

Retaining Good Lawyers: Lifestyle and Generational Issues

Goals:

- Understand generational perspectives
- Enhance our understanding of new professionals
- Understand our shared core values
- Get practical

Traditionalists (key events and traditions)

- The Great Depression
- New Deal
- World War II
- Korean War
- Patriotism
- Family
- Golden Age of Radio
- Silver Screen

Boomers (key events)

- Civil Rights
- Vietnam
- Arm's Race
- Women's Liberation
- Space race
- TV

Boomers' (key values)

- Team-oriented
- Optimism
- Personal gratification
- Wellness
- Work
- Personal growth

Gen X

- Underemployed, overeducated, intensely private and unpredictable

Gen X (key events)

- Watergate
- Economy bust
- Iran-Contra
- Desert Storm
- Energy Crisis
- Divorce

Gen X (key values)

- Think globally
- Balance
- Tech literacy
- Fun
- Independence
- Informality
- Pragmatism

* Information provided by Mary Crane & Associates and the symposia on Women Lawyers of Utah's Initiative on the Advancement and Retention of Women Lawyers

This New Generation - Who Are They?

- Born between 1976 and 1994
- Most ethnically diverse generation to date
- Many come from split families
- Green to the “nth” degree
- Most wired and tech savvy
- Exceed 100 million
- Comprise 30% of the population
- Largest, healthiest, most cared-for generation in history
- 95% are idealistic
- 50% volunteer
- 79% are patriotic
- 87% want to go to college
- Cooperative team players
- Question authority
- Know there are rules
- Smart
- Optimistic
- Multi-taskers
- Confident

T-Ball Generation

- No outs
- Everyone wins a prize
- Beneficiaries of backlash against hands-off parenting
- Beneficiaries of stay-at-home moms
- TVs in their rooms
- Computers in the home
- Internet
- Cell phones

T-Ballers’ key characteristics

- Confident
- Hopeful
- Goal and achievement-oriented
- Civic-minded
- Inclusive

What T-Ballers Want from a Job

- Work with positive people
- Be challenged
- Treated respectfully
- Learn new information and skills
- Work in friendly environments

How Traditionalists View Boomers

- They talk about things they ought to keep private ... like the intimate details of their lives.
- They’re self-absorbed.

How Traditionalists View X’ers

- They’re not educated.
- They don’t respect experience.
- They don’t follow procedures.
- They don’t know what hard work is.

How Boomers View X’ers

- They’re slackers.
- They’re rude and lack social skills.
- They’re always doing things their own way.
- They spend too much time on the internet and e-mail.
- They won’t wait their turn.

How X'ers View Boomers

- They're self-righteous.
- They're workaholics.
- They do a great job of talking the talk, but as to walking the walk.
- Get outta my face.
- Lighten up; its only a job.
- They're clueless.

Bridging the Generation Gap

- People of all generations have very similar values
 - Family
 - Integrity
 - Achievement
 - Love
 - Competence
 - Happiness
 - Self-respect
 - Wisdom
 - Balance
 - Responsibility
- How the generations may express those values may differ dramatically.

Where do we go from here?

- Understand differing expectations.
- Be prepared to communicate in a variety of different ways.
- Be prepared to become extremely flexible.
- Relax.

Suggested Best Practices for Attorney Retention

- Determine what makes a good attorney.
- Implement/develop/improve evaluation process with well-stated objectives that associates receive upon hire.
- Be prepared to communicate in a variety of different ways.
- Counsel and train associates to seek feedback from the attorney assigning work.
- Understand differing expectations.
- Educate new attorneys about firm culture.
- Educate new attorneys about the business side of practice.
- Create a friendly work environment.
- Use team approach to lawyering.
- Permit reduced hours/part-time/flexible schedules.
- Consider and implement alternative billing methods.
- Offer opportunities for leadership and promotion.
- Value attorneys' contributions.
- Use technology to post attorney guidelines and answers to FAQs.
- Be flexible.
- Relax.