WORKPLACE 2020: WHAT GEN Y ATTORNEYS EXPERIENCE & EXPECT

SUSTAINING PATHWAYS TO DIVERSITY®
WORKPLACE 2020

What Gen Y Attorneys Experience & Expect

MCCA Board of Directors

Joseph K. West
President & CEO
MCCA

Simone Wu
MCCA Chair
Senior Vice President,
General Counsel, Corporate Secretary
& Chief Compliance Officer
Choice Hotels International, Inc.

Vernon G. Baker, II
Senior Vice President
& General Counsel
Meritor, Inc.

Michelle Banks
Executive Vice President,
General Counsel, Corporate Secretary
& Chief Compliance Officer
Gap Inc.

Clarissa Cerda
Executive Vice President
Chief Legal Officer & Secretary
LifeLock, Inc.

A.B. Cruz III
Former Chief Legal Officer
& Corporate Secretary
Scripps Networks Interactive, Inc.

Anthony K. Greene
Director
Jamison Insurance Group

Gary F. Kennedy
Senior Vice President
General Counsel &
Chief Compliance Officer
American Airlines

Jean Lee
Vice President &
Assistant General Counsel
JPMorgan Chase

Don H. Liu
Corporate Senior Vice President
General Counsel & Secretary
Xerox Corporation

Hinton J. Lucas
Vice President &
Assistant General Counsel
DuPont Company

Robbie E.B. Narcisse
Vice President
Global Ethics & Business Practices
Pitney Bowes Inc.

Samuel M. Reeves
Senior Vice President
& General Counsel
Walmart US Legal

Carlos J. Rincon
Partner
Rincon Law Group, P.C.

Thomas L. Sager
Senior Vice President
& General Counsel
DuPont Company

Robin H. Sangston
Vice President &
Chief Compliance Officer
Cox Communications, Inc.

Kenneth S. Siegel
Chief Administrative Officer
& General Counsel
Starwood Hotels & Resorts Worldwide, Inc.

Mary E. Snapp
Corporate Vice President
& Deputy General Counsel,
Legal & Corporate Affairs
Microsoft Corporation

Lawrence P. Tu
Senior Vice President,
General Counsel & Secretary
Dell Inc.

Neil H. Wilcox
General Counsel - Chase Card Services
JPMorgan Chase & Co.
MINORITY CORPORATE COUNSEL ASSOCIATION

SUSTAINING PATHWAYS TO DIVERSITY®

WORKPLACE 2020
WHAT GEN Y ATTORNEYS EXPERIENCE & EXPECT
## Table of Contents

- From the President ................................................................. 6
- Introduction ........................................................................... 7
- Executive Summary ............................................................... 8–11
- Workplace 2020: What Gen Y Attorneys Experience and Expect. 12–26
- Supplemental Materials ......................................................... 27
  - Appendix A – Research Methodology ................................. 27
  - Appendix B – Survey Instruments ................................. 28–38
It has been said that the only constant is change itself. Changing demographic patterns require and demand an on-going assessment of how those changes affect the workplace. The legal profession and its newest generation of lawyers is no exception. This study of “Generation Y” lawyers seeks to examine this dynamic in all of its complexities. Theirs is a generation that arrives at the workplace at the confluence of a number of extraordinary and exciting circumstances. It is a time of globalization, a rollercoaster economy, technological advances, and uncertainty around employment trajectories and traditional billing arrangements. These circumstances are layered with this generation’s shifting appreciation for the import and impact of diversity and inclusion, as well as, flexible work schedules and varying workplace cultures.

This report is designed to both introduce this generation to the marketplace and provoke thought and discussion around where both they and the profession are headed.

Joseph K. West
President & CEO
Minority Corporate Counsel Association
II. Introduction

“Generation Y is entitled, lazy, selfish, tech savvy, and incompetent.”
-Scott Greenfield, Attorney.¹

“I had a summer associate call me and ask me, ‘So that my girlfriend and I can coordinate our showers in the morning- can I schedule to come in at 9:30 instead of 8:30 to work?’”
-Dan Hull, Attorney.²

“The Millennial: Generation Enlightened or Generation Lazy?”
-Ashby Jones, WSJ Law Blog.³

“I don’t envy the Millennial Generation. In fact I don’t think they are equipped for the hard going that lies ahead of them…Technology provides them with mountains of instant data, but all that technology and data are useless without judgment. Judgment, like thinking, is a process that must be introduced and internalized, nurtured and practiced…Is this young generation, weaned as they are on video games and the internet, equipped to meet such challenges?”

Hon. John L. Kane, U.S. District Court,
District of Colorado.⁴

According to the Integrated Postsecondary Education Data System at The National Center for Educational Statistics approximately 25,000 to 35,000 Generation Y (Millennials or Gen Y) lawyers have passed the bar each year since approximately 2006.⁵ Further, it is estimated that between 120,000 to 150,000 Gen Y attorneys are currently in the workplace, and those numbers will continue to rise by approximately 15,000 to 20,000 each year.

Comments, anecdotes, and article titles such as those listed above have become commonplace in legal publications over the past few years. The kind of complaints noted above, primarily from Baby Boomers (born between 1947 and 1964), about Generation Y (born after 1980), abound in informal conversations, meetings, conferences, and publications. Yet, the legal profession has done very little analysis on who this generation is, what they experience and expect in the legal workplace.

This study is an exploration of the legal workplace from the perspective of Millennial attorneys. The report provides an analysis of the Gen Y perspectives, and is an effort to better understand who they are and how they compare to Baby Boomers and Generation X (born between 1964 and 1980) attorneys.

This report focuses on five key areas of the Gen Y workplace experience: 1) selecting an employer, 2) attachments to their employer and aspirations, 3) experiences and expectations for the use of technology, 4) experiences and expectations for the workplace, workday, and work style, and 5) the value of diversity and inclusion. The findings of this study illustrate that Gen Y experiences and expectations for the legal workplace are complex and not always reflective of the stereotypes and complaints affixed to this generation. This report provides a portrait of an emerging generation that cannot be captured by simplistic stereotypes. It is a generational portrait that is critical for anyone who wants to better understand and lead change in legal workplaces.
III. Executive Summary

For several years, Generation Y, also known as Gen Y or the Millennials, have been a heated topic of conversation in informal conversations, meetings, conferences, and publications. Generation Y, comprised of individuals born after 1980, tends to clash particularly with the generation that is primarily responsible for parenting and leading them: the Baby Boomers. Issues around work ethic, propriety, informality, communication preferences, and value systems are active in workplaces across the country. In spite of conversations surrounding Generation Y, little analysis has been done on who this generation is, and what they experience and expect in legal workplaces. This study is an exploration of legal workplaces from the perspective of Millennial attorneys, without comparison or contrast points to other generations. The findings in this study illustrate that Gen Y’s experiences and expectations for legal workplaces are complex and not always reflective of the stereotypes and complaints that have been affixed to their generation. This portrait is one of an evolving generation and it is critical for anyone who wants to better understand and lead change in legal workplaces.

Methodology
The Workplace 2020 methodology was designed to explore the experiences and expectations of Generation Y attorneys through their own eyes. A web-based survey was developed, which focused on the perceptions and experiences of Gen Y attorneys in a variety of areas relevant to their selection of employers, their experiences with and expectations of their employers, and their overall perspectives on the legal profession.

The Minority Corporate Counsel Association (MCCA) used an open, self-selection model of inviting respondents to participate in this survey. The overall sample size of 938 respondents, all born after 1980, represented workplaces primarily in the private sector including corporations and law firms of varying sizes. The gender representation of the respondents was roughly equal with slightly more women than men, and the representation of racial/ethnic minorities and sexual orientations was consistent with average percentages of minority representation in law schools.

Below is a summary of the study’s findings, broken down by categories that were designed to capture the full experience a typical Gen Y employee in the workforce. The full report is available at www.mcca.com/research.

1. Selecting An Employer
In selecting an employer, respondents were asked to consider the factors present in their decision making process. For example, geographical location, reputation, organizational values, financial rewards, learning opportunities, opportunity to do meaningful work, ability to travel, diverse workforce, inclusive workplace, opportunity to learn from proven experts, opportunity to advance, employee benefits, and flexibility. It is notable that, in their decision-making process, many respondents identified current economic conditions as an additional and important consideration in their decision, if not a deciding factor.
Respondents identified the five factors below, in order of importance, as most critical to their decision:

1. Geographical location
2. The opportunity to do meaningful and satisfying work
3. The opportunity to work with great colleagues
4. Learning and training opportunities
5. The opportunity to learn from proven experts/leaders

The least important factors are: limited travel, ability to travel, a diverse workforce, flexibility and an inclusive workplace.

While the above factors represent the average perspective, there were notable differences for minority respondents. For example, learning and training opportunities were ranked as having greater importance than the opportunity to work with great colleagues. Women ranked organizational values and culture among the most important criteria in selecting an employer, above opportunities to learn from proven experts and leaders.

2. Attachments and Aspirations

Even though Gen Y attorneys in this study were thoughtful and deliberate in how they selected their employers, attachment to their employer was tenuous. How long a Millennial attorney planned to stay with their current employer and their long-term aspirations with their employer (advance into leadership positions) was more indicative of short-term career choices in contrast to long-term career decisions. Comments by several respondents also indicate that economic conditions were reflected in their short-term choices but not in their long-term attachments or aspirations.

The overwhelming majority of respondents were not planning to stay with their employer for more than five years, with higher percentages of minorities and women planning to stay less than five years. Approximately 25% of respondents, across all demographic groups, reported they were planning to stay in their workplace between one to three years. Only 18% of women and 20% of minorities were planning to stay in their workplace more than five years. Women and minority respondents generally felt that the opportunity to advance into senior leadership roles within their workplace was not a significant criterion.

The overall positive sentiment expressed by Millennial attorneys was a complex mix of wanting to advance into leadership positions while not being completely sure how long they wanted to stay with their current employer. Regardless of their long-term trajectory, respondents expressed a strong desire for the opportunity to shape their current workplace. This shift from future-based investment to investment for the “here and now” is critical for senior lawyers and workplace leaders to understand in order to best integrate this generation's perspectives into the overall work environment.

3. Experiences and Expectations for the Use of Technology in Communication and Professional Development

A significant portion of respondents expressed frustration and dissatisfaction with the underutilization of technology, especially within the context of informal professional development. The majority, across all groups, reported feelings that their workplaces did not use technology as an informal communication tool for feedback, training, and professional development.
Approximately 35% of all respondents felt that communication mechanisms used by leadership were not very effective. For these respondents, the key issues of ineffectiveness were: outdated technology, underutilized intranets, lack of transparency, outdated telephone systems, ineffective information technology support systems, and other inefficiencies in technology infrastructures.

About 33% of all respondents felt that their workplace was not utilizing technology very well with regards to overall productivity, while 48% of all respondents felt that their workplaces did not utilize technology efficiently as a training and development tool. Some key suggestions from respondents included:

- Increasing on-line trainings, webinars, and on-demand video trainings
- Better trained staff who execute trainings
- More intranet-based and easily searchable materials
- Better use of the intranet
- Increase use of Skype technology instead of conference calls

Men, in comparison to women, chose telephone communications as needing more improvement than email communications. Women and minorities expressed a greater comfort level with email communications because they felt they would be evaluated more objectively.

4. Experiences and Expectations of the Workplace, Workday, and Workstyle
According to Gen Y attorneys, the factors that would best maximize their productivity at work included:

- Flexibility with the place and time of work
- Individual office space
- An informal work culture

Respondents indicated that the following would most likely have a positive impact on their work experience:

- Increased compensation
- Increased and better mentoring by senior attorneys
- Increased flexibility in accommodating personal life
- Better utilization of technology to create flexible hours
- Greater opportunity to shape the future direction of the workplace

Increased compensation was noted by many respondents to be directly connected with their insecurities about overall market conditions. Many Millennial respondents also expressed a frustration with senior attorneys because of their lack of informal communication, feedback on work, and constructive advice on career development.

The issue of flexibility, although agreed upon by all groups as an important factor for productivity and satisfaction, was fraught with differentials based on gender. Specifically, how men versus women internalized what flexibility meant and how accessible it was to them as individuals. Women were far more likely than men to believe that
the balance options in their workplace did not work for them (24.51% men versus 31.38% women), that their careers would be negatively impacted if they utilized the available options (34.80% men to 41.34% women) and that greater flexibility in the workplace would have a positive impact on their careers (65.19% men to 79.20% women).

Rather than being directly correlated with career advancement, respondents also identified their desire for flexibility in accommodating personal life and better utilization of technology to create flexible hours as critical components to "feeling comfortable" in the workplace. However, the flexibility offered by a workplace was not an important factor in how these attorneys selected their workplace.

5. Perspectives on Diversity
Unsurprisingly, women and minorities were significantly more likely than men or whites to say that it was important to them to have a diverse legal profession. However, the data also marks the generational trend of a majority stating that a diverse legal profession is important. White respondents and male respondents felt that a diverse profession and a diverse and inclusive workplace was important to them in spite of their belief that such a priority would not benefit them personally.
IV. Workplace 2020: What Gen Y Attorneys Experience and Expect

A. The Gen Y Respondents

The Minority Corporate Counsel Association (MCCA) used an open self-selection model for inviting respondents to participate in this survey. The overall sample size of Gen Y respondents was 938, all born after 1980. The pool of participants represented workplaces primarily in the private sector including corporations and law firms of varying sizes. The gender representation of the respondents was roughly equal with slightly more women than men, and the representation of racial/ethnic minorities was consistent with average percentages of minority representation in law schools.6

Respondents also reported sexual orientation representation similar to what has been reported in law schools, and about 1% of respondents reported disabilities.7
While there were no significant differences between men and women or minorities and whites in the sexual orientation or disability reports, there were substantial differences between these demographics in the area of marital status.

Overall, a substantial majority (56.3%) of the respondents reported being single (never married) while 38.87% of respondents reported being married. 2.1% of respondents reported being in domestic partner/same-sex couples, 1.47% reported being divorced, and .21% reported being widowed.

Whites were significantly more likely to be married than minorities and men were significantly more likely to be married than women.
B. Gen Y’s Expectations and Experiences as Attorneys

1. Selecting An Employer

In selecting an employer, respondents were asked to consider the factors present in their decision making process. For example, geographical location, reputation, organizational values, financial rewards, learning opportunities, opportunity to do meaningful work, ability to travel, diverse workforce, inclusive workplace, opportunity to learn from proven experts, opportunity to advance, employee benefits, and flexibility.

Respondents identified the five factors, noted that in the chart below in order of importance, as most critical to their decision in selecting an employer. It is notable that in their decision-making process, many respondents identified current economic conditions as an additional and important consideration in their decision, if not a deciding factor.

The focus on the economy permeated the responses of all demographic groups. Many respondents noted that the current economic conditions greatly impacted their decision making processes. Comments on this topic ranged from “I was lucky to find a job,” “lacking options in a recession,” and “simply wanted to be employed,” to “high student loans” and “previous offer was rescinded due to economy.” There were a few key differences between minorities and whites and women and men that distinguished how these different demographics interpreted and internalized market conditions.
While the above factors represent the average perspective, there were notable differences for minority respondents. For example, learning and training opportunities were ranked as having greater importance than the opportunity to work with great colleagues. Women ranked organizational values and culture among the most important criteria in selecting an employer, above opportunities to learn from proven experts and leaders.

Overall, 48% of respondents felt it was very important to work with great colleagues. For minorities, learning and training opportunities were ranked as having greater importance than the opportunity to work with great colleagues. A majority of respondents, approximately 67%, noted an inclusive environment as being very important or important when selecting a current employer. While 50% of respondents overall ranked diversity as important, inclusiveness was still assigned a greater value than diversity. Similarly, minority respondents commented that although having a diverse workforce was not that important to them, having an inclusive workplace was important to them. However, minority respondents differed as to which was a greater influence on their individual success, diversity within the workforce or the practices of inclusion that were incorporated into the workplace.

Minority respondents also felt that the opportunity to advance into senior leadership roles was not an important criterion for selecting an employer. Many minority respondents were skeptical about being with their employer long enough to advance into leadership roles, as reflected in comments like “I just want to get the opportunity to succeed...I doubt I’ll be here long enough to actually make it into leadership.” While others commented on the lack of minorities in leadership as a harbinger of their own futures. One minority respondent commented, “I don’t even see enough minority partners to start thinking about myself as a partner or in leadership of any kind.”

Similar to minorities, women also prioritized an inclusive workplace as more important than the opportunity to advance into senior leadership roles, and they did so for many of the same reasons. Women also ranked organizational values and culture as one of the most important criteria in selecting an employer. For women, the preference for working “at a place where their values are consistent with mine,” and the perspective that “it’s difficult for me to see myself working somewhere where my values are not considered important” were illustrations of how this criteria rose above others in helping identify a workplace of choice.
2. Attachments and Aspirations

Even though the Millennials attorneys in this study were thoughtful and deliberate in how they selected their employers, their attachments to their employers (how long they plan to stay with their current employers) and their long-term aspirations with their employers (desire to advance into leadership positions in their workplace) were more indicative of short-term career choices in contrast to long-term career decisions. Several comments by the respondents also indicated that the impact of the economic conditions was reflected in their short-term choices but not in their long-term attachment to or aspirations in their workplaces.

The overwhelming majority of respondents were not planning to stay at their employers for more than five years, and higher percentages of minorities and women were planning to stay less than five years.

As the table illustrates, the highest percentage, approximately 25%, of respondents in all demographic groups, reported they were planning to stay in their workplace between one and three years. Approximately 18% of women and 20% of minorities were planning to stay in their workplace more than five years.

<table>
<thead>
<tr>
<th>Expectations of Staying with Current Employer</th>
<th>Average Duration</th>
<th>Duration for Minorities</th>
<th>Duration for Women</th>
</tr>
</thead>
<tbody>
<tr>
<td>Less Than 1 Year</td>
<td>15.94%</td>
<td>18.58%</td>
<td>15.22%</td>
</tr>
<tr>
<td>Between 1 and 3 Years</td>
<td>26.38%</td>
<td>24.59%</td>
<td>27.34%</td>
</tr>
<tr>
<td>Between 3 and 5 Years</td>
<td>14.76%</td>
<td>19.13%</td>
<td>16.61%</td>
</tr>
<tr>
<td>Between 5 and 10 Years</td>
<td>15.94%</td>
<td>6.56%</td>
<td>7.27%</td>
</tr>
<tr>
<td>More Than 10 Years</td>
<td>19.49%</td>
<td>11.48%</td>
<td>12.8%</td>
</tr>
</tbody>
</table>
The data for the number of Millennial attorneys who aspired to advance into leadership roles with their current employer was more positive than the data illustrating how long respondents wanted to stay with their current employer. Approximately one-third of all respondents did not aspire to advance into leadership roles in their current workplace, with minorities and women having less desire to do so than the average. The data, upon closer examination, also shows a few interesting perspectives that are worth noting.

Approximately 49% of participants responded positively (“Strong Yes” or “Yes”) when asked about their aspiration to advance into leadership in their current workplace, while only 46% of minorities and 48% of women responded similarly. However, minorities were the demographic group most likely to respond “no” (26%) to this question. The overall positive sentiment expressed by Gen Y attorneys, is a complex mix of wanting to advance into leadership positions even while they are not completely sure of how long they want to stay with their current employers.

<table>
<thead>
<tr>
<th>Aspiration to Advance into Leadership</th>
<th>Average</th>
<th>Minorities</th>
<th>Women</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strong Yes</td>
<td>20.08%</td>
<td>17.49%</td>
<td>17.30%</td>
</tr>
<tr>
<td>Yes</td>
<td>29.13%</td>
<td>28.96%</td>
<td>31.14%</td>
</tr>
<tr>
<td>No</td>
<td>22.24%</td>
<td>26.23%</td>
<td>24.91%</td>
</tr>
<tr>
<td>Strong No</td>
<td>11.42%</td>
<td>9.84%</td>
<td>11.07%</td>
</tr>
</tbody>
</table>

3. Experiences and Expectations for the Use of Technology in Communication and Professional Development

Across all demographic groups, the majority of respondents felt that their workplaces used technology well as a formal communication tool. However, the majority of all demographic groups felt that their workplaces did not use technology well as an informal communication tool for such things as feedback, training, and professional development.

Approximately 35% of all respondents felt that communication mechanisms used by leadership were not very effective. For these respondents, the key issues of ineffectiveness were: outdated technology, underutilized intranets, lack of transparency, outdated telephone systems, ineffective information technology support systems, and other inefficiencies in technology infrastructures.
Some respondents noting that the lack of transparency regarding information led them to sites like Above the Law as being more of a resource than their own workplace websites. While all of these comments did not touch on the direct communications from the leadership, many respondents expressed frustrations with their leadership’s overall inability to modernize their workplace with the technology necessary to make communication processes smoother throughout the organization.

As a formal communication tool, the respondents’ expectations primarily revolved around getting frequent information communiques from leadership as to what was expected of them and what they could anticipate in terms of business decisions from organizational leaders. To that end, the respondents were generally satisfied with email communications that served this purpose as well as digital storage of necessary policies, manuals, and other information on workplace intranets.

<table>
<thead>
<tr>
<th>Effective Communication from Leadership</th>
<th>Average</th>
<th>Minorities</th>
<th>Women</th>
</tr>
</thead>
<tbody>
<tr>
<td>Strong Yes</td>
<td>13.01%</td>
<td>11.89%</td>
<td>13.95%</td>
</tr>
<tr>
<td>Yes</td>
<td>49.71%</td>
<td>53.51%</td>
<td>49.32%</td>
</tr>
<tr>
<td>No</td>
<td>28.35%</td>
<td>27.03%</td>
<td>28.91%</td>
</tr>
<tr>
<td>Strong No</td>
<td>7.77%</td>
<td>6.49%</td>
<td>6.80%</td>
</tr>
</tbody>
</table>

Regarding informal communication, especially communication related to feedback, the overwhelming majority of respondents felt that the primary types of communication that needed to be improved in the workplace were: face to face communications, networking, and email communications, in that order. Interestingly, men, in comparison, to women differed from the majority and chose telephone communications as needing more improvement than email communications.
The above table illustrates the order in which each demographic group ranked communications that needed improvement.

In their comments on this topic, women and minorities expressed a comfort level with email communications because they felt they would be evaluated more objectively. Men felt they made better impressions if they were to see people face to face or talk on the phone with them. Men also valued face to face communications the most in their professional lives in contrast to minorities and women who valued email the most as a communication tool in their professional lives. Minorities, in comparison to whites, valued networking events more than telephone communications, and many minority respondents reflected on the fact that they are more likely to connect with other minority attorneys through strategic networking events. These connections, according to the minority attorneys, led to informal peer networks, mentoring relationships and future opportunities that they felt were lacking in their own workplaces.

All of the groups ranked Twitter, text messaging, instant messaging and video and web conferencing as the least valued communication modes in their professional lives.

All of the groups also ranked Twitter and video conferencing along with networking events as the least valuable modes of communication in their personal lives. All demographics were also fully aligned with face to face, text and email (in that order) as the most valued modes of communication in their personal lives. Only men reported face to face communication as the most valuable mode of communication in both their personal and professional lives indicating a seamless communication process across personal and professional lives whereas women and minorities preferred face to face in their personal lives and email in their professional lives.
About 33% of all respondents felt that their workplaces were not utilizing technology very well with overall productivity, and 48% of all respondents felt that their workplaces did not utilize technology efficiently as a training and development tool. As one respondent stated, “Every meeting has either people standing up and talking to us or it is people using powerpoints that are even more boring than if they were standing up and talking.” Another noted that “the online trainings we use are horrible at best.”

Recommendations from the respondents for improving the use of technology for training and development included:

- More webinar and on-demand video trainings,
- Effective online and elearning trainings,
- Better trained staff who execute trainings,
- More intranet-based easily searchable materials,
- Better use of the intranet, and
- More skype technology instead of conference calls.

4. Experiences & Expectations of the Workplace, Workday and Workstyle

According to Millennial attorneys, the factors that would best maximize their productivity at work included: flexibility with place and time of work, individual office space, and an informal work culture. All three were expressed both as productivity maximizers and overall job satisfaction enhancers.

Many of the respondents did not feel that their work environments saw flexibility and hard work as compatible or complementary. Several respondents reported that they often had to “look like they were working” to senior lawyers by staying in their offices even if it was not productive to do so.

<table>
<thead>
<tr>
<th>Top Productivity Maximization Factors for All Demographics</th>
</tr>
</thead>
<tbody>
<tr>
<td>Flexibility with when and where I work.</td>
</tr>
<tr>
<td>Flexible work day with some structured hours.</td>
</tr>
<tr>
<td>Individual office space.</td>
</tr>
<tr>
<td>By myself but not always in my office.</td>
</tr>
<tr>
<td>Informal work culture.</td>
</tr>
</tbody>
</table>

When asked about what changes in their workplace would have a positive impact on their careers, they responded with: increased compensation, more and better mentoring by senior attorneys, more flexibility in accommodating personal life, better utilization of technology to create flexible hours.
and greater opportunity to shape the future direction of the workplace. Increased compensation was noted by many to be directly connected with their insecurities about overall market conditions. Many Gen Y respondents also expressed a frustration with senior attorneys because of their lack of informal communication, feedback on work and constructive advice on career development. Even attorneys who were in environments with robust professional development programs commented that those professional development programs were not adequate or effective substitutes for one-on-one mentoring by senior attorneys.

<table>
<thead>
<tr>
<th>Workplace Changes with Most Positive Impact on Careers</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increased compensation.</td>
</tr>
<tr>
<td>More and better mentoring by senior attorneys.</td>
</tr>
<tr>
<td>More flexibility in accommodating personal life.</td>
</tr>
<tr>
<td>Better utilization of technology to create flexible hours.</td>
</tr>
<tr>
<td>Greater opportunity to shape the future direction of the workplace.</td>
</tr>
</tbody>
</table>

More flexibility in accommodating personal life and better utilization of technology to create flexible hours were noted as critical components to “feeling comfortable” in the workplace. Although flexibility offered by an organization was not an important factor in how these attorneys selected their workplaces, it did become crucial to how they experienced satisfaction and productivity in the workplace. A few respondents commenting “what they say they do and what they actually do is so different that you can’t believe what they say in recruiting” and “even if they have the policies, there are unwritten rules to not use the policies if you want to get ahead.” Rather than being directly correlated with career advancement, respondents also identified their desire for flexibility in accommodating personal life and better utilization of technology to create flexible hours as critical components to “feeling comfortable” in the workplace. However, the flexibility offered by a workplace was not an important factor in how these attorneys selected their organization.
The issue of flexibility, although agreed upon by all groups as an important factor for productivity and satisfaction, was fraught with differentials based on gender. Specifically, how men versus women internalized what flexibility meant and how accessible it was to them as individuals. Women were far more likely than men to believe that the balance options in their workplace did not work for them (24.51% men versus 31.38% women), that their careers would be negatively impacted if they utilized the available options (34.80% men to 41.34% women) and that greater flexibility in the workplace would have a positive impact on their careers (65.19% men to 79.20% women).

The above chart indicates the percentage of respondents who responded yes to questions related to workplace expectations and experiences.

<table>
<thead>
<tr>
<th>Question</th>
<th>Whites</th>
<th>Minorities</th>
<th>Men</th>
<th>Women</th>
</tr>
</thead>
<tbody>
<tr>
<td>Balance options in my workplace work for me</td>
<td>65.47% (yes)</td>
<td>66.09% (yes)</td>
<td>68.14% (yes)</td>
<td>63.87% (yes)</td>
</tr>
<tr>
<td>People in my workplace can utilize balance options without negative impact on their careers</td>
<td>49.19% (yes)</td>
<td>57.31% (yes)</td>
<td>55.88% (yes)</td>
<td>49.27% (yes)</td>
</tr>
<tr>
<td>Positive effect of more flexibility it the workplace to accommodate my personal life</td>
<td>74.27% (yes)</td>
<td>71.34% (yes)</td>
<td>65.19% (yes)</td>
<td>79.20% (yes)</td>
</tr>
</tbody>
</table>
From a gender perspective, there is also evidence that Gen Y men and Gen Y women are starting to think about flexibility options in different ways. At the same time, the number of men who are seeking and utilizing flexibility options is higher than it has been in previous generations.

The final reported change for positive impact on careers was a greater opportunity to shape the future direction of the workplace. Although many of the attorneys commented that they were not sure if they wanted to stay within their organization long enough to ascend into leadership positions, they did want to have the opportunity to shape the while they were there. This generation of lawyers is very engaged in their current workplaces without necessarily being attached or invested in being in that organization for the rest of their careers. This shift from future-based investment to investment for the “here and now” is a shift that is critical for senior lawyers and workplace leaders to understand in order to best integrate this generation’s perspectives into the overall work environment. As one respondent wrote, “I don’t know where I’ll be in 10 years, but I’m here now and I want to make a difference while I’m here.”

5. Perspectives on Diversity

Gen Y’s complex perspectives on diversity add the final layer of understanding on the experiences and expectations of this generation. Unsurprisingly, women and minorities were significantly more likely than men or whites to say that it was important to them to have a diverse legal profession. However, the data also marks the generational trend of a majority stating that a diverse legal profession is important. White respondents and male respondents felt that a diverse profession and a diverse and inclusive workplace was important to them in spite of their belief that such a priority would not benefit them personally.
The shifting importance of diversity in the legal profession to the importance of having a diverse and inclusive workplace is a similar trend among the various demographic groups (whites versus minorities, men versus women). Having a majority report that it is important for them to be in a diverse and inclusive workplace is a trend evident from the responses as well. Overall, the value of a diverse legal profession and a diverse and inclusive workplace are greater for this generation than in previous ones even as the differentials between the represented and the underrepresented continue.
A corollary to the value of a diverse profession and a diverse and inclusive workplace is the respondents’ perspectives on whether the legal profession will still need diversity and inclusion efforts in ten years. An overwhelming majority answered in the affirmative, but the differentials between men and women, as well as, whites and minorities persist.

The question of whether increased diversity and inclusion in the workplace would have a positive impact on their careers is the only diversity question where the overall perspectives of whites and minorities dip below the majority. Even though whites overall and men felt that a diverse profession and a diverse and inclusive workplace was important to them, they did not equally feel that increased diversity and inclusion would be beneficial to them personally.
C. Recommendations

1. Assess Your Environment
2. Communicate Expectations Clearly and Frequently
3. Collaborate and Include Gen Y’s Voices
4. Integrate Technology into all Strategies
5. Create Feedback Loops

End notes

2Ibid.
7Ibid.
V. Supplemental Materials

A. Methodology

This research project was designed to explore the experiences and expectations of Generation Y attorneys through their own eyes. A web-based survey was developed, which focused on the perceptions and experiences of Millennial attorneys in a variety of areas relevant to their selection of employers, their experiences with and expectations of their employers, and their overall perspectives on the legal profession. The web-based survey instrument for this research was designed and edited by Nextions LLC with substantial input from the Minority Corporate Counsel Association (MCCA) as well as MCCA’s sponsors.

MCCA used an open, self-selection model of inviting respondents to participate in this survey. The overall sample size of 938 respondents, all born after 1980, represented workplaces primarily in the private sector including corporations and law firms of varying sizes. The gender representation of the respondents was roughly equal with slightly more women than men, and the representation of racial/ethnic minorities and sexual orientations was consistent with average percentages of minority representation in law schools. The identity of individual respondents remained completely anonymous, and individual surveys were and are only accessible to the research team at Nextions. However, demographic data provided by the respondents was used to sort the data by important variables such as gender, race/ethnicity, and sexual orientation in order to analyze trends and patterns within and between groups. The data were not sorted by individual responses but rather analyzed in the aggregate.

The survey was distributed through MCCA’s network as well as the networks of the American Bar Association, state, local, and specialty bar associations. The survey was also distributed through individual networks of MCCA supporters.

Nextions LLC conducted the research for this MCCA study with Dr. Arin N. Reeves serving as the primary researcher and Debbie T. Ierome serving as the project manager.
B. Survey Instrument

Minority Corporate Counsel Association
Sustaining Pathways to Diversity Research
MCCA Workplace 2020: Gen Y Survey

Please tell us a little information about you.

1. When were you born?
   ❍ Before 1927
   ❍ Between 1928 and 1946
   ❍ Between 1947 and 1964
   ❍ Between 1965 and 1980
   ❍ After 1980

* 2. What is your racial/ethnic background?
   ❍ Asian/Asian American (including South Asian)
   ❍ Black including Caribbean and African/African American
   ❍ Caucasian/White (excluding Hispanic)
   ❍ Arab/Arab-American
   ❍ Native American/Alaskan Native
   ❍ Hispanic/Latino
   ❍ Pacific Islander
   ❍ Bi-racial/multi-racial
   ❍ Other

* 3. What is your gender?
   ❍ Male
   ❍ Female

Please tell us a little about how you like to work.

* 4. From the factors listed below, please rate the importance of each of the following factors in terms of how much it influenced your decision to select your current employer:

Very Important | Important | Not Important | Don’t

Know
Geographical location
Reputation/prestige
Organizational values/culture
Compensation/financial rewards
Learning/training opportunities
Opportunity to do meaningful/satisfying work
Access/ability to travel
Limited travel
Diverse workforce

Inclusive workplace
Opportunity to work with great colleagues
Opportunity to learn from proven experts/leaders
Opportunity to advance into senior leadership roles
Employee benefits
Flexibility with where and/or when I work
5. Please share any additional reasons, if any, that influenced your decision to choose your current employer:

________________________________________________________________________
________________________________________________________________________

* 6. During the first three months of my current employment, I received the information and advice that I needed to begin performing well.
   ○ Strongly Agree
   ○ Agree
   ○ Disagree
   ○ Strongly Disagree
   ○ Don’t Know
   Additional Comments

________________________________________________________________________

7. What additional information/resources would have been helpful in orienting you to your work environment?

________________________________________________________________________

* 8. I feel that connecting with my peers on a professional and social level is important in my ability to be productive and happy in the workplace.
   ○ Strongly Agree
   ○ Agree
   ○ Disagree
   ○ Strongly Disagree
   ○ Don’t Know
   Additional Comments

________________________________________________________________________

* 9. I feel that connecting with senior leaders on a professional and social level is important in my ability to be productive and happy in the workplace.
   ○ Strongly Agree
   ○ Agree
   ○ Disagree
   ○ Strongly Disagree
   ○ Don’t Know
   Additional Comments

________________________________________________________________________
* 10. From the factors listed below, please rate how important each factor is in your ability to maximize your productivity:

- Work environment (design, ambiance, etc.)
- Informal work culture
- Formal work culture
- Ability to work in a team
- Ability to work by myself
- Collaboration work spaces
- Individual office space
- Flexibility with when I work
- Flexibility with where I work

Very Important | Important | Not Important | Don’t Know

* 11. How important is to you to have a diverse legal profession?

- Extremely Important
- Very Important
- Not Important
- Not at All Important
- Don’t Know

Additional Comments

* 12. How important is to you to work in a workplace that is diverse and inclusive?

- Extremely Important
- Very Important
- Not Important
- Not at All Important
- Don’t Know

Additional Comments

Please tell us a little more about how you like to work.

* 13. I prefer to work: (please choose the response that describes your strongest preference)

- By myself in a private office
- With people from my team in a shared work environment
- By myself, but not always in my office
- With people from my team, but not always in the office

Additional Comments
* 14. I prefer to work: (please choose the response that describes your strongest preference)
   ○ A conventional work day with structured hours
   ○ A flexible work day with some structured hours and some unstructured hours
   ○ A flexible work day with mostly unstructured hours
   Additional Comments

* 15. I am currently very productive in my work environment.
   ○ Strongly Agree
   ○ Agree
   ○ Disagree
   ○ Strongly Disagree
   ○ Don’t Know
   Additional Comments

Please tell us a little about your perspectives on technology at work.

* 16. My workplace utilizes technology efficiently as a productivity tool.
   ○ Strongly Agree
   ○ Agree
   ○ Disagree
   ○ Strongly Disagree
   ○ Don’t Know
   Additional Comments

17. How could technology be better used to improve productivity in your workplace?

* 18. My workplace utilizes technology efficiently as a communication tool.
   ○ Strongly Agree
   ○ Agree
   ○ Disagree
   ○ Strongly Disagree
   ○ Don’t Know
   Additional Comments
19. How could technology be better used to improve communication in your workplace?

________________________________________________________________________
________________________________________________________________________
________________________________________________________________________
________________________________________________________________________

* 20. My workplace utilizes technology efficiently as a training and development tool.
   ○ Strongly Agree
   ○ Agree
   ○ Disagree
   ○ Strongly Disagree
   ○ Don’t Know
   Additional Comments

________________________________________________________________________

21. How could technology be better used to improve training and development?

________________________________________________________________________
________________________________________________________________________

Now, a few questions about your communication preferences.

* 22. How much do you value each of the following communication methods in your professional life?

   Very Much | Somewhat | Not At All | Don’t Know

   Face to face interactions
   Telephone interactions
   Networking events
   Video conference interactions
   Skype/web conference interactions
   Email
   Text messages
   Instant messages
   Twitter
   Social/professional networks (such as LinkedIn, Facebook, etc.)
   Other: ______________________________________________________________

* 23. Which of the following communication methods do you wish were more effectively utilized in
your workplace?

Very Much | Somewhat | Not At All | Don’t Know

Face to face interactions
Telephone interactions
Networking events
Video conference interactions
Skype/web conference interactions
Email
Text messages
Instant messages
Twitter
Social/professional networks (such as LinkedIn, Facebook, etc.)
Other: ___________________________________________________________________

* 24. How much do you value each of the following communication methods in your personal life?

Very Much | Somewhat | Not At All | Don’t Know

Face to face interactions
Telephone interactions
Networking events
Video conference interactions
Skype/web conference interactions
Email
Text messages
Instant messages
Twitter
Social/professional networks (such as LinkedIn, Facebook, etc.)
Other: ___________________________________________________________________

Your preferences for feedback and evaluation.

* 25. I feel that people who are senior to me communicate effectively with their peers in my workplace.

- Strongly Agree
- Agree
- Disagree
- Strongly Disagree
- Don’t Know

Additional Comments
__________________________________________________________________________
26. I feel that people who are senior to me communicate effectively with me in my workplace.
   ○ Strongly Agree
   ○ Agree
   ○ Disagree
   ○ Strongly Disagree
   ○ Don’t Know
   Additional Comments

27. What could your workplace do to improve its communication processes?

28. The feedback and evaluation systems in my organization work well for me.
   ○ Strongly Agree
   ○ Agree
   ○ Disagree
   ○ Strongly Disagree
   ○ Don’t Know
   Additional Comments

29. What could your workplace do to improve its evaluation processes?

30. What could your workplace do to improve its feedback processes?
* 31. I receive timely and useful feedback on my work so that I understand both my strengths and what I need to do to improve.

- Strongly Agree
- Agree
- Disagree
- Strongly Disagree
- Don’t Know

Additional Comments

A few more questions about your thoughts on your current workplace.

* 32. I am satisfied with the level of challenging work that I receive.

- Strongly Agree
- Agree
- Disagree
- Strongly Disagree
- Don’t Know

Additional Comments

* 33. I have had at least one formal mentor in my organization who has played an important part in supporting my career development.

- Strongly Agree
- Agree
- Disagree
- Strongly Disagree
- Don’t Know

Additional Comments

* 34. I have had at least one informal mentor in my organization who has played an important part in supporting my career development.

- Strongly Agree
- Agree
- Disagree
- Strongly Disagree
- Don’t Know

Additional Comments
* 35. Actively doing pro bono and other service work is important to me.
   ○ Strongly Agree
   ○ Agree
   ○ Disagree
   ○ Strongly Disagree
   ○ Don’t Know
   Additional Comments

* 36. My organization is doing a good job of developing and preparing young lawyers for future leadership positions.
   ○ Strongly Agree
   ○ Agree
   ○ Disagree
   ○ Strongly Disagree
   ○ Don’t Know
   Additional Comments

* 37. I aspire to advance into a senior leadership role with my current employer.

* 38. How long do you plan to stay with your current employer?
   ○ Less than 1 year
   ○ Between 1 and 3 years
   ○ Between 3 and 5 years
   ○ Between 5 and 10 years
   ○ More than 10 years
   ○ Don’t know
   Additional Comments

The last few questions about your thoughts on your current workplace.

* 39. I think that my workplace has work-life flexibility/balance options that work for me.
   ○ Strongly Agree
   ○ Agree
   ○ Disagree
   ○ Strongly Disagree
   ○ Don’t Know
   Additional Comments
40. What could your employer do to make it easier to achieve work-life balance in your workplace?

______________________________________________________
______________________________________________________
______________________________________________________
______________________________________________________

* 41. I think that people in my workplace can utilize the work-life flexibility/balance options without any negative impact on their careers.
  ○ Strongly Agree
  ○ Agree
  ○ Disagree
  ○ Strongly Disagree
  ○ Don’t Know
  Additional Comments

* 42. Please rate the following changes in your current workplace in terms of the positive effect each would have on your career.
  No Effect
  Little Effect
  Positive Effect
  Very Positive Effect
  Don’t Know/Not Applicable

The establishment and consistent implementation of formal policies for reduced/alternative work arrangements
  Less pressure to engage in work related social activities
  More opportunities to interact with peers and colleagues in informal social settings
  A collaborative and/or creative space where colleagues can relax and/or brainstorm with each other
  Better utilization of technology to create flexible work hours
  More flexibility from the workplace in accommodating my personal life
  Greater opportunity to shape the future direction of the workplace
  More and better mentoring by senior attorneys
  Training on how to better communicate across generations
  More opportunities for pro bono work
  Less subjectivity in the work allocation and promotion processes
  Increased compensation
  More diversity and inclusion

* 43. Given what you have experienced and/or observed about current efforts to make the legal professional and workplaces more diverse, do you think that there will be a need to continue to advocate for diversity 10 years from now?
  ○ Yes  ○ No
  Additional Comments
44. Do you feel that you communicate well across differences?
   ○ Yes      ○ No
   Additional Comments
   __________________________________________________________

45. Do you feel that communicating across differences is necessary to a successful legal career?
   ○ Yes      ○ No
   Additional Comments
   __________________________________________________________

46. Please share any additional thoughts or comments that you have on what the legal profession in general or your workplace particular can do to be more of an ideal workplace for you?
   __________________________________________________________
   __________________________________________________________
   __________________________________________________________

Please tell us a little bit more about yourself.

47. What is your sexual orientation?
   ○ Heterosexual
   ○ Gay, Lesbian
   ○ Bi-Sexual
   ○ Transgendered
   ○ I would prefer to not answer.
   Additional Comments
   __________________________________________________________

48. Are you a person with a disability?
   ○ Yes
   ○ No
   ○ I would prefer to not answer.
   Additional Comments
   __________________________________________________________

49. What is your current marital status?
   ○ Single, never married
   ○ Married, heterosexual couple
   ○ Domestic partner/Married, same-sex couple
   ○ Divorced
   ○ Widowed
   ○ I would prefer to not answer.
   Additional Comments
   __________________________________________________________
Additional Resources from MCCA Pathways Research Series

- Metrics for Success: Measurement in Diversity Initiatives
- The Myth of the Meritocracy: A Report On the Bridges and Barriers to Success in Large Law Firms
- From Lawyer to Business Partner: Career Advancement in Corporate Law Departments
- Perspectives From The Invisible Bar: Gay & Lesbian Attorneys in the Profession
- A Study of Law Department Best Practices (2nd Edition)
- The Next Steps in Understanding and Increasing Diversity & Inclusion in Large Law Firms
- The New Paradigm of LBGT Inclusion: A Recommended Resource for Law Firms

©2014 Minority Corporate Counsel Association, Inc. (MCCA). All rights reserved. Further reproduction, photocopy, or distribution without the written permission of MCCA is prohibited.