

# Table of contents

<b>I. Introduction</b>	9
<b>1. Challenges in communication</b>	9
1.1 Different ways of communicating	9
1.2 Use of technology	10
1.3 Work ethic	10
1.4 Turnover	10
1.5 Rising costs of attrition	10
1.6 Frustration between generations	10
1.7 Disharmony and low morale in the firm	11
1.8 Difficulty retaining women and minority lawyers	12
1.9 Threats to profitability	12
<b>2. Navigating the challenges</b>	12
<b>II. Generations within law firms</b>	15
<b>1. The problem with blaming others</b>	15
<b>2. Understanding the generations</b>	17

- 2.1 The silent generation (born 1925–1945) ..... 17
- 2.2 The baby boomers (born 1946–1964) ..... 18
- 2.3 Generation X (born 1965–1980) ..... 20
- 2.4 Millennials (born 1981–1996) ..... 21
- 2.5 Generation Z (born 1997–2015) ..... 23
- 3. Summary ..... 24
- III. Inter-generational communication ..... 25**
  - 1. Introduction ..... 25
  - 2. The solution begins with understanding ..... 25
  - 3. Better communication according to generation ..... 26
    - 3.1 The silent generation ..... 26
    - 3.2 Baby boomers ..... 27
    - 3.3 Gen X ..... 27
    - 3.4 Millennials ..... 29
    - 3.5 Gen Z ..... 29
  - 4. Summary ..... 30
- IV. Survey of lawyers ..... 31**
  - 1. Introduction ..... 31
  - 2. Five questions about generational differences ..... 32
    - 2.1 Q 1 summary ..... 36
    - 2.2 Q 2 summary ..... 39
    - 2.3 Q 3 summary ..... 42
    - 2.4 Q 4 summary ..... 44
    - 2.5 Q 5 summary ..... 46
  - 3. Summary ..... 46
- V. A managing partner’s perspective ..... 47**
  - 1. Introduction ..... 47
  - 2. Case studies: Oliver and Lionel ..... 47
    - 2.1 For every 20 associates hired, 15 leave ..... 48

2.2	Why do young lawyers leave?	48
2.3	The costs of hiring	49
2.4	The solution	50
3.	Summary	52
<b>VI.</b>	<b>Being lawyerly can be a problem</b>	53
1.	What being lawyerly means	53
2.	Results of being lawyerly	54
3.	IQ versus EQ	55
4.	Why emotional intelligence is important	55
5.	Characteristics of emotional intelligence	56
6.	Lawyerly behaviours	59
7.	Summary	59
<b>VII.</b>	<b>Building emotional intelligence – a step towards unity</b>	61
1.	Change is slow	61
2.	Passing EQ to professional development won't work	62
3.	The beginning of EQ in your firm	63
<b>VIII.</b>	<b>Friction in the context of diversity, equity and inclusion</b>	65
1.	Gender	65
2.	Bridging the gap with diversity and inclusion	66
2.1	Legacy structures	68
<b>IX.</b>	<b>The history of diversity in elite firms</b>	69
1.	Formation of white-shoe firms	69
2.	Questions law firms should ask	70
3.	Women lawyers and bias	71
4.	Representation by race, ethnicity and gender	72
5.	Double-barrelled biases	72
6.	Solutions	72
7.	The Mansfield Rule	73
8.	Summary	73

- X. The consequences of persisting generational friction** ..... 75
  - 1. Introduction ..... 75
  - 2. Hiring and training costs ..... 75
  - 3. Changing workforce dynamics ..... 77
  - 4. Low workforce morale ..... 77
  - 5. Communication gaps ..... 79
  - 6. Different conversation styles ..... 79
  - 7. Communication in the context of COVID-19 ..... 80
  - 8. Summary ..... 80
  
- XI. Throwing money at the problem will not solve the conflicts** ..... 81
  - 1. Introduction ..... 81
  - 2. The complaints ..... 81
  - 3. Failed/counterproductive approaches ..... 82
  - 4. Approaches for lawyer retention and conflict resolution ..... 82
    - 4.1 Acknowledge change ..... 82
    - 4.2 Engage associates through teamwork ..... 82
    - 4.3 Encourage reverse mentoring ..... 83
  - 5. Summary ..... 83
  
- XII. Lawyer well-being – good and bad news** ..... 85
  - 1. Introduction ..... 85
  - 2. Mental, emotional and physical health ..... 85
  - 3. Common ground ..... 86
  - 4. Law school ..... 86
  - 5. Well-being and lawyers ..... 86
  - 6. ABA report on well-being ..... 88
  - 7. Removing the stigma ..... 88
  - 8. Well-being and inter-generational communication ..... 88
  - 9. Unity from solutions ..... 89

10. Awareness .....	89
11. Education .....	90
12. Engagement .....	92
13. Summary .....	92
<b>XIII. Generations face off over post-COVID remote work .....</b>	<b>93</b>
1. Introduction .....	93
2. A change of heart .....	93
3. The great resignation .....	94
4. Look to the future .....	96
<b>XIV. The big picture .....</b>	<b>97</b>
1. Questions for the leadership .....	97
2. Where to begin? .....	98
2.1 Assessment .....	98
2.2 Teamwork .....	98
3. Summary .....	100
<b>XV. Thriving in a multi-generational law firm .....</b>	<b>101</b>
1. Twenty-one steps .....	101
2. Summary .....	103
<b>XVI. Conclusion .....</b>	<b>105</b>
<b>Notes .....</b>	<b>106</b>
<b>About the authors .....</b>	<b>109</b>
<b>About Globe Law and Business .....</b>	<b>111</b>