Here Come the Big Law Millennials

MP McQueen, The American Lawyer

February 29, 2016

The millennials have landed.

The group, often defined as those adults who are 18 to 35 this year, became the largest age group in the workplace in 2015, overtaking both the much smaller Generation X and the baby boomers, according to the Pew Research Center. Millennials now make up more than a third of the U.S. workforce, and as much as 21.5 percent of lawyers in the U.S., according to the current population survey of the U.S. Bureau of Labor Statistics.

As millennials come to the fore at Am Law 200 law firms, senior partners and managers are bracing for a group that's already transforming the corporate world and the culture. Only about 2 percent of Am Law 200 partners were 35 years old or younger, according to our own ALI Legal Intelligence data collected late last year, but millennials are already well represented among associates.

Millennials are a different breed in many respects. Growing older and settling down probably will not make them conform as much their elders seem to think. The first generation of "digital natives" will change the firms they work for more than the firms will change them, experts say. They're already influencing law firm technology, office space, parental leave policies and legal career paths, and the changes are just beginning.

Succession to Generation X and millennial leadership already is occurring at the top of other businesses and organizations, surveys show. But power remains firmly in the hands of leaders in their 50s and 60s at many of the largest law firms: The average age of an Am Law partner last year was about 52, and nearly half of partners were 52 or older, available data suggests. And those figures count nonequity partners as partners, too; the equity partnership is usually older.

The big question is whether the law firm establishment will merely adapt to the coming
wave of young lawyers, or be transformed by their technologies, behavior and worldviews, consultants and researchers say. Yet some firms are slow in coming to terms with the different concerns this age group presents for management.

"What I see all the time when I am doing speaking or training in the law firm environment is this sense among senior partners that their (millennials') behaviors will change as soon as they have a mortgage and kids, then they will become just like me," says Lauren Stiller Rikleen, president of the Rikleen Institute for Strategic Leadership and a former equity law partner in Massachusetts.

"If you look at the data and the research, nothing supports that the generational patterns you are seeing will be different because this particular cohort now has a home and children to raise," she says.

**How they're different**

Countless articles have depicted millennials as a spoiled "everybody gets a trophy," "special snowflakes" group reared by overly involved "helicopter" parents. Others think of them as the social media generation, who came of age with the web, Facebook (2004) and iPhones (2007). More than 80 percent of millennials are on Facebook, Instagram or another social media platform, Pew Research says. But studies and interviews indicate that millennials themselves resist the label, while boomers generally accept theirs: Only 40 percent of millennials identify with the tag. Here are some other ways they're different:

**They're a big group.** Millennials were projected to reach 75.3 million last year, surpassing the 74.9 million boomers, and the group will continue to grow from immigration. (Boomers peaked at nearly 79 million in 1999, according to Pew.) By contrast, Generation X, the "middle child," numbers only about 55 million.

Consequently, they're likely to be overtaken soon by millennials for leadership of companies and law firms. While Gen X is a small group in the labor force, they're a big presence at Am Law firms right now: Currently about half of Am Law 200 partners are members of Generation X, based on our estimates, but our data doesn't distinguish between equity and nonequity partners.

**They're diverse.** Millennials are the most racially and ethnically varied U.S. age group, thanks to birth and immigration. Only 57 percent of adult millennials were non-Hispanic whites in the U.S. in 2014. By contrast, Generation X is 61 percent white, boomers were 72 percent white, and the Silent Generation born from 1928 through 1945 was 78 percent white, according to Pew. "The client pool is becoming increasingly more diverse than the outside counsel. We are already at the point where it is a huge concern," Rikleen says.

**They're the most educated—and indebted for it—generation.** Among The Am Law 200, it is not hard to find young lawyers with MBAs and M.D.s in addition to their law degrees. Many millennials went into tremendous debt for their schooling, however. A 2014 analysis of government data found 37 percent of households headed by adults under 40 had at least some college debt, according to Pew. The average J.D. graduated with $167,000 in student
debt in 2015, according to an analysis by Edvisors Network released in last year. Seven years after graduating, almost two-thirds of respondents to a national survey of young lawyers were still carrying student loan debt, with blacks and Hispanics carrying the most.

**They're mobile and entrepreneurial.** The diminishing number of associates at big firms, the longer and chancier road to becoming a partner and the increased acceptance of lateral moves means that many millennials accept the idea of job-hopping after a couple of years, posing a problem for the firms that invest as much as $250,000 in recruiting and training them. A third of lawyers already had changed jobs once only three years out of law school, according to the national longitudinal study "After the JD III," with lawyers at private firms especially likely to change settings. Joan Newman, a St. Louis-based lawyer and adjunct consultant with Altman Weil Inc., says, "They are risk takers and very entrepreneurial. If things aren't going their way in two or three years, they will pick up and leave."

For instance: two former attorneys at Orrick, Herrington & Sutcliffe, Chris Field, 43, and Darby Wong, 31, in Menlo Park, left in 2011 to start Clerky.com in Burlingame, California, a company that automates the incorporation process for startups. John Bautista, head partner of the technology companies group at Orrick, is an adviser.

Faiza Rahman, 35, a new partner in the capital markets group at Weil, Gotshal and Manges, says, "I think there is more of an entrepreneurial bent because there has to be. There isn't the stability in the workforce." They're for gender equality. Sixty-three percent of millennial women ages 18-33 were in the labor force in 2014, and At the same age, 69 percent of Gen X women worked. (The smaller percentage of millennials reflects the fact that many of the youngest millennials are still in school.) That compares with 60 percent of boomer women at the same age, according to a 2015 Pew report.

Surveys show that a majority of millennial women and men support gender equality, which portends significant changes ahead for big business and Big Law, many observers believe. Heather Asher, 33, executive director of Ms.JD, a group that advocates for women early in their legal careers and a former senior associate at Alston & Bird in Atlanta, says, "There is no line between the genders as far as what they are seeking in the workplace."

**They work differently.** Millennials are more collaborative than their elders, experts say. To accommodate them (and high rents) more law firms, such as Latham & Watkins, are creating open spaces where lawyers can bring laptops, tablets and smartphones. They're also more likely to multitask and feel they can work as efficiently elsewhere as in the office. They value transparency in decision-making and dislike hierarchy. And, as Loeb & Loeb's deputy chairman Kenneth Florin, 49, says, they also often seek a "broader purpose or charitable element" in their work.

**They think globally.** Compared with their elders, millennials tend to have a more global outlook. Josh Pollick, 31, a senior associate at Orrick in Santa Monica, California, says the firm's global reach is part of what attracted him to Orrick. To date, he has worked out of the firm's New York, Los Angeles, Silicon Valley, San Francisco and London offices, and also actively works on deals with attorneys in Paris, Munich and China. "I think our generation has been fortunate to travel globally, more so than prior generations, and that has led us to want to work on global cross-border deals," he says.
They may not want your corner office. Perhaps most worrisome for Big Law, there appear to be more millennials who don't aspire to become a partner, either because they don't like the Big Law lifestyle of round-the-clock labor and availability or—in the case of many women and minorities—they don't think they have much of a chance of promotion anyway. Associates reported working an average of 2,208 hours in 2010 at the largest firms in the National Association for Law Placement's most recent report, published in 2012.

Rikleen, the author of a book on managing millennials in the workplace, says, "I hear over and over that I am in this firm because I need to pay down my debt, but I don't see myself having a future here." She says that when questioned, associates are split between those who don't choose to stay, and those who feel the firm doesn't want them to stay.

Intergenerational conflicts

The fact that large law firms have as many as four generations working together may be viewed as a testament to a profession where experience and wisdom still account for something, but may also highlight the reluctance of some of its most accomplished practitioners to retire. Just over 3 percent of Am Law 200 partners were 71 to 88 years old, a larger proportion than are millennials, according to our ALI estimates. But all those groups working together aren't friction-free. Here's where some of the sparks fly:

Boomers vs. Gen X: Boomers bucked tradition by starting families later and divorcing more often than previous generations. Now they aren't retiring as expected. This presents a challenge for firms that must contend with succession issues at the one end and younger lawyers hungry for advancement at the other. At some firms, Generation X members, the oldest of whom are now 50 or 51, are chafing at what they feel are blocked opportunities and inequitable compensation. "Generation X is the Prince Charles of the workplace," says Michelle Silverthorn, 33, a former associate at two Am Law 200 firms who runs programs on bridging the generational divide as diversity and education director for the Illinois Supreme Court Commission on Professionalism.

As a result, Gen Xers are jumping to other firms for more opportunity, or they're starting boutique firms of their own, sometimes taking promising millennials with them. Litigation partner Beth Wilkinson, for instance, recently left Paul, Weiss, Rifkind Wharton & Garrison to establish her own boutique, specifically saying that she intends to "train the next generation of trial lawyers," according to The Am Law Daily.

Noah Heller, CEO at Katten Muchin Rosenman and, at 40, possibly the youngest chief executive in The Am Law 200, says the interests of partners and their firms diverge as lawyers approach traditional retirement ages. Heller, who was appointed CEO at age 37, says, "If you don't manage that issue, all the young partners with the most potential are going to get frustrated and leave if they don't feel management of the firm is giving them opportunity."

Gen X vs. millennials: Relationships between Generation X and millennials aren't always cozy, either. Millennials reared in affluent families had extremely structured childhoods (playgroups, tutoring, etc.) compared with children of previous eras, including Generation X, the so-called "latchkey" kids of a high-divorce era.
In general, millennials crave constant, detailed feedback and clear guidelines for promotion; annual performance reviews aren't enough for them, consultants say. Gen X members, however, tend to be more autonomous. They may not give as much direction and support as associates and junior partners want.

"Millennials expect more structured leadership," says Ursula Furi-Perry, a lawyer and author of a book on millennial lawyers. Firm leaders should clearly spell out expectations and limitations and provide transparency in decision-making for millennial lawyers, she says.

**Boomers vs. millennials:** Many boomers paid heavy dues in hierarchical organizations at a time when working meant schlepping into an office every day. Now that they're in charge at many firms, they often expect younger lawyers to do it their way, but that's not likely to happen, experts say.

Digital technology and the Internet—which are like breathing to millennials and second nature to Gen X—are disrupting industries and handing an advantage to lawyers who are completely comfortable in that world. Corporate counsel are already younger than many firm leaders, according to a soon-to-be updated study by legal marketing specialists Heather Morse and Jonathan Fitzgarrald. Conflicts may appear in such routine matters: A boomer client may prefer being telephoned to being texted; a millennial client would rather Skype than meet with his boomer lawyer. That can be a problem for business development and succession.

Loeb & Loeb corporate lawyer Steven Hurdle, who was promoted to partner in November 2014 at age 32, asserts that younger lawyers can form strong bonds with clients they know only online. "Prior to my time at Loeb, I had a client whose office was a block away, and I knew multiple people on the team and had multiple transactions—and I never met them face-to-face," he says. But deputy chairman Florin says, "I still think it's important to chat and see people face-to-face."

Skeptical older partners and younger ones also clash over the need for marketing, especially on social media such as LinkedIn and Twitter. Partner John Delaney, 51, who heads Morrison & Foerster's social media practice and founded the Socially Aware blog, says, "General counsel increasingly make decisions based on LinkedIn, and if you are not on it, you may miss out on the next big case."

Work-life balance continues to be a flashpoint. Most millennial families are dual-income, Newman says, "so right there it plays into work-life balance tensions that you see in law firms." Boomer and older partners may not understand that millennial male partners have responsibilities at home.

Relations between boomer and millennial women lawyers at big firms can be remarkably tense, female lawyers and consultants say. Powerful boomer and Silent Generation women lawyers had to fight hard and sacrifice a lot in male-dominated firms to earn their careers, and they can't always relate to the youngest generation of female lawyers, who take hard-won benefits such as maternity leave or part-time status for granted. On the other hand, younger women lawyers don't necessarily want to emulate their predecessors' gave-it-all-at-the-office approach.
"The No. 1 thing I hear from senior lawyers is that they don't understand how to approach millennials, because they don't have the same goals as when they started out. They don't want to be them, or follow in their footsteps," says Heather Asher, 33, a former senior associate at Alston & Bird in Atlanta. "A lot of millennials do want to work hard, but they don't want to spend 95 percent of their time at work in the office like they may see a senior attorney doing. They want to figure out a way to achieve similar things in a different way."

Not everyone is convinced that pressure from millennials will effect permanent changes in Big Law. Sabina Lippman, partner and co-founder of placement firm Lippman Jungers LLC in Los Angeles, says there are limits to how accommodating Big Law can be as the industry becomes ever riskier and more demanding. While more firms are adding paternity leave and similar benefits, "I am not seeing a lot change from where I sit."

**What's Ahead**

Other observers feel change will be permanent and profound.

Patricia Gillette, counsel and former partner at Orrick, contends that the situation for law firms "is far more dire than the industry realizes. We have to have a big influx of people every year," she says, "and if they start leaving after the third or fifth year, that is really problematic for the model, which is why the model has to change." [see Dicta, page 78].

Automation is increasing; corporate law departments are expanding; and virtual law firms such as Bliss Lawyers and Axiom Global are staffed with a significant share of well-credentialed female and millennial lawyers who were either forced into such work by necessity, or chose it because of the flexible schedules. Combined with other external pressures, they could disrupt the traditional law firm model by providing new alternatives, Gillette says.

Marcie Borgal Shunk, a senior consultant with LawVision Group who specializes in data-driven strategic planning, says she believes that the traditional law firm partnership model more likely will evolve into something resembling professional services consultancies, with a much smaller group of shareholders, more leverage and more contract, staff lawyer and counsel jobs. "Law firms that are going to come out ahead are those that can build these alternatives into their models and eliminate that stigma" of nonpartner posts, she says. The risk of such alternative career tracks is that they will prove unsatisfactory if lawyers balancing family responsibilities are disproportionately shunted into nonpartner positions, says Silverthorn, from the Illinois Supreme Court's Commission on Professionalism.

Law firms may see client relationships suffer as millennials take over from boomer and Gen X leadership, says Joan Newman, the adjunct consultant with Altman Weil. Skeptical of the younger generations' reliance on digital communication, she believes their client development skills are not on a par with their predecessors. "As baby boomers retire, I am not sure the next two generations have the interpersonal skills to continue those relationships," she says. Whether millennials will revolutionize the profession or merely influence it, law firms will probably change more in the next 20 years than they have in the last two decades.

*(For other articles in our special package on millennials, [click here.])"*
29 percent of the American workforce. Known for working long hours and they expect others to do so.

34 percent of the American workforce. Generation X also pragmatic, entrepreneurial, and quick to embrace diversity.

34 percent of the American workforce. They are more highly educated than prior generations, and grew up in a culture of unprecedented consumer choice.

2 percent of the American workforce. This generation is disciplined, hardworking, and extremely loyal.

Allow flexible work. Allowing employees to work remotely is a good start.

Be transparent. Polls find time and again that millennials require transparency and constant communication from management.

Invest in orientation and training. Not just for younger employees either — older workers are interested in retraining, and have legal protections in the form of age discrimination legislation.

Stand for something. Millennials overwhelmingly report that they prefer to work in an organization that shares their values, and makes a positive impact on the world.
OPTIMIZING GENERATIONAL DIFFERENCES

By Siobhan Kelley, Jessica Perry, and Julie Totten

The workforce today is comprised of five generations, making it more diverse than ever before. While differing generational attitudes and stereotypes can cause friction, there are some specific and deliberate steps that in-house counsel can take to make a more adaptive, high-performing workforce. This article surveys the different generations that make up today’s workforce and provides ideas about the solutions employers can take to harness the collective wisdom and strengths of those generations.
Generational characteristics

It would be short-sighted to assume that each individual is defined solely by his or her generation. However, many studies suggest that historical events, societal influences, and advances in technology have shaped the various generations, causing defined traits and attributes. These traits and attributes help us understand why employees of different ages have different approaches to work.

Traditionalists, who now comprise only two percent* of the current American workforce, were born between 1900 and 1945. Their formative years were marked by worldwide economic depression and World War II. This was a time of strong nuclear families and parents who were disciplined and strict. As a result, this generation tends to be conservative in their appearance and language. As workers, they are disciplined, hardworking, and extremely loyal. They see work as a privilege and value stability. They follow the rules and only later ask “why” if they have a concern.

Baby boomers were born between 1946 and 1964. They experienced the Cold War, Vietnam, the assassinations of John F. Kennedy and Martin Luther King, Watergate, the first moon landing, and significant advancements in civil rights. They saw the advent of tape decks, VCRs, and personal computers. The baby boomer generation currently makes up 29 percent* of the American workforce. They are generally working longer than anticipated, and longer than prior generations. The percentage of boomers in the workplace is closer to 10 percent in Europe, where private and state retirement benefits are generous and retirement can, in some circumstances, be compelled by law.1 Boomers are known for working long hours and they expect others to do so as well. Boomers often have a competitive streak and believe that everybody should be required to “pay their dues.” They tend to have a unilateral leadership style and while they inform their team of decisions that have been made, they frequently do not involve them in making the decisions.

Generation X makes up 34 percent* of the American workforce. They were born between 1965 and 1978 and were influenced by the fall of the Berlin Wall, the Iran Contra Affair, Operation Desert Storm, and rising levels of divorce. On the technology front, they were the first generation to use personal computers and embrace the internet. They also saw the rise of video games and the creation of MTV and mobile phones. Generation X is resourceful and independent, having grown up as women returned to the workforce and they returned to empty homes after school earning them the moniker “latch key kids.” They are also pragmatic, entrepreneurial, and quick to embrace diversity. Their leadership style is one of coaching and they often include their teams in decision-making.

Generation Y or “millennials” were born between 1978 and 2000. They have experienced the September 11th attacks, Enron, and the wars in Iraq and Afghanistan. This generation grew up with technology fully integrated into their lives. They first used personal computers as small children. They are sometimes known as the “iPod generation” and saw the creation of Google, as well as social media sites like Facebook, Twitter, and YouTube. These technology influences have made them expect more immediate and transparent responses, and they are more comfortable sharing personal information. Currently, millennials make up 34 percent* of our workforce. By 2020, they are expected to comprise half of the global workforce and by 2025, three out of every four workers in the United States will be a millennial.2 As a result of accelerating baby boomer retirement, millennials will be given high levels of responsibility earlier in their careers than previous generations. They are more highly educated than prior generations, and grew up in a culture of unprecedented consumer choice and commercial spending. They are imaginative, like flexibility, technology, feedback, and teamwork. They are also socially conscious. They partner with others as leaders and they prefer that decision-making is done using a team approach. They were raised by parents who were heavily involved in their lives, encouraged them to pursue their goals, speak up, and ask questions. They are used to a collective process that involves seeking the input of others, and are uncomfortable with ambiguity. They expect those more senior will provide detailed information and

Siobhan Kelley is a labor and employment risk manager for Nonprofits Insurance Group. She previously held a position as in-house counsel in Silicon Valley where she was responsible for a variety of global labor and employment issues.
skelley@insurancefornonprofits.org

Julie Totten is the partner in charge of Orrick’s Sacramento office. She is also the partner in charge of the Sacramento Employment Law and Litigation group. She received her JD from the University of San Diego School of Law. jtotten@orrick.com

Jessica Perry is an employment partner and deputy leader of Orrick’s Litigation Business Unit. She focuses her practice on wage-and-hour and discrimination, harassment, and retaliation claims for industry leaders within the technology, retail, and financial services sectors. She received her JD from the Santa Clara University School of Law. jperry@orrick.com
specific guidance with each assignment, just as their teachers did in the past. Millennials are often stereotyped as craving recognition, and maybe it isn’t surprising since they grew up getting a trophy for participating, not just winning.

Generation Z is classified as those born between 1995 and 2012. Right now, they comprise only a small percentage of the workforce, many entering during the deepest part of the recession. They do not expect it will be easy to find a job and are concerned about student loan debt. As a result, they tend to rank opportunity for growth higher than other categories, such as flexibility and a friendly work environment. They are hyper savvy when it comes to technology. They typically connect via smartphones and other mobile devices. They are familiar with constant streams of data and expect immediate answers.

Strategies for creating a high-performing intergenerational workplace

There is no doubt the landscape as we know it is changing, the question is how can in-house counsel help employers adapt? Here are some suggestions for ways organizations can implement strategies to leverage generational strengths.

1. Develop a consistent culture on flexible work arrangements

One of the most noticeable shifts in the modern workplace is the desire for flexible work arrangements. Younger workers generally demand more flexibility from their employers, but as baby boomers contemplate reducing their commitment at work or leaving the workforce all together, flexible schedules can recruit millennials and retain baby boomers who might otherwise feel they have an “all or nothing” approach to work. Return to work after a leave, job sharing arrangements, or different career progression tracks depending on the variable level of commitment the employee is able to give. While not all positions can be modified to be flexible, these types of arrangements give employees more options to remain engaged and part of the workforce in a more limited capacity. Employers are able to retain high performers who might otherwise leave.

One of the most effective ways to have a flexible workforce is to permit, or even encourage, working remotely. Resistance to remote work tends to grow out of a perception that if someone is not physically in the office, they are not working. This sense is exacerbated when there is a lack of transparency about what work is being done. Publicizing projects and being clear about workflow keep everyone in the loop. Within a corporate legal department, this has the added benefit of reducing the sense that legal department staff are working in “silos”. Requiring employees to maintain open calendars that show when they are available, and having regular team meetings to check on progress can help alleviate those concerns. Video conferencing technology has also made it easier to include staff who work remotely. Being able to see the people you are speaking with is far more inclusive than a voice-only conference call. It goes a long way to normalize remote workers. And companies can support a “work from anywhere” system by providing Wi-Fi compatible technology or router devices that allow employees to replicate the work environment at home. Millennials who don’t mind working until 9 pm as long as they can get in their 5 pm SoulCycle (similar to spinning) class will typically have no problem keeping an up-to-date calendar and an instant messaging app that allows others to get in touch with them quickly, an advantage that in-house counsel with worldwide responsibilities may find both a help and a burden. While being available all the time helps many employees be flexible, it can be difficult to carve out “down time.” Remote work arrangements also help regional businesses access a national talent pool. Baby boomers are more reluctant to leave the area where they have lived for decades for a new job. With more workers than ever in dual-income households, remote work means that the whole family doesn’t have to move when one spouse gets a new job.

But against this backdrop of flexible work arrangements lurks a variety of potential compliance problems. To ensure wage and hour laws are followed, in-house counsel should work with the human resources department to ensure that there are appropriate timekeeping procedures in place. Managers must be trained to ensure all work is accounted for and paid. In the United States, this is critical if your company allows non-exempt employees to have access to their email on their personal devices.

It is important to take adequate security measures to ensure the employer’s systems aren’t open to cyberattack or the disclosure of proprietary information taken outside the office. With over 90 percent of employers allowing
Having grown up in an era in which corporate and political corruption scandals were daily news and having watched their parents’ retirement funds and pensions depleted by economic crises, it is not surprising that millennials tend to be less trusting than prior generations.

employees to access work information on a personal device, a comprehensive approach is necessary. Your IT department is your partner here. Some companies choose to provide all the required equipment so they can ensure it meets their standards. Other companies are comfortable communicating those standards to the employees and letting them select the equipment. Make information about the minimum requirements for remote work available to all employees: This way they will know in advance whether it might be an option for them. All employees who use a personal device to access work information should be provided with written guidelines for access and required to acknowledge their agreement to the company’s rules. The acknowledgment should be clear that the work data accessed on the device belongs to the employer, even if the device is the employee’s property. It is increasingly common for such access to include the employer’s ability to remotely wipe company data off the personal device.

Workplace safety issues also require some planning and creativity. For example, employees working remotely must be able to show they have a private, quiet space to work; liability insurance for their work location; and ergonomic office equipment. Remote work arrangements expand your workplace into virtual spaces that the employer has limited ability to control. The associated risks are best managed when implemented at the beginning. In-house counsel interested in reducing this risk should identify the person or department responsible for workplace safety and involve them to ensure the remote workplace complies with the company’s minimum standards. Real time video communication can be used to assess a remote work location without the added time and expense of an in-person visit by a company representative. As with personal devices, a robust policy on remote work is essential.

2. Transparency and regular communication with senior management

If there are two trends that have emerged from the studies on millennials, it is the importance they place on transparency and their need for feedback. Having grown up in an era in which corporate and political corruption scandals were daily news and having watched their parents’ retirement funds and pensions depleted by economic crises, it is not surprising that millennials tend to be less trusting than prior generations. In an HR Magazine poll of over 1,000 millennials, 60 percent wanted to hear from managers at least once a day. That level of interaction presents a particular challenge for in-house counsel, who are used to working and managing independently. While millennials value transparency, the reality is everyone benefits from a workplace that is more transparent with regard to goals, objectives, and progress made. It aligns expectations, creates a stronger culture of teamwork, and avoids the misunderstandings and negative feelings associated with ambiguity.

Some tools that are effective in the open communication loop are online or in-person forums such as informal “brown bags” with C-level management, more formal “town hall” style meetings about company performance, and maintenance of an internal blog with responses to comments or a closed Twitter account where anyone can express their views. Companies with the best practices for interacting with employees are prepared to answer questions from the audience in live meetings and assign someone to respond to employee posts on internal media.

But it is important to recognize that feedback is not just a one-way street. Providing an avenue for employees to give feedback that goes up the management chain is crucial for retaining millennials, but also lets you hear from Gen Xers who often aren’t outspoken and also to solicit the institutional wisdom of baby boomers who have worked for your company for decades. You may be amazed at the creative ideas your employees have. One leading company has an “innovation prize” that awards a cash bonus to the best idea submitted from its workforce for improving the workplace culture, technology, training, efficiency, and client service.

Open feedback may also help you mitigate risk as employees raise compliance problems early, and surface issues you may not otherwise discover. In an era in which employees can reap a windfall of millions by whistleblowing to regulators, it is all the more critical to encourage internal feedback channels so that compliance issues can be identified and acted on at an early stage.

And what you do with the feedback matters too — letting everyone know how you are responding helps avoid employees feeling like they are just putting it into the ether.

3. Invest through orientation and training

As the generations of baby boomers, Gen Xers, and millennials converge in the workplace, the way they process and understand information differs, as does the way they feel.
Employers can foster integration by creating more robust orientations in which new employees are given the opportunity to gain a better understanding of the work culture, environment, and the company. Lowering the barriers between employees is particularly valuable for new in-house counsel. Suddenly being expected to have expertise in a range of legal areas can be intimidating to a veteran lawyer from a firm as much as a fresh young lawyer straight out of law school. Encouraging in-house counsel to ask questions and understand their internal clients leads to a more effective partnership between the legal department and the business.

Additionally, providing adequate training and support for new technology benefits employees who may be reluctant to ask for help directly for fear of negative perceptions. Consider offering “drop in” hours so employees can ask for help in a low-pressure environment. Employers should also think about different ways to present information. For example, bullet-point Powerpoint slides may not be as effective as an app that can be accessed in real-time.

Don’t make the mistake of assuming that only younger workers are interested in developing new skills. Many boomers are interested in transitioning to a new career and will appreciate the training opportunities—career development opportunities should indeed be offered across the board. In fact, neglecting older workers or assuming they are planning an imminent retirement can land your company in hot water with an age discrimination lawsuit. In the United States, only employees over 40 are able to avail themselves of the protections of the Age Discrimination in Employment Act. In other jurisdictions, particularly in Europe, age discrimination laws may protect younger as well as older workers from discrimination based on their age.

A 2015 survey by the Pew Research Foundation found that there are roughly the same amount of millennials and Generation X employees in the workplace. The share of baby boomers will continue to decrease, while the next youngest generation will continue to expand.
4. Rewards, recognition, and clear rules regarding compensation and promotion

Millennials have entered the workforce in the midst of skyrocketing student debt and worldwide economic instability, and they pay into entitlements they fear will be unavailable in the future. Combined with the value they place on transparency, a clear set of rules regarding compensation and promotion are important to millennials. They appreciate employers who have clearly communicated the compensation structure and provide a well-defined path to career advancement that enables employees to “step on” or “step off” a promotion track. This also helps the Gen Xers take a step back when they don’t have the time to devote to work, and it assists baby boomers who are interested in ramping down but not leaving the workforce completely.

Don’t make the mistake of assuming that only younger workers are interested in developing new skills. Many boomers are interested in transitioning to a new career and will appreciate the training opportunities.

Providing public recognition is a valuable motivator for behaviors an employer wants to encourage. Employers may choose to have awards for exceeding sales goals, but can also recognize strong mentorship, teamwork, and creating opportunities for others. Saying “thank you” is free. And doing it in a public way, such as in a company blog, live meeting, or on an internal wiki site lets everyone in the organization know about the good work done.

5. Encourage two-way mentoring

With boomers remaining in the workforce longer than prior generations, there is an opportunity for these generations to mentor each other. Older workers are more likely to be in leadership positions due to their tenure in the workplace. Boomers/Gen Xers can share life and work experiences with millennials and they, in turn, can mentor boomers/Gen Xers in areas such as technology, social media, and how to interact with their peer millennials. The opportunity to “manage up” increases the sense of ownership of the work for the younger workers. At the same time, other generations obtain the opportunity to know and learn from the millennials.

IN LOUISIANA, WE SEE THE COMPLETE PICTURE.

When you have ugly legal challenges in the Bayou State, you need a team that sees the risks you may not. As the capital area’s largest law firm, we have the Louisiana know-how and resources to defend your interests regardless of the size of the alligator you’re wrestling.
6. Create value outside the job

Workers of all ages have suffered from an erosion of trust in institutions. This is most apparent in millennials, who want to work for organizations whose core values they share. They aren’t shy about seeking to incorporate their charitable interests in their work. For many younger workers, the workplace is the new community center. Including family or friends at work events, providing paid time off to volunteer, encouraging pro bono projects, having company-sponsored charity events and community responsibility initiatives are just some ways to foster collaboration on matters that don’t necessarily relate directly to work. The can provide informal opportunities for interaction with more senior colleagues in a less formal setting. In addition to developing valuable shared experiences, such efforts lend a sense of meaning that is sometimes lost in day-to-day duties. These types of activities may have been popularized by start-ups seeking to engage millennials but they will improve workplace culture across the board, while at the same time creating a positive social impact.

7. Inclusive work environment

In addition to the areas discussed above, in-house counsel should consider how their own department’s social culture can impact work. Nowhere do generational differences become apparent more quickly than in different manners of communication. Rather than try to force a specific culture on all your workers, create options that suit different generations. For example, social events don’t need to center around Friday night at a local bar.

Conclusion

The rapidly changing workplace requires creative and adaptive policies. More employers are taking conscious steps towards an inclusive work culture that captures the best of a multigenerational workforce, regardless of age. You don’t need to resign yourself to inherent conflict between your oldest and youngest workers and you don’t need to put a foosball table in the break room to attract younger workers. What helps a younger worker can help an older worker, and vice versa. Considered measures towards flexibility and transparency engage workers and allow in-house counsel to recruit and retain top talent of any age.

NOTES

1 Eurofund: Income from Work After Retirement 11/14/12 www.eurofound.europa.eu/sites/default/files/ef_publication/field_ef_document/ef1259en_0.pdf.
The Challenges Of Managing A Multi-Generational Workforce

We’re now facing a workplace where in theory, many employers could have employees ranging from 18 to 80 in the workplace. This has huge implications for employers in terms of managing the needs and expectations of Millennials, Generation X and the Baby Boomers.

Picture the scene. You have fresh-faced graduate working alongside a 60-year-old work colleague on the same project. These two employees work for the same employer but have very different expectations and views of the workplace. Many workplaces are facing the challenge of employing a range of generations that encompass Veterans (1939-1947), Baby Boomers (1948-1963), Generation X (1964-1978) and Millennials(1979-1991). There is also a new generation which will soon enter the workforce, labelled as Generation Z, who are under 16 years old.

7 Things Employers Should Know About The Gen Z Workforce

The CIPD’s Tapping into Talent report found that different generations had different preferences towards training. Generation X and Millennials placed greater emphasis on development generally and preferred to learn independently often using computer-based training or the Internet. The report found that Baby Boomers and Veterans preferred more traditional classroom or paper-based training.

Much of the published generational research focuses on the differences between the Millennial generation and other generations. The Millennial generation of workers would choose workplace flexibility, work/life balance and the opportunity for overseas assignments over financial rewards, according to a NexGen survey by PricewaterhouseCoopers (PwC).
One of the biggest challenges facing leaders will be managing an employee age profile which in theory could range from 18 to 80, predicts Seb O’Connell, executive vice president and managing director for Europe at Cielo. “In a multi-generational workforce, there is potential for negative stereotyping. Older workers may perceive millennials as entitled, tech-obsessed or too eager to challenge norms while millennial employees could see previous generations as being ‘stuck in their ways’ and difficult to train. Organizations need to take steps to ensure managers overcome their unconscious bias,” he says. O’Connell believes that generational differences can actually present a positive opportunity for development at both ends of the spectrum. “Younger workers’ enthusiasm for trying new things could be used to encourage a culture of innovation, while older workers can leverage their experience and broad perspective to help millennials understand some of the costs and risks associated with their ideas.”

The concerns and needs of an ageing employee are often much different than that of a millennial fresh out of college, remarks Rajeev Behera, chief executive of real-time performance management platform Reflektive. “Stereotypes of each generation aside, ultimately employees want the same thing — to be engaged at work and to have a good manager who acts as a coach and helps them achieve their specific career goals.”

The problem is that managers don’t have the tools or systems needed to know what is going on with their employees, or to track progress towards these goals, says Behera. “Our systems of performance management, largely centered on the annual review, do not help us nurture our employees. By moving to a system of real-time feedback, like GE, Adobe, Accenture, IBM, and many others, managers are much more in tune with their employee’s successes and needs for support. In order to effectively manage a multi-generational workforce, we must see each employee as an individual, and empower our managers to coach them on both personal and organizational objectives.”

RECOMMENDED BY FORBES

5 Tips For Managing A Multigenerational Business
The 10 Most Dangerous U.S. Cities
Five Things You Must Not Do During Totality At The Solar Eclipse
The Toughest Jobs To Fill In 2017
The Brooklyn Startup Bringing Eyewear Manufacturing Back To America
LEGAL DEPARTMENT 2025

THE GENERATIONAL SHIFT IN LEGAL DEPARTMENTS

Working with millennials and avoiding baby boomer brain drain
INTRODUCTION

Many external factors – from emerging technologies to the use of legal process outsourcing and alternative providers – are transforming the practice of law. Yet some changes have more to do with lawyers themselves; the face of the profession is changing significantly as baby boomers step down and millennials step in.

Thomson Reuters conducted a survey of 153 attorneys working in corporate legal departments to identify how they’re preparing for the generational shift, as baby boomers retire and more millennials join the workforce. This survey report explores how much corporate counsel are concerned about the generational shift as well as the current perceptions of millennials in corporate legal departments.

Opinions and insights regarding this shift hail from the three generations represented in the survey: baby boomers, Generation Xers and millennials. Though survey respondents self-selected which generation they belong to, the generational breakdown usually follows these parameters: baby boomers are born between 1946 and 1964, Gen Xers between the mid-1960s and early 1980s, and millennials between the early 1980s and the 2000s.

RESPONDENTS’ ROLES AND GENERATIONS

Of the respondents, 29 percent identified as baby boomers, 49 percent as Gen Xers and 22 percent as millennials. Respondents’ roles in their legal department broke down as follows: 33 percent as assistant or deputy general counsel, 27 percent as counsel, 22 percent as attorneys, 9 percent as general counsel, 6 percent as legal department operations professionals (LDOs), 1 percent as chief legal officers, and 2 percent as others. Only 1 percent have been in their current role for less than one year; 42 percent for 1 to 2 years, 32 percent for 3 to 5 years, and 25 percent for more than 5 years.
TABLE OF CONTENTS

Executive Summary ....................................................................................................3
Assumptions About Millennials in the General Workforce.................................4
Millennials in the Workforce: Biggest Challenge for Legal Departments...........5
Perceptions of Millennial Corporate Counsel..........................................................7
Areas of Focus to Attract and Retain Millennials.....................................................8
Working with Millennials: Additional Considerations.............................................9
More Similar Than Different: Generations Finding Common Ground.................10
Preparing for Generational Change: Succession Planning.....................................12
Conclusion Adamantium Templates: A Guide to... ..............................................14
EXECUTIVE SUMMARY

Today’s senior legal department leaders are confronted with more workforce obstacles than ever before: managing a multigenerational workforce and handling the influx of millennial corporate counsel alongside the departure of baby boomers. This generational shift involves everything from the perception of millennials (the good: they’re tech-savvy, and the bad: they’re job hoppers) to how colleagues interact to the need for effectively capturing and sharing baby boomers’ institutional knowledge before they leave.

Tapping the potential of millennials is even more crucial as the pace of baby boomers’ retirement accelerates. In-house leaders are still grappling with the rise of new technologies and the many changes the practice of law has undergone since the global economic meltdown of 2008. The workforce evolution itself is another issue that legal department leaders must effectively address in order to adapt to the transforming legal landscape.

Yet in-house leaders indicate they may not be prepared for the changes this massive generational shift will bring about. Capturing baby boomers’ extensive experience while making the most of millennials’ traits and skills is a delicate balance, but the vast majority of legal departments are not striking the right balance, or worse, not even acknowledging the challenges facing them.
ASSUMPTIONS ABOUT MILLENNIALS IN THE GENERAL WORKFORCE

Millennials bring new ideas and expectations to the workplace, as did the generations before them.1 Yet managers of millennials – like earlier generations – may not be open to accommodating the new generation’s desired way of working.

This tension underlies many of the assumptions and generalizations about millennials as they start their careers. Millennials are often criticized as disloyal and itinerant and for having a sense of entitlement. The phrase “social media addict” is often used to describe millennials’ communications preferences – their emails may include emojis that other generations may find unprofessional – alongside their reputation for oversharing and being too candid. Yet there are many positive aspects to this generation; for instance, millennials are recognized as being incredibly tech-savvy, entrepreneurial, creative and collaborative.

The traits associated with millennials are only beginning to shape the workplace, given how relatively new millennials still are to the workforce. But by 2025, millennials will compose up to 75 percent of the workforce.2 Simply put, millennials will bring significant change to the workforce. Business leaders are already dealing with a multigenerational workforce, but the real challenge lies in discovering how to best manage, motivate and inspire millennials. The future of the business world depends on it.

Legal departments are coming to the millennial party late as the typical corporate counsel career path includes law school followed by a law firm role, which means millennials are just now starting to work in-house. Given the smaller number of millennial employees in legal departments, general counsel may have avoided these issues so far, but the change in status quo can’t be ignored any longer. Legal department leadership must start to prepare now by being aware of millennials’ different work styles and recognizing how their organizations will need to change to accommodate them.

---

MILLENNIALS IN THE WORKFORCE: BIGGEST CHALLENGE FOR LEGAL DEPARTMENTS

One perception of millennials is that they are less loyal to employers; if this perception becomes reality, higher turnover rates could be a major problem for legal departments. However, is this trait specific to millennials, or is it because they’re young, green and just starting their careers? Many point to the latter, noting that Gen Xers were similarly criticized as disloyal when they initially entered the workforce. It can also be attributed to job switching becoming a broader trend; a recent U.S. Bureau of Labor Statistics study found that even baby boomers changed jobs frequently, but they did most of their job hopping between the ages of 18 to 24.³

Regardless of the reason why, all three generations – baby boomers, Gen Xers and millennials – identified a lack of loyalty, and therefore, higher turnover, as the number-one challenge facing legal departments as millennials join them.

The survey revealed some differences in other generations’ perceptions of millennials versus how millennials view themselves. For example, roughly three-quarters (76 percent) of baby boomers and Gen Xers predict that millennials will stay in their current organization for less than 5 years, underscoring the perception that millennials are job hoppers who lack loyalty. Compare their estimate with millennials’ responses: only 38 percent said they’ll stay at their current organization for less than 5 years, and 47 percent said they plan to stay more than 5 years.

All three generations – baby boomers, Gen Xers and millennials – identified a lack of loyalty, and therefore, higher turnover, as the number-one challenge facing legal departments as millennials join them.
In terms of their current positions, more millennials (78 percent) plan to stay for less than 5 years, compared to 49 percent of baby boomers and 68 percent of Gen Xers. Of course, the reasons people change roles, or organizations, vary widely. For example, half of millennials in the survey anticipate their next career change will be to move up within their current legal department, while almost half of baby boomers anticipate their next career move will be to retire.

Across the generations, the main reasons for changing jobs – or moving to new organizations – came down to four factors: salary increases, promotions, work/life balance and better benefits. For millennials, salary is key; almost all millennials (94 percent) identified an increase in salary as the main reason for changing jobs or organizations.

**WHAT DO YOU PLAN TO DO NEXT?**

**WHY WOULD YOU CHANGE YOUR JOB/POSITION?**
PERCEPTIONS OF MILLENNIAL CORPORATE COUNSEL

As more millennials join legal departments, their preferred way of working will disrupt the status quo. Managing and working with millennials requires senior legal department leaders to understand the perceptions of corporate counsel millennials – and how to make the most of millennials’ skills.

CORPORATE COUNSEL’S TOP PERCEPTIONS OF MILLENNIAL ATTORNEYS ARE THAT THEY:

- Bring technology advancements into the legal department faster than other generations (74 percent)
- Want to be involved in decision-making processes of the legal department (70 percent)
- Anticipate being promoted quickly within the legal department (63 percent)
- Value work/life balance more than other generations (63 percent)
- Prefer to work for organizations that align with their values and morals (59 percent)

With these perceptions of millennials in mind, certain areas stand out where senior legal department leaders can focus in order to attract and retain millennials: technology, decision making, and mentoring and work/life balance.

MindLeads
AREAS OF FOCUS TO ATTRACT AND RETAIN MILLENNIALS

TECHNOLOGY
Millennials’ comfort with technology reflects how they have grown up. Theirs is the first genuinely digital and global generation; millennials have never known a world without the Internet. Legal department leaders should take advantage of millennials’ tech-savviness as emerging technologies continue to change the practice of law. For example, millennials’ technological expertise can be invaluable to legal departments that are implementing workflow software to automate manual processes, or those that are becoming more metrics-driven by using data and analytics mined from software solutions to operate more efficiently. Millennials’ comfort with technology also may make them more open to changes like the use of artificial intelligence in the practice of law.

DECISION MAKING
Likewise, in-house teams can benefit from millennials’ desire to be more involved in the decision-making processes of legal departments. Bruce Tulgan, founder of RainmakerThinking, explains what millennials bring to the table: “They’re great at looking for ways to change, improve and improvise, which does lead to innovation. Also, the diversity of this generation, and their mindset about diversity, will be a huge driver of their innovation.” While this may go against baby boomers’ inclination that less-experienced employees should “pay their dues” to earn a place at the table, millennials most likely view it more as an opportunity to personally make a difference at their work, as well as to be open and available for coaching and mentorship.

MENTORING AND WORK RELATIONSHIPS
Mentors, as well as work/life balance, are strongly valued by millennials. The importance they ascribe to both mentorship and work/life balance reflects the emphasis millennials place on relationships. Some see millennials’ preference for texts and emails over face-to-face communication as a lack of interest in personal relationships, but it’s quite the opposite. Millennials thrive on connectedness, whether it’s with their colleagues, friends or family. At work, they want to interact with peers and mentors; they appreciate formal coaching opportunities as well as colleagues’ input on day-to-day work processes. Growing up with technology means millennials are accustomed to having information at their fingertips, but – especially early in their careers – they need guidance on what to do with it all.

---

2 Id.
WORKING WITH MILLENNIALS: ADDITIONAL CONSIDERATIONS

In addition to making the most of the perceptions of millennials, corporate counsel should consider how managing millennials in the workplace is different than managing other generations. For example, in-house leaders must prepare to oversee junior lawyers who will not accept doing things a certain way simply because that’s what has been done before, whether it’s the billable hour or using a more formal tone in communications. The focus on precedent is central to the practice of law, and it may be part of the reason lawyers are so resistant to change, but millennials don’t necessarily see it that way. They’ve grown up with economic instability and continual change; their growing numbers in the legal department – and their comfort with change and innovation – may be precisely what corporate counsel need to force change on a profession that’s been extremely reluctant to do so.

Whether the perception regarding millennials’ longevity in positions holds true, legal departments are advised to prepare for the possibility of a generation of corporate counsel continually leaving for new companies. A recent Gallup study found that a staggering 93 percent of millennials reported leaving their employer the last time they changed roles. Understanding the reasons driving millennials’ job switching will help legal departments better strategize to retain them.

For instance, while job movement may be attributed simply to younger workers of all generations switching jobs more frequently, rather than a discrete trait of millennials, it may also come from millennials’ desire to really make a greater impact on their workplace. To make the most of millennials’ time in their roles, in-house leaders must be aware that their perceived lack of loyalty is not necessarily because millennials are restless. As long as millennials believe that they’re making a difference at work, they may remain content in their current position; when they feel either that they’ve done all they can, or they’re encountering too many obstacles to making their mark, they’ll explore other positions.

---

MORE SIMILAR THAN DIFFERENT: GENERATIONS FINDING COMMON GROUND

Baby boomer and Gen Xer corporate counsel may be surprised by how much they have in common with millennial lawyers. Most millennial corporate counsel have followed the same well-trodden path – from law school to law firm to in-house – as earlier generations. These lawyers share a universal experience of the same legal education and self-selecting to become in-house counsel.

According to the survey, all three generations – millennials, Gen Xers and baby boomers – even shared the same primary reason for choosing to work in a corporate legal department: it provides good work/life balance. They also found common ground in terms of what they’re happy with in their respective corporate legal departments: overall, roughly three-quarters are satisfied with the variety of their work experiences, the use of their legal skills, and how their personal values align to the business of their legal department work.

Millennials are more satisfied than the other generations with how their personal values align to the business, cross-team collaboration, the opportunity to influence the direction of the business, professional development, and mentoring received in their legal department work. Again, these reflect the value millennials place on relationships and their desire to make an impact at work. However, generational differences and gaps exist. For example, baby boomers and Gen Xers ranked “the ability to be closely aligned with the business” as more important than millennials.
Also, millennials as well as Gen Xers ranked opportunities for advancement and leadership roles as more important than baby boomers did. This may be explained by the more experienced corporate counsel having already achieved leadership roles, whereas the less-experienced attorneys are still working to climb the career ladder.

This, again, underscores how some of the characteristics attributed to millennials may be applicable to any generation as it enters the workforce. Millennials’ interest in opportunities for advancement as well as their lack of loyalty toward employers are qualities shared by many less-experienced workers in any given generation. Yet these traits, combined with millennials’ technology expertise, entrepreneurial skills and mindset about diversity, are about to upend how legal departments operate.
PREPARING FOR GENERATIONAL CHANGE: SUCCESSION PLANNING

A major concern is how legal departments indicate they’re getting ready for these changes. The most alarming survey finding is legal departments’ lack of preparation for this generational shift; overwhelmingly, corporate counsel reported they’re not doing anything to prepare. Even though 25 percent are “very confident” in their department’s preparedness for the generational shift, and 59 percent indicate they’re moderately comfortable with their department’s approach, their confidence belies their departments’ lack of action in this area.

Most problematic is that only 26 percent of corporate legal departments have a succession plan in place. Another issue is that the vast majority of corporate legal departments do not have a formal mentoring program; a mere 6 percent reported having such a program in place.

While some legal departments indicate they’re upgrading technology to prepare for changes, this will not be enough to offset the lack of succession planning and mentorship models. Baby boomers will be taking a wealth of institutional knowledge with them. Identifying which key roles will need to be filled in their absence, and mentoring individuals to prepare them to step in is crucial – and it takes time. Legal departments can’t afford to wait.

The most alarming survey finding is legal departments’ lack of preparation for this generational shift; overwhelmingly, corporate counsel reported they’re not doing anything to prepare.
Perhaps baby boomers are reluctant to develop and implement succession plans out of a fear of making themselves obsolete. Or it may simply be that succession planning takes a backseat to legal departments’ strategic priorities and evolving business needs. Whatever the reason, the solution is the same: in-house leaders must make succession planning a strategic objective in order to avoid a brain drain as baby boomers move on and take their experience, expertise and business relationships with them.

The good news is that millennials are eager for mentoring and coaching opportunities for two reasons. First, it’s important for them to feel like they’re leaving their mark on a company; second, they are a generation that thrives on developing relationships. Succession planning and mentorship programs would aid in both of these millennial priorities, as well as address what should be a key concern of in-house leaders: retaining millennials.

The threat of baby boomers taking their institutional knowledge with them, without passing along their expertise and insight to less-experienced millennial corporate counsel, is a real one. In-house leaders must effectively address this challenge while simultaneously finding the best ways to inspire, motivate and retain millennials.

In-house leaders must make succession planning a strategic objective in order to avoid a brain drain as baby boomers move on and take their experience, expertise and business relationships with them.
CONCLUSION

Legal department leaders are already contending with the ongoing changes in the practice of law and an influx of new technologies, and the workforce evolution is compounding these issues. To successfully adapt to all of these changes, in-house leaders must start by acknowledging that millennial corporate counsel will disrupt legal departments and begin preparing now.

This will require department leaders to examine how the traits of millennial corporate counsel – from tech-savviness to job hopping – will shape legal departments, and to use millennials’ priorities to the department’s advantage. Whether it’s providing millennial corporate counsel with leadership opportunities on technology projects or assigning millennial employees a baby boomer mentor, department leaders must begin tapping the potential of millennials while preserving baby boomers’ institutional knowledge before they retire.

The future of legal departments depends on in-house leaders successfully capturing and sharing baby boomers’ experience, while making the most of millennials’ potential and, in turn, developing strategies to retain them.

LEGAL DEPARTMENT 2025

The forces shaping the legal department of the future are ones that corporate counsel have never had to face before. The pure magnitude of the changes can and will catch many legal departments off guard, costing them money, personnel, and credibility within their businesses.

The Legal Department 2025 series will address the major changes within the legal department’s people, processes, and technology in the coming decade that must be proactively considered and planned for.

Visit legalsolutions.com/LD2025