



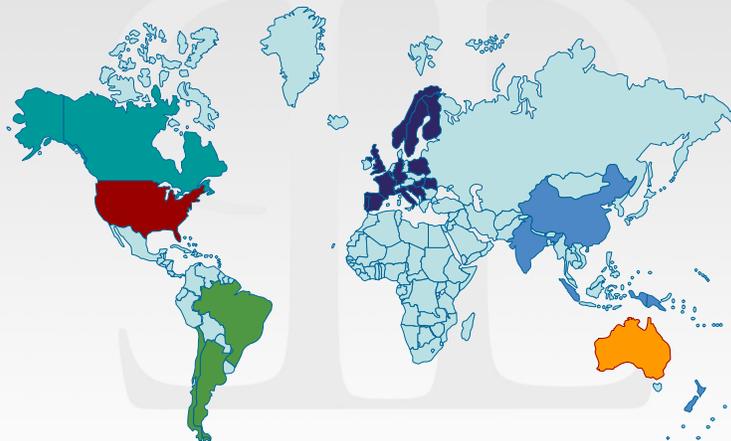
Managing the Generational Divide
Association of Legal
Administrators – NY Chapter

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Our Research



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The Perfect Storm

- Generational Shift
- Women
- Generation Y



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Labels and Overlaps

	1940	1950	1960	1970	1980	1990	2000
Pre-Boomers	→						
Baby Boomers	→	→	→				
Gen-X			→	→	→		
Cuspers			→	→			
Busters				→	→		
Netster					→	→	
Millennial					→	→	→
Gen-Y					→	→	→

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Traditionalists / Pre-Boomers



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Boomers



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Generation X



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Generation Y



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The Great Divide

Year of Birth	Who are they?		Views on Leadership	Views on Authority	Views on Balance
1922 - 1945	Pre-Boomers <i>Senior Partners</i> <i>General Counsel</i>		Hierarchy	Respectful	Don't get it
1946 - 1964	Baby Boomers <i>Law Firm Partners</i> <i>Senior Counsel</i>		Consensus	Love/Hate	Don't need it
1965 - 1979	Generation X <i>Associates & Young Partners</i> <i>Legal Counsel</i>		Competence	Not intimidated Not impressed	Crave it
1980 - 1995	Generation Y <i>Associates</i> <i>Legal Counsel</i> <i>Students</i>		Pulling Together	Polite	Insist on it

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The Great Divide

Year of Birth	Who are they?		Value from the firm	Work Ethic	Messages that Motivate
1922 - 1945	Pre-Boomers <i>Senior Partners</i> <i>General Counsel</i>		Loyalty Stability Relationships	Dedicated	"It's valuable to hear what has and hasn't worked in the past."
1946 - 1964	Baby Boomers <i>Law Firm Partners</i> <i>Senior Counsel</i>		Profit Reputation Consensus	Driven	"You're valued here." "We need you." "You can make money here."
1965 - 1979	Generation X <i>Associates</i> <i>Legal Counsel</i>		Resources Feedback Room for independence	Balanced	"Do it your way." "Not a lot of rules here." "We're not very corporate."
1980 - 1995	Generation Y <i>Associates</i> <i>Legal Counsel</i> <i>Students</i>		Structure Supervision Clear strategy Competence	Determined	"You'll be working with other bright, creative people here." "You can be a hero."

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Some Perspective



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The Perfect Storm

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The Perfect Storm – Generational Shift



- “Succession is about weathering the storm of generational shift. It’s about how *organizations* weather this storm, not individuals.
- The shifting individuals *are the storm.*”
- Paul H. Burton

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Succession Planning begins with....

- A conversation
 - Sounds easy?
 - Not!
 - Tension
 - Avoidance



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Barriers to the conversation...

1. Lawyers' disposition & training

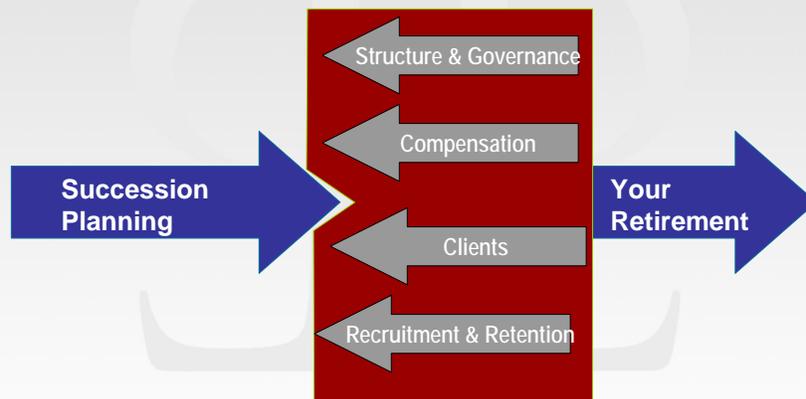
- Short term
- Oriented towards closure

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Barriers to the conversation

2. Law Firm Organizational Characteristics



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Barriers to the conversation...

3. Organic Nature of the Process

- Process
- Long term
- No closure
- Lack of experience
- Trial and error
- Not perfect

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The Perfect Storm

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The Perfect Storm - Women

- **Over half of law students are female**
- **Over 60% new trainees* are female**
- **42.5 %(UK), 45%(US) of practising lawyers are women**
- **23% of partners are women***
- **16% (UK & US) of equity partners in top 100 firms are women***

1 in 2

1 in 6

*Source: UK Department of Constitutional Affairs Working Group Report Nov 2006
Law Society Annual Statistics 2006
Legal Business Nov 2006

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The Perfect Storm

- Generational Shift
- Women
- Generation Y
 - Different Values
 - Different Work Ethic
 - Different Definition of Success



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Generation Y



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Partnership – Partners' View



- Pride of ownership
- Commitment
- Financial Opportunity
- Power
- Owner
- Reputation
- Accountability
- Success

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Pros & Cons of Partnership – Associates' View?



▶ Which one of the following do you think is the main attraction of becoming a partner?



▶ Which one of the following do you think is the least attractive part of becoming a partner?



Source: The Lawyer/YouGov

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Partnership – Associates' View



- "...partnership is simply a license to hard labor and reduced personal health."
- "Partnership seems to mean more headaches, more worries...more responsibilities..."
- "I have to choose between a career and a family. Making partner may no longer be an option that is workable."

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Scenario: Changing Lanes

Ted, the firm's number one associate has just resigned. He is a Gen-X . He was number one in law school, hard worker, well liked. He is leaving to take an in house general counsel role. For the past 5 years his performance reviews have been consistent. His skills are excellent, his attitude is positive but he is not developing a practice which is essential if he one day wants to reach partnership. In his exit interview Ted describes how he loves his work, wants to work hard, but has neither the interest nor the aptitude for business development so does not see partnership in his future.

- What should the firm have been doing throughout Ted's performance reviews?
- Is there a role for the Ted's of the world in a traditional firm model?
- How could Ted fit a your vision of the firm of the future?
- How can the firm and Ted both win in this situation?

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Debrief: Changing Lanes

- **Retain through Flexible Career Tracks – how might they be possible?**
 - Business development track
 - Technical expert track
 - Business or In house track
 - Leadership track
- **Competencies**
 - Example: Developing Clients
 - Clearer levels of behavior and achievement by level
 - Junior associate
 - Mid-level associate
 - Senior associate
 - Partnership candidate
 - Leadership candidate

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Scenario: The Transaction

Bill, a partner in your corporate department regularly talks about the fact that he hasn't had dinner with his family in weeks. Younger lawyers roll their eyes at this chest pounding.

Monday morning said partner turns up in your office. "We work through the night Friday and Saturday and closed the XYZ deal on Sunday morning. It's Monday and I'm here but Sydney (his junior) called in and said he/she needs to take the day off – he/she will be in tomorrow." Bill, of course, is furious.

- How do you deal with Bill if he is a boomer, knowing what Bill's age group is about, what types of things would you need to explain to Bill?
- How do you deal with Sydney?

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Debrief: The Transaction



Boomers

- Balance – don't get it
- Parents' message:
 - "you can do better"
- Never rewarded enough
 - Still have much to prove
- Live to work
- Something to prove



Generation Y

- Balance – insist on it
- Parents' message –
 - "you can do anything"
- Rewarded for
 - Making their bed
- Work to live
- Nothing to prove

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Scenario: Bob the Boomer

Bob reflects over his Monday morning Starbucks about his 60th birthday party last Saturday. He has worked hard to build his practice and wonders how much longer he'll have to work given his family situation, his debts and the size of his retirement nest-egg. The agenda for the partners meeting being held at noon includes approval of a number of expensive initiatives – in particular a new technology platform and all of the hardware and software the goes along with it. The platform will serve the firm for probably three or four years given the speed of IT obsolescence the up-front cost is huge.

Bob's also been asked to be on the succession planning committee. In a firm where partner compensation is heavily weighted to reward fees billed and collected he can feel his blood pressure rise every time he thinks about one of those meetings.

What does Bob want? What are his choices?

What assumptions is he making? What assumptions are *you* making?

What are you and Bob missing or avoiding?

If Bob is a 60-year-old partner in your firm, what is possible?

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Debrief: Bob the Boomer

- Appeal to Legacy (ages 50-70)
 - Reaffirming, values, retirement
 - Pressure to “keep what has been earned”
- Boomers changed compensation to suit their values
 - Can they change compensation to ease them towards retirement?
- Boomers
 - Made a lot
 - Spent a lot
 - Divorced...a lot
 - \$\$\$ Need a lot

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Succession Planning – a Framework



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Key Staff Roles - Administrators

- Lead Management role
- Lead Financial role
- Lead Para-professionals
- Lead Legal Assistant roles
- Update job descriptions
- Update process “manuals”
- Cross training

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Scenario: A Case for Flexibility

Jennifer is a partner who is a solid player: excellent work, good profile in the business community and profitable.

She tells you she wants to spend more time with her children, who are now 14 and 16. She has also learned that her father has Alzheimer's and it appears to be progressing quickly. She wants to arrange her schedule so that she can be available for her teenagers and her father but she doesn't want to give up on the work that she enjoys as she believes work will help to keep her own sanity over the next few years.

What does flexibility mean to Jennifer? What does she need?

What are the challenges firm's face in meeting Jennifer's needs?

How can this work in a team base practice group?

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Debrief: A Case for Flexibility

- Difficulty with Work-Life Balance
 - 74% of women lawyers agree/strongly agree
- Reasons for choosing to work in another firm
 - *An environment more supportive to my family and personal commitments.*
 - 84% of women associates agree/strongly agree
 - 62% of women partners agree/strongly agree
 - *I would be willing to take a reduction in compensation to have more time to accommodate personal / family responsibilities*
 - 69% of women associates agree/strongly agree
 - 61% of women partners agree / strongly agree

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Debrief: A Case for Flexibility



- flexibility – what does it mean?
- supervision & management?
 - openly discuss availability
 - technology support
 - seamless communication
- what will clients think?
 - managing expectations
 - staying connected
 - working as a team

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Personal Challenges = Business Challenges



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Thank you!



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