. Michelle can be reached at mfivel@mlaglobal.com.

RU BHATT is a Managing Director in the Associate Practice Group in New York. He specializes in placing attorneys of all levels in top-tier national, international, regional and boutique law firms. He has also placed attorneys in prominent in-house positions at companies and financial institutions. Ru distinguishes himself by taking pride in acting as an advisor and strong advocate for his candidates by helping them identify opportunities that are consistent with their diverse career goals. Ru can be reached at rbhatt@mlaglobal.com.

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GEN-Z: SHAPING TOMORROW'S LAW FIRM CULTURE

NATHAN PEART, Managing Director
JACQUELINE BOKSER LEFEBVRE, Managing Director

Dear Friends and Colleagues,

We are excited to share the findings of our survey, *Gen-Z: Shaping Tomorrow's Law Firm Culture*.

It's important to note that this survey occurred pre-COVID-19. A few short weeks ago, there was no global pandemic, people were grumbling about their daily commute to work and handshakes were common place. Much has changed in a short time.

This survey was originally intended as a test case with a larger survey planned for 2021. Given that we are in truly unprecedented times, we believe that the impact of COVID-19 has likely shaped Gen-Z's perspectives in new ways. Our future survey will aim to capture these new perspectives.

In the meantime, we still believe this survey remains relevant and provides great value to law firms. Understanding what motivates Gen-Z is extremely important, because by the end of 2020, Gen-Z will make up 36% of the workforce.[1]

This generation is currently graduating law school and attracting this talent pipeline will impact long-term law firm success. We believe the data in this survey can help law firms:

- increase their brand with Gen-Z lawyers
- attract the best talent through OCI and summer programs
- better understand how to retain Gen-Z talent
- take advantage of a key time-period where reflecting on improvement, growth and innovation.

Major, Lindsey & Africa
Associate Practice Group

[1]How Generation Z Is Transforming the Workplace, *FEI Daily, 08/22/2019.*

Table of Contents

Introduction

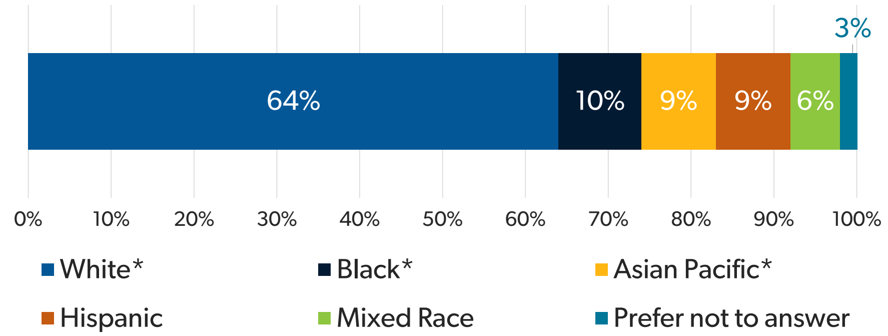
As the legal profession anticipates the entry of "Gen-Z" into the workforce, Major, Lindsey & Africa wanted to know — directly from them — their thoughts about, expectations for and future priorities regarding their professional lives.

To that end, MLA created a questionnaire centered around culture, development and career expectations. This questionnaire was then sent via an email link to the career offices of the top 20 law schools (as ranked by U.S. News & World Report in 2019), with a request to send it to their current law school students. In addition, students at the top 20 law schools were invited to participate via direct messaging through LinkedIn.

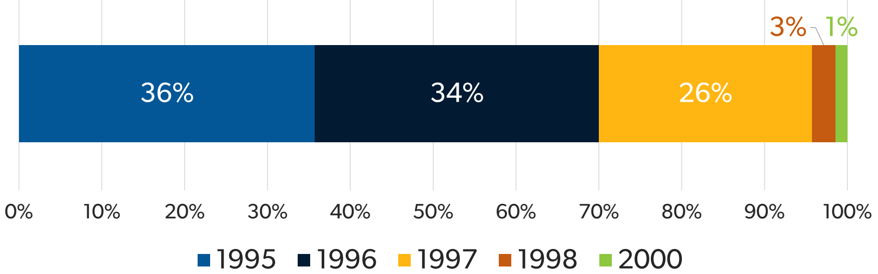
WHO RESPONDED

All students were born between 1995 and 2000. The majority expect to graduate from law school in 2022, and for 74%, a bachelor's is the highest degree currently held.

Ethnicity



Year You Were Born



*Not Hispanic.

What makes Gen-Z unique:

- Born between 1995 and 2012
- Represents 24.3% of the U.S. population
- Is the most diverse generation in U.S. history[2]

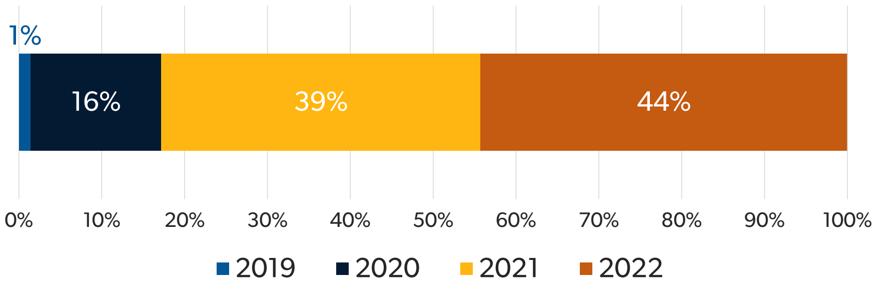
Their worldview has been shaped by certain realities:[3]

- The Great Recession and the slow recovery that followed
- Watching parents lose jobs and older siblings move back home
- The growing wealth gap between income groups
- Rising expenses for necessities such as housing, transportation, food and health care
- A dramatic rise in higher education tuition and student debt, making this generation the most indebted to date

[2] *"Welcome to Generation Z," page 4, published by Network of Executive Women and Deloitte, 2019.*

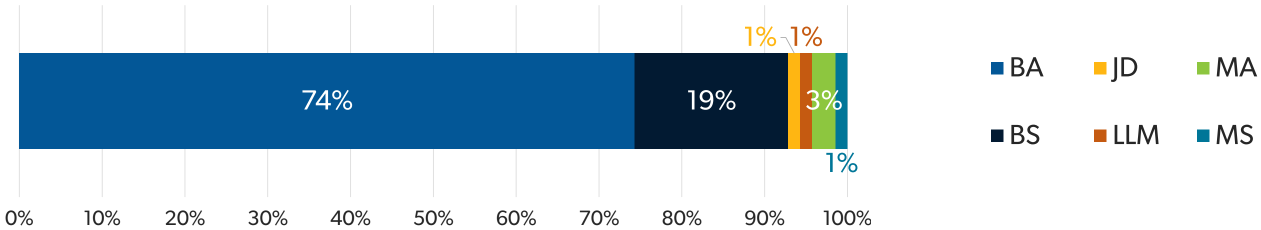
[3] *"Welcome to Generation Z," page 9, published by Network of Executive Women and Deloitte, 2019.*

Year Expected to Graduate Law School



One repondent wrote in 2031; an error was assumed and they were counted as 2021 year of graduation.

Highest Degree Currently Held



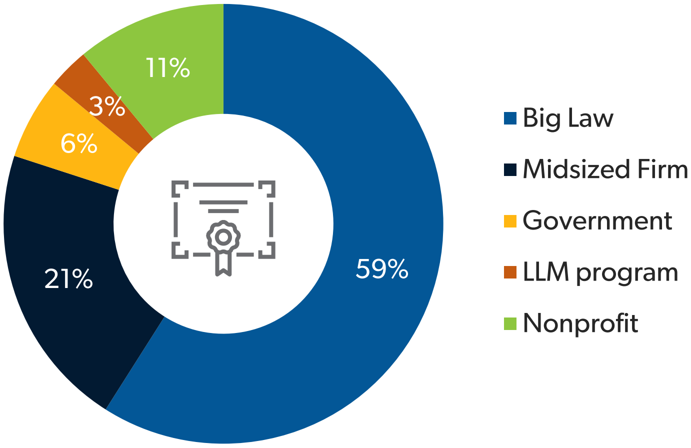
Employment After Law School

Respondents were asked a series of questions about their plans after law school. Key findings:

- Gen-Z is still interested in the traditional path, with 59% saying they would like to join Big Law, no doubt motivated by the high-caliber training and compensation. Twenty-one percent are looking to join a midsized firm, perhaps motivated by a desire for work-life balance, which is a top priority indicated by our respondents. A small but not insignificant number, 11%, plan to join a nonprofit after law school.
- Government ranks as the #1 industry choice for 26% of the students and as the #2 choice for 19%. Financial services/banking/private equity comes in second place among those ranked as the top choice, at 13%, followed by renewable energy at 10%.
- As a generation that saw their parents lose jobs in the Great Recession and are burdened with school debt, it is no surprise that respondents are looking to work with clients in stable (government) and lucrative (financial services) industries.
- This group's long-term goal also may reflect a desire for stability in employment as well as perhaps a desire to find meaningful work: 31% want to go into government/nonprofit work, 30% want to go in-house and 23% want to become a partner at a law firm.
- In contrast, in MLA's 2019 survey of millennial lawyers, when asked about 10-year goals, 40% indicated they planned on being a partner at their current or another firm, 18% indicated they planned on being in-house counsel and 10% planned to be in government or nonprofit work.[4]

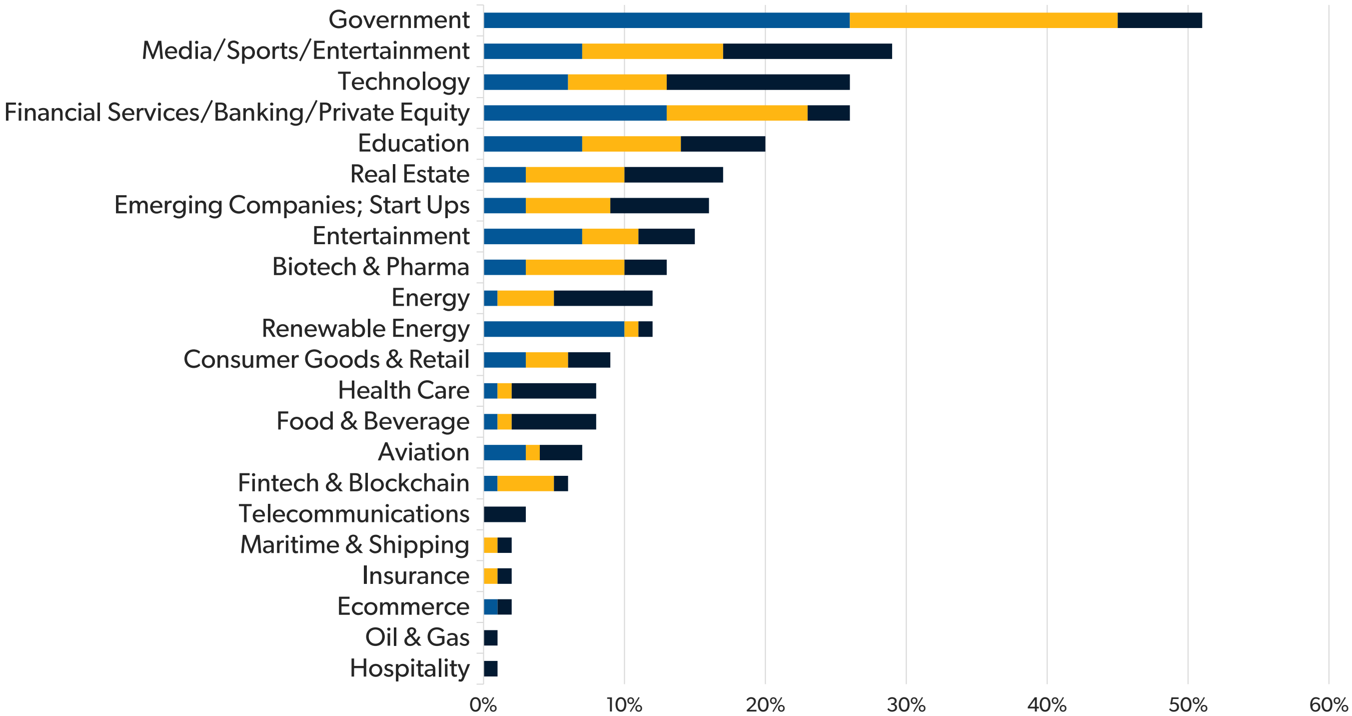
[4]New expectations, Evolving Beliefs and Shifting Career Goals; *Major, Lindsey & Africa and Above the Law 2019, page 6.*

After Graduating, Do You See Yourself Joining...



Fifty-nine percent of respondents plan to join Big Law, while 21% are looking to join a midsized firm. Somewhat surprisingly, 11% want to join a nonprofit.

What Client Industries Interest You Most? Rank Your Top Three Preferences in Order.



Rank 1

- Government: 26%
- Financial Services/Banking/Private Equity: 13%
- Renewable Energy: 10%

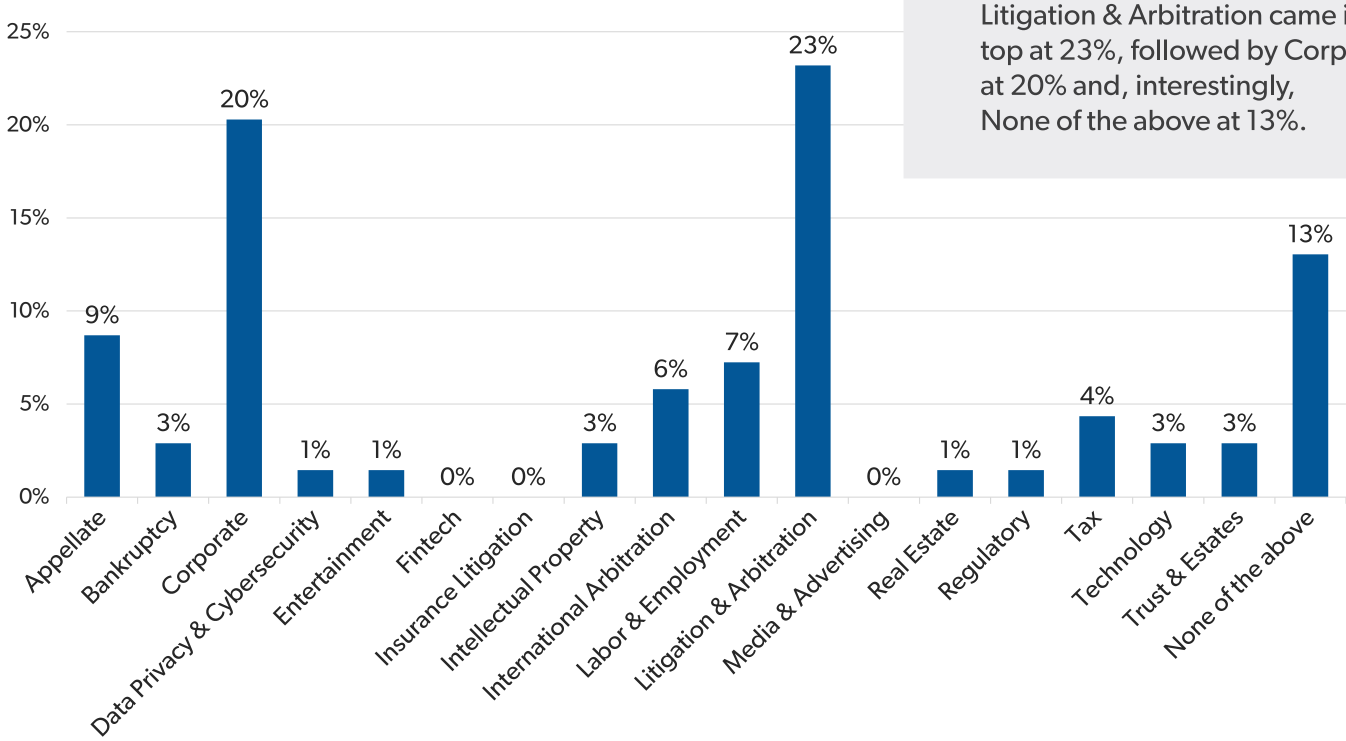
Rank 2

- Government: 19%
- Media/Sports/Entertainment: 10%
- Biotech & Pharma/Education/Real Estate/Technology: 4-way tie at 7%

Rank 3

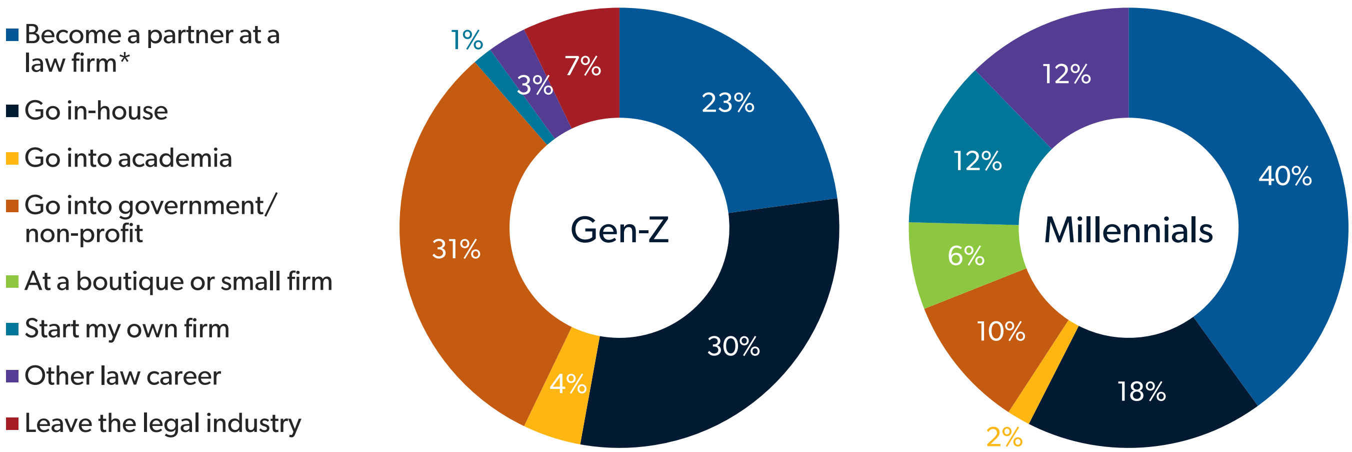
- Technology: 13%
- Media/Sports/Entertainment: 12%
- Emerging Companies; Startups/ Energy/Real Estate: 3-way tie at 7%

Which Area of Law Do You See Yourself Practicing In?



Litigation & Arbitration came in on top at 23%, followed by Corporate at 20% and, interestingly, None of the above at 13%.

What Is Your Long-Term Career Goal?



Thirty-one percent want to go into government/nonprofit, 30% want to go in-house and 23% want to become a partner at a law firm.

*For Millennials, combines original survey options: Partner at My Current Firm (27.7%) and Partner at Another Firm (12.3%).

Perceptions About Current Law Firm Culture

Respondents were asked to indicate whether they AGREE or DISAGREE with the following statements.

Key findings:

- Slightly more than half, 55%, of Gen-Z believes law firms and partners care about their associates. While the majority believe law firms **do** care about diversity, 62% **do not** believe that law firm social responsibility programs are authentic and valued.
- When asked about gender issues, 67% agree there is a sexist culture at law firms and 75% agree a gender pay gap exists. When millennials in the 2019 survey were asked whether a gender pay gap existed, 62% AGREE. The belief that there is a gender pay gap in law firms appears to be increasing, not decreasing.
- Perhaps in part because of these challenges, the majority of Gen-Z, 62%, agree that law firm partnership is less desirable than it was a generation ago. Interestingly, 66% of millennials in their survey agreed that law firm partnership is less desirable than a generation ago.
- However, overall this generation is optimistic and sees the legal industry changing for the better. An overwhelming 79% DISAGREE with the statement: The legal industry is NOT changing for the better.

Law Firms and Partners Care About Associates

55% AGREE

45% DISAGREE

Law Firms Do Not Care About Diversity

29% AGREE

71% DISAGREE

Law Firm Corporate Social Responsibility Programs Are Authentic and Valued

38% AGREE

62% DISAGREE

The Legal Industry Is Not Changing for the Better

21% AGREE

79% DISAGREE

We asked the 21% who believe the legal industry is not changing for the better why. Three major themes appeared in their responses.

Many believe the attention paid to diversity and social responsibility are merely cosmetic changes motivated by a desire to look good on the national stage due to competition among firms. Respondents think the main motivation for firms is still money and profitability, and since that is not impacted, most firms are not changing their business models to truly reflect their publicly expressed concerns.

Extremely high billable hour requirements and the expectation to work constantly with no work-life balance was also identified by several as a reason for their belief that the legal industry is not changing for the better. And finally, continued sexism and the treatment of women in law firms is a key factor in a lack of perceived change for the better by the legal industry.

There Is a Sexist Culture at Law Firms

67% AGREE

32% DISAGREE

There Is a Gender Pay Gap at Law Firms

75% AGREE

25% DISAGREE

Law Firm Partnership Is Less Desirable Than It Was a Generation Ago

62% AGREE

38% DISAGREE

Importance of Factors When Evaluating a Potential Employer

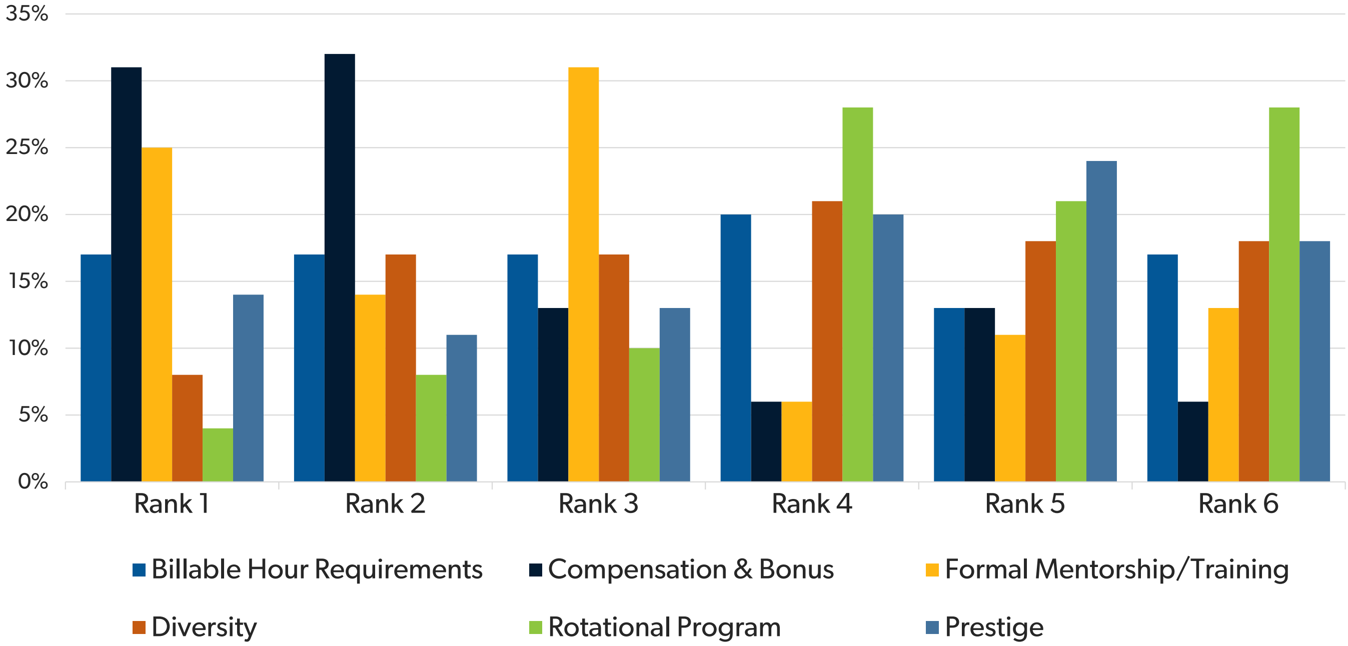
Respondents were asked to rank certain factors when evaluating a potential employer.

Key findings:

- Compensation is still king, but mentorship and training also rank high. When asked to rank in importance various factors when choosing an employer, 30% ranked compensation and bonus as #1, 33% ranked compensation and bonus as #2, 25% ranked mentorship and training as #1, and 17% ranked billable hour requirements as #1.
- Work-life balance in a career is key for Gen-Z, with 66% calling it "very important" and 0% saying it is "unimportant." At the other end of the scale, 30% rank a casual dress code as unimportant.
- Also important to Gen-Z are generous parental leave, with 73% calling it "somewhat important" or "very important," and flexible face time requirements/work-from-home policies, with 69% calling that "somewhat important" or "very important." As a generation that grew up with technology, this group is well versed in the tools that allow individuals to perform their job responsibilities from anywhere.
- Gen-Z appears to be as business savvy as it is tech savvy: 75% indicate direct contact with clients is either "somewhat important" or "very important" when looking at potential employers.

Chart on next page...

Rank in Order of Importance — 1 Being the Most Important, 6 Being the Least Important — Each of the Following When Choosing an Employer



Top 3 Ranked **#1**

- Compensation & Bonus: 31%
- Formal Mentorship/Training: 25%
- Billable Hour Requirements: 17%

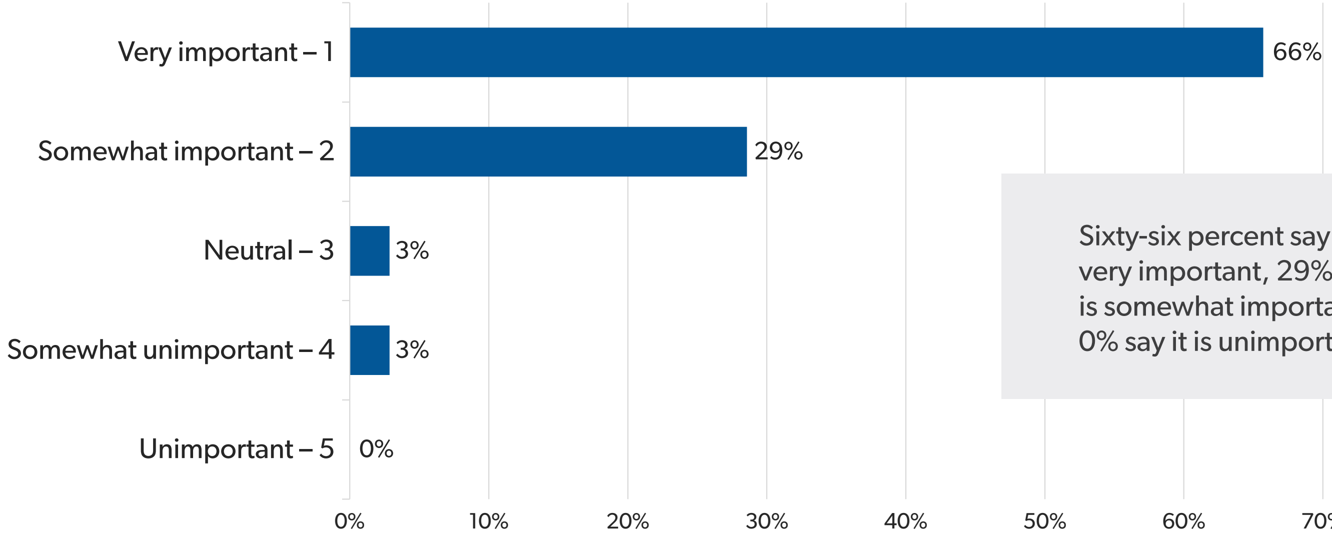
Top 3 Ranked **#2**

- Compensation & Bonus: 32%
- Diversity *and* Billable Hour Requirements: 17%
- Formal Mentorship/Training: 14%

Top 3 Ranked **#3**

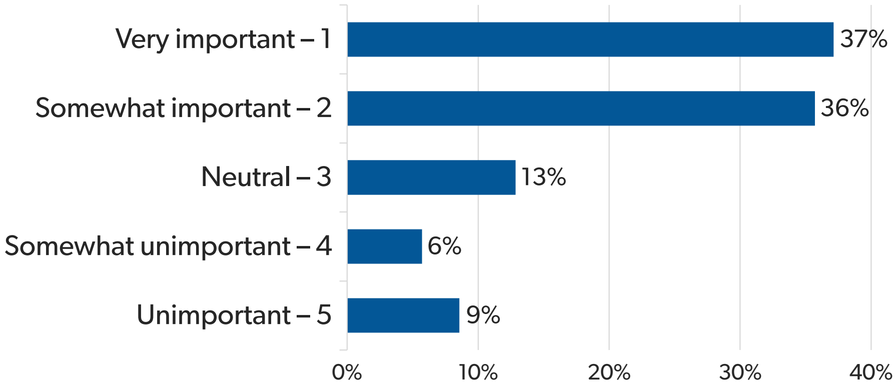
- Formal Mentorship/Training: 30%
- Diversity *and* Billable Hour Requirements: 17%
- Compensation & Bonus *and* Prestige: 13%

On a Scale of 1-5, How Would You Rate the Importance of Work-Life Balance in Your Career?



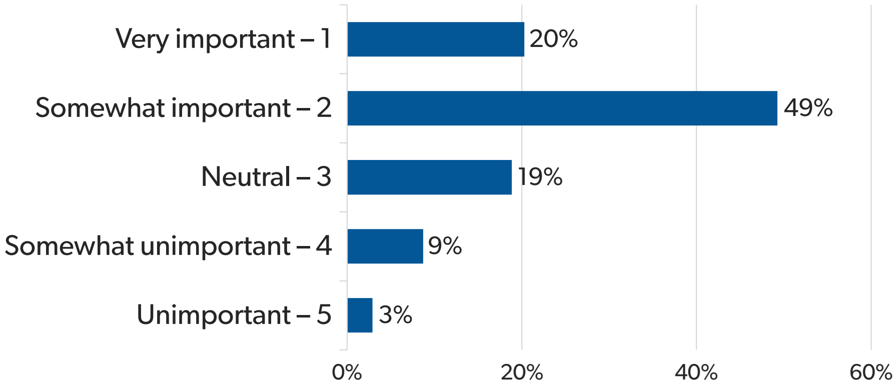
Sixty-six percent say it is very important, 29% say it is somewhat important and 0% say it is unimportant .

Generous Parental Leave



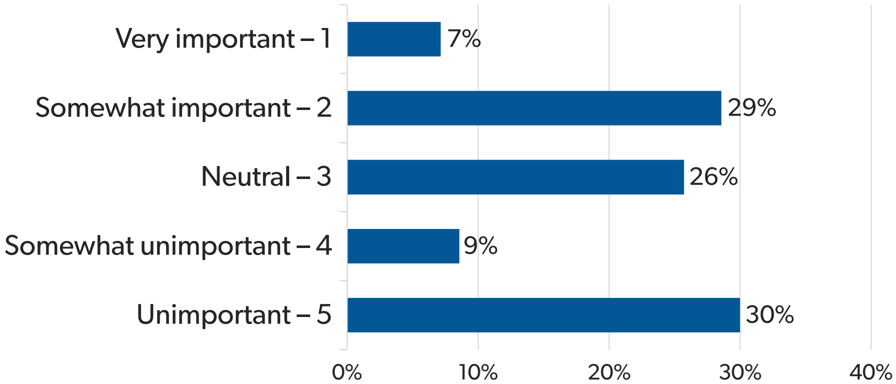
Thirty-seven percent say it is very important, 36% say it is somewhat important and 9% say it is unimportant.

Flexible Face Time Requirements/Work-From-Home Policies



Forty-nine percent say it is somewhat important, 20% say it is very important and 19% are neutral.

Casual Dress Code



Thirty percent say it is unimportant, 29% say it is somewhat important and 26% are neutral.

With regard to compensation, we asked Gen- Z: *Which of the following, if any, would you trade a portion of your compensation for?*

21%
More time off

30%
Flexible work schedule

17%
Cut in billable hours

4%
Better health benefits

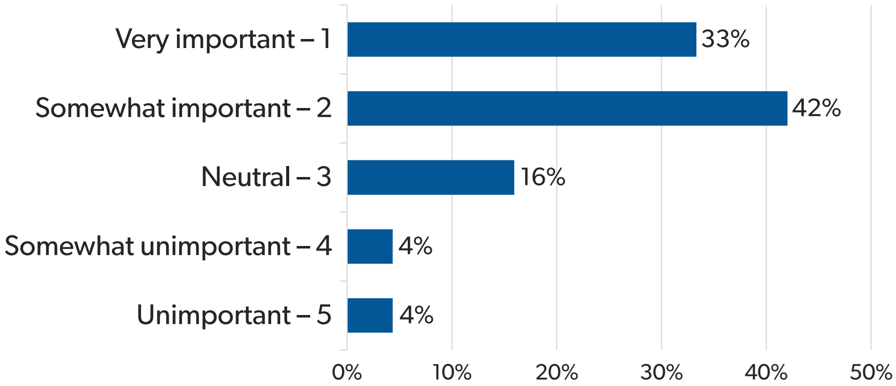
1%
More training/ professional development

4%
Time assigned for charity/ pro bono projects

20%
Student loan assistance

1%
I would not trade a portion of my compensation for another benefit

Having Direct Contact With Clients



Forty-two percent say it is somewhat important, 33% say it is very important, 4% say it is unimportant and 4% say it is somewhat unimportant.

Expectations for Work Life

Respondents were asked to answer questions about their expectations for their work life.

Key findings:

- Gen-Z seems to have a realistic picture of what their working life will be post-law school: 55% expect to work many nights and weekends while 60% expect to work within a set number of hours. Meanwhile, 74% expect that they will be able work remotely occasionally and only 10% expect to have the flexibility to work remotely as desired.
- The majority of our Gen-Z respondents are looking for mentorship and training provided in an on-demand way. Informal training and mentorship are overwhelming preferred. No respondents expressed any interest in a formal training program with regular workshops, CLEs and mock programs.

Work Times

55% expect to work **many nights and weekends**

45% expect to work an **occasional night or weekend**

Work Hours

60% expect to work **within a set number of hours each week**

40% expect to **have the flexibility to choose the hours when I work**

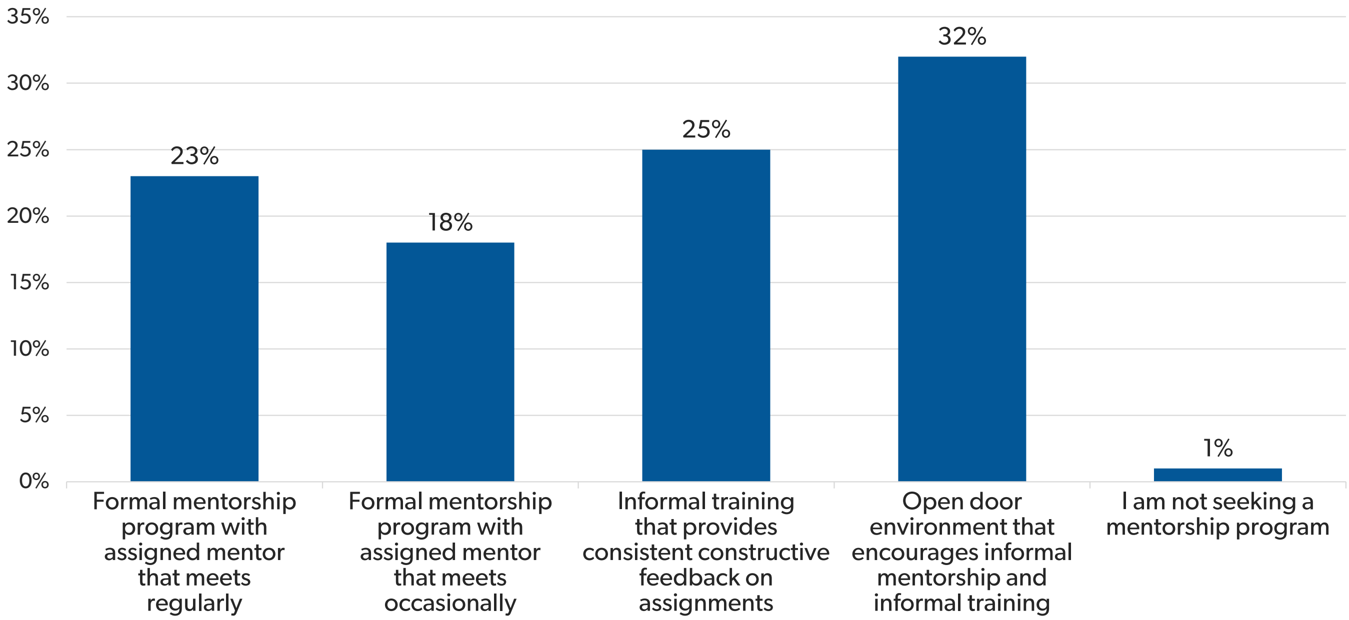
Work Location

14% expect to **have the flexibility to work remotely as I desire**

74% expect to work **remotely occasionally**

11% expect to work **only in the office**

What Kind of Mentorship or Training Program Are You Seeking at Your Firm? *(Select all that apply)*



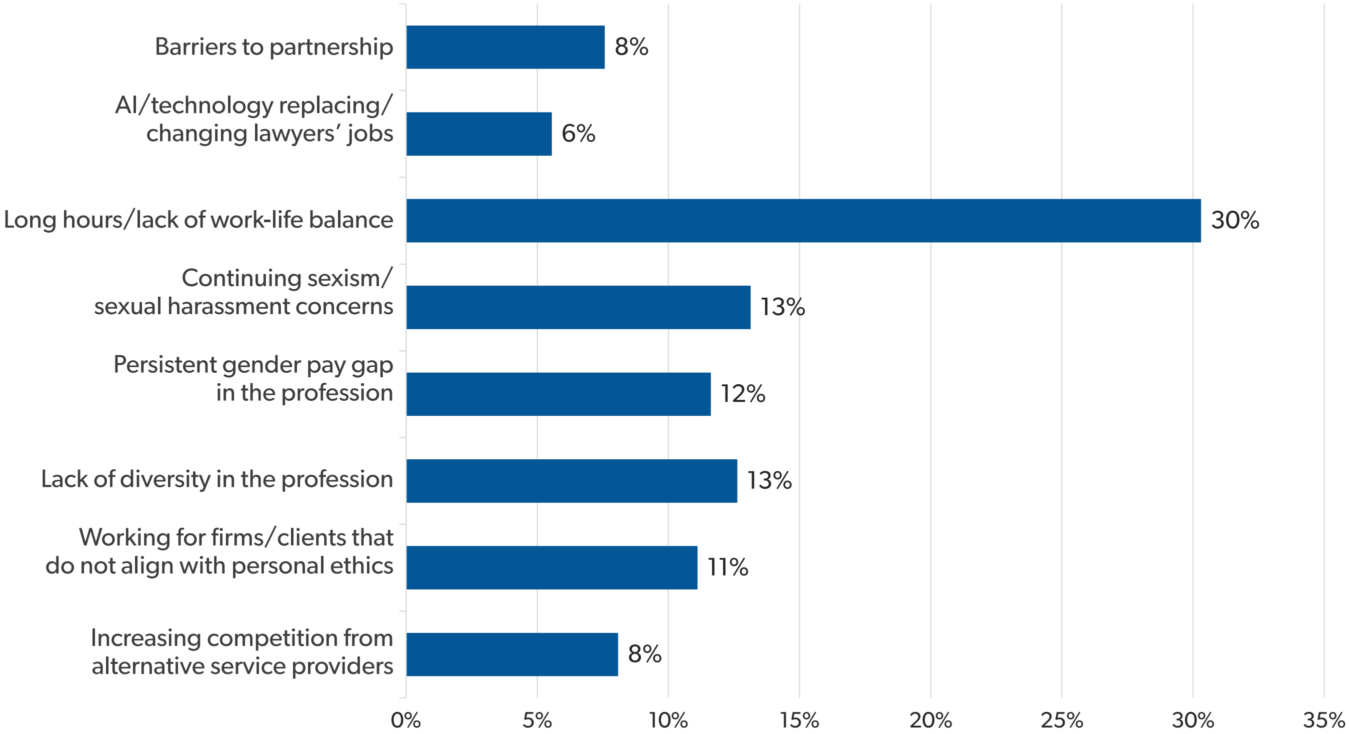
And finally, we asked respondents…

What are the top three challenges you see facing the legal industry/legal practice?

- Long hours and a lack of work-life balance was far and above the #1 challenge, identified by 30% of respondents.
- Continuing sexism/sexual harassment and lack of diversity in the profession both ranked as the second-biggest challenge, identified by 13% of respondents.
- The third-biggest challenge, identified by 12% of respondents and related to #2 above, is a persistent gender pay gap in the profession.

Chart on next page…

Top Three Challenges Facing the Legal Industry/Legal Practice



Rank **1**

Long hours/lack of work-life balance: 30%

Rank **2**

Continuing sexism/sexual harassment concerns: 13%

Rank **3**

Lack of diversity in the profession: 13%

Conclusion

Overall, this generation is optimistic and sees the legal industry as changing for the better. The majority plan to follow the traditional path of joining Big Law after graduation, though they recognize sexism and a gender pay gap are still issues. Compensation is still the priority, but mentorship and training also rank high for this group — preferring an informal and on-demand delivery — when looking at potential employers. Like the millennials before them, the elusive work-life balance is a top priority for this group, although they are realistic about what their work life will be like once they join the workforce.

ABOUT MAJOR, LINDSEY & AFRICA

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This survey was created by Nathan Peart and Jacqueline Bokser LeFebvre.

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MAJOR, LINDSEY & AFRICA

Cracking the Millennial Code

by Barrett Avigdor, Managing Director-Major, Lindsey & Africa

Whatever you think about Millennials, every business needs them. Defined as those born between 1981 and 1999, Millennials already comprise the majority of the workforce, and by 2030, they will make up 75% of the workforce, according to a November 2015 article in *Forbes*. As the largest generation in history, they are already shaping how we communicate, consume information and work. If you are the general counsel of a corporation, the future success of your team will depend on how well you learn to attract, retain and manage Millennial lawyers—who are not your average Millennials.

Millennial Values

If a corporation maintains a culture that address the four elements of Millennial motivation—learning, work/life blend, autonomy and meaning—it will reap the rewards of attracting the best talent of a highly creative and technology native generation. As a 22-year-old recent college graduate explained to me, "Millennials are all about humanized companies that have a social responsibility aspect or a mission statement that reflects a personal side."

Learning—Create a corporate lattice, not a ladder

Deloitte Consulting coined the term corporate lattice in 2008 to describe a customized career path that allows people to move laterally—up or down—in accordance with their interests and priorities. The lattice concept suits Millennials well because of their focus on learning and flexibility.

Unlike prior generations, Millennials are not very impressed with titles or seniority. They are far more impressed with the quality of ideas that people contribute. From the beginning of their tenure at a company, they seek a range of experiences and stretch projects that will help them learn and grow. Millennials also tend to be less risk averse than their older colleagues, which can mean that they bring fresh, creative ideas to the table. However, that higher appetite for risk also increases the likelihood of mistakes—and for in-house legal teams, mistakes can be costly. To create an environment that encourages creativity but minimizes the risk of mistakes, one of my clients encouraged their legal managers to hold regular brainstorming sessions with their direct reports. This allowed even the most junior lawyers to come up with ideas for problem-solving with the safety net of a manager's experience and perspective.

Millennials want mentors but they don't want to be lectured. For a mentoring relationship to be truly satisfying and sustainable, mentoring should be a two-way street. Recently, I was invited to lead a mentoring workshop in Mexico City for a group of female Mexican lawyers called Abogadas MX. Mentoring is the signature program of the group because they understand that the best way for women to succeed in the legal profession is to have good mentors. Many of the mentors who attended the training said that they learned a great deal from their mentees; Millennials can teach older generations about more than technology and social media. The mentors in Mexico said that they were inspired by the idealism and entrepreneurial spirit of their Millennial mentees.

Baby Boomers and Gen Xers will get more from Millennials if they approach the relationship with openness and humility. In an article recently published in the *Harvard Business Review*, Chip Conley recounts his experience joining Airbnb at the age of 52. He says that he found his success in being curious and approaching the work like an intern even though he had decades more experience than the rest of the team. By asking "why" and "what if," instead of trying to give the answers based on his experience, he showed that he was open to learning from his Millennial colleagues. Conley describes himself as a "modern elder" who is "both student and sage."

Meritocracy to a Millennial lawyer means rewarding the people with the best ideas, not the people who work the hardest or the longest. If they find a way to get the job done faster and with less effort, they feel they should be rewarded for that – either with time off or by getting more interesting assignments. They reject the old expectations of "face time" in the office as a measure of value to the team. Recently, a Millennial lawyer I was speaking with told me that the reason she was looking to leave her company was that promotions were given based only on seniority. "It doesn't matter how many great results I get or how much my internal clients praise my creativity and responsiveness," she noted. "I won't be promoted until it's my turn. That just doesn't seem fair."

Work/life blend, not balance

While they fiercely protect their life out of the office, Millennials want to enjoy their time at work and want to get to know their colleagues. Rather than looking to achieve a work/life balance, Millennials strive for a work/life blend. They want to work for companies that encourage a collegial relationship where coworkers know and trust each other.

Millennials seek a supportive, collaborative culture. Companies can create a sense of community through small but concrete steps. It begins with an on-boarding process that is genuinely warm and welcoming. Monthly team lunches, happy hours or game nights help team members get to know one another. Creating discrete projects and assigning a mix of people to each project will give Millennials a chance to learn new skills and interact with various people in the group. By creating an environment in which Millennials get to know their colleagues, they are more comfortable sharing creative ideas that can benefit the organization.

Autonomy

Flexible work environments are extremely important to Millennials and have a direct impact on motivation, productivity and retention. Flexibility refers to working hours, work location, role and types of employment contracts. The 2016 Deloitte Millennials Survey shows a strong link between flexibility and improved performance and employee retention. Millennials with flexible work environments reported being more accountable and loyal to their employers. For example, 34% of those with flexible workplaces say they take "a great deal" of personal accountability for their employer's reputation vs. 12% of those in low flexibility environments.

When it comes to managing Millennials, “manager as coach” is a winning strategy. Managers should be clear about their expectations and step back while remaining available to answer questions and give guidance.

Meaning

Millennials seek meaning in their work and want to know that their efforts matter. According to the Deloitte survey, 87% of Millennials believe that the success of a business should be measured in terms of more than just financial performance. Interestingly, law firm associates are less idealistic. Major, Lindsey & Africa and Above the Law recently published the results of a survey of more than 1,200 law firm associates from 132 law firms that showed that only 4.82% of Millennial attorneys felt that it was important for their clients’ values to align with their own.

Corporations and law firms appeal to Millennials when they create corporate citizenship initiatives that their Millennial employees can engage in directly. Whether it is teaching at underprivileged schools or building homes, Millennials like to be hands-on. They want to know that their company is doing something positive in the world. Managers and leaders should clearly communicate the value that the company creates in its for-profit ventures as well.

Retaining Millennials

Millennials are an important part of the workforce today and in the future. The cost of losing Millennial employees is high. The Major, Lindsey & Africa and Above the Law survey found that one third of the respondents planned to leave their law firms in two years or less. The cost of replacing a second- or third-year associate ranges from $250,000–$500,000, and the cost of losing an in-house lawyer is generally estimated at 1.5 to 2 times the employee’s salary. In addition to the cost of replacing a departing employee, workload and stress levels increase and lower the engagement and productivity of the employees that remain.

To harness the creativity and energy that Millennials bring, corporations and corporate legal departments need to create a culture and a work environment that addresses the motivations and expectations of Millennials. Those who get it right will be rewarded with the top talent of this generation.