



ON BALANCE: Supporting Associate Flexibility and Work/Life Success

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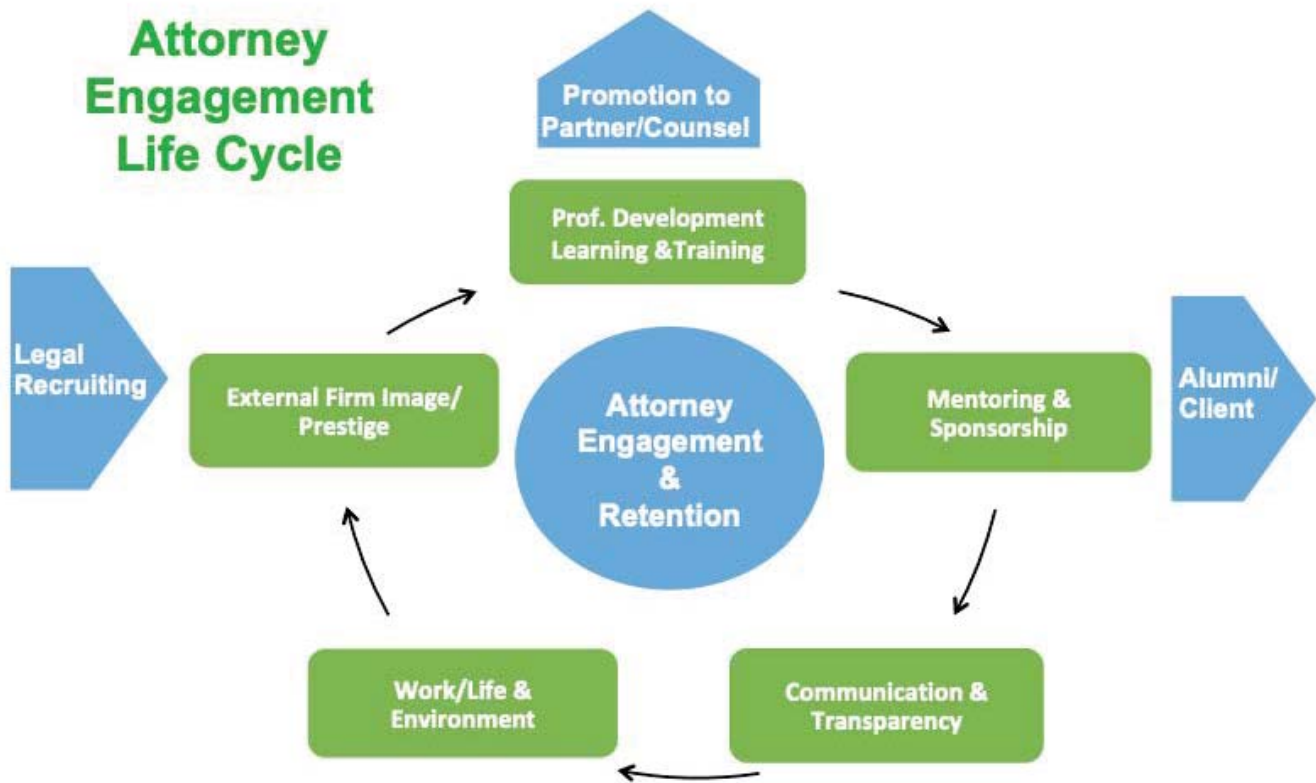


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Agenda

- I. The Attorney Engagement Lifecycle
- II. Generational Change
- III. Best Practices from Two Large Firms
 - Remote Working
 - Parental Leave
 - Work/Life and Wellness Benefits
 - Alternate Career Paths
- IV. Best Practices Checklist
- V. Q&A

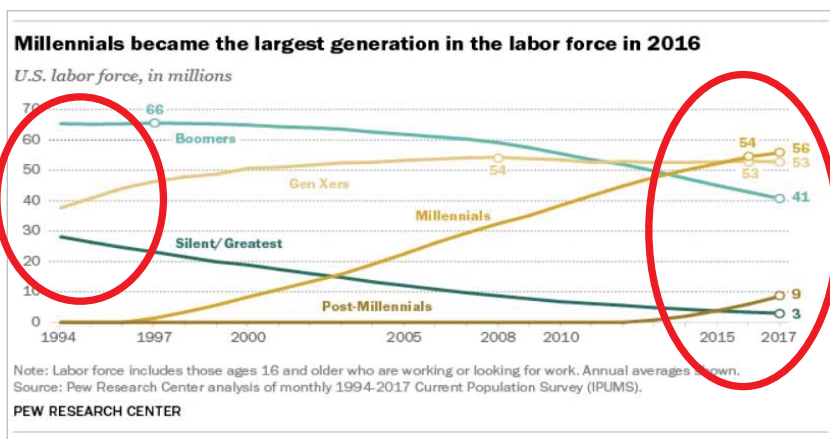
Attorney Engagement Life Cycle



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Generational Change



The generations defined

Post-Millennial generation

Born: 1997 and later
Age of working-age adults in 2017: 16 to 20

Millennial generation

Born: 1981 to 1996
Age in 2017: 21 to 36

Generation X

Born: 1965 to 1980
Age in 2017: 37 to 52

Baby Boom generation

Born: 1946 to 1964
Age in 2017: 53 to 71

Silent and Greatest generations

Born: 1945 or earlier
Age in 2017: 72 and older

PEW RESEARCH CENTER

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Remote Working



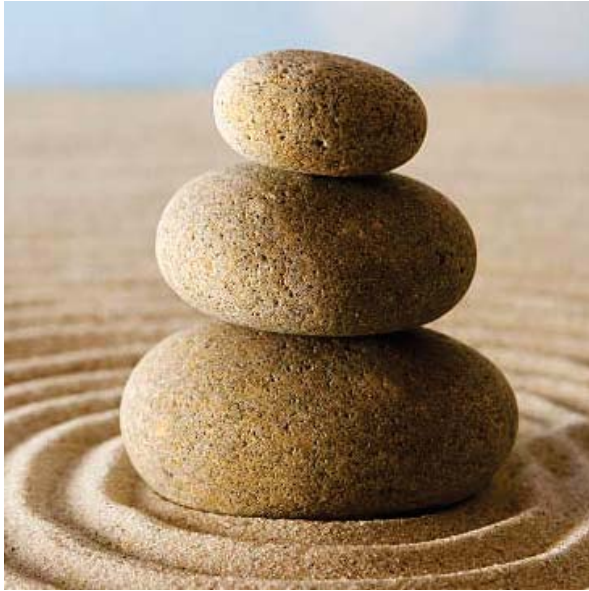
- Work/Life Task Force
- Survey
- Buy-in
- Pilot
- Final Policy

Parental Leave

- Drivers
- Parental Leave Policies
- On-ramping and Leave Liaisons
- Resources



Work/Life and Wellness Benefits



- Mental Health Awareness Month
- Educational programs
- On-site health clinic

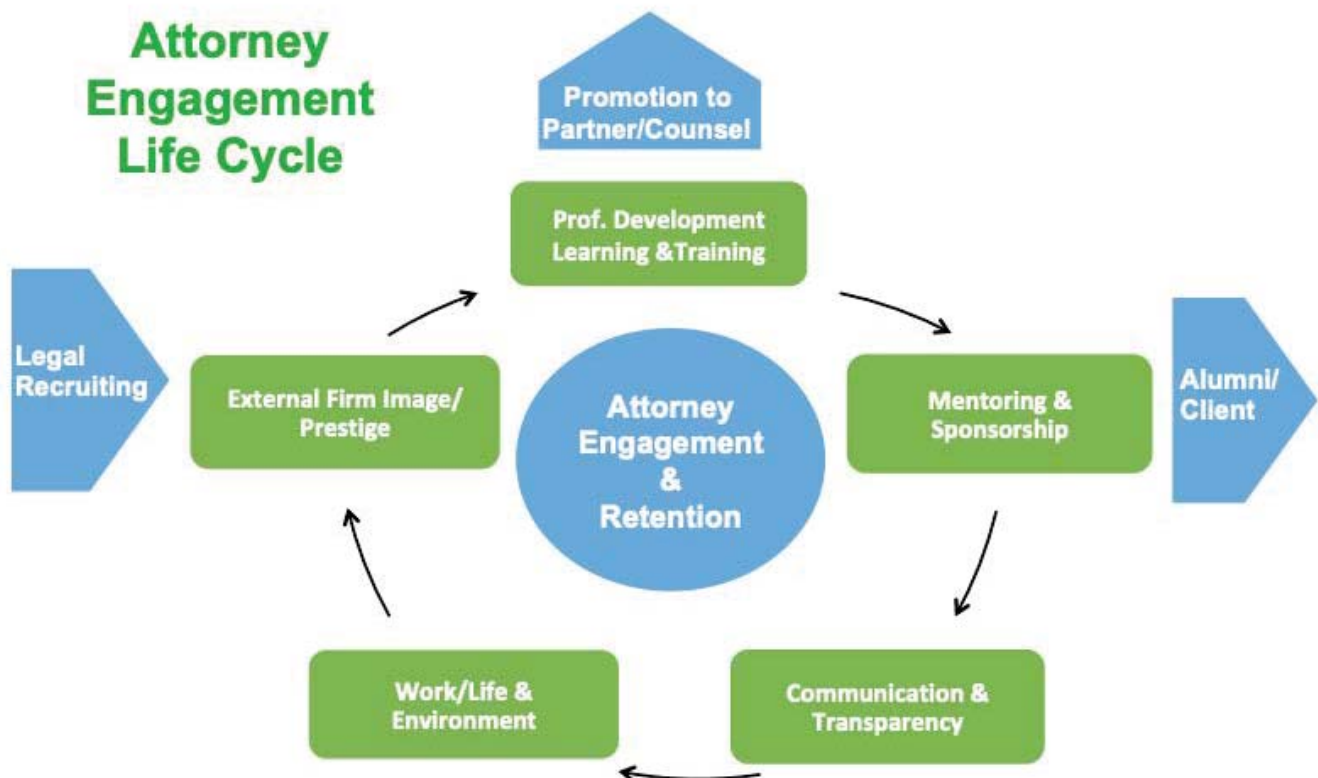
Alternate Career Paths

- Coaching
- Career Development Discussions and Continuous Feedback
- Alternative Path Panels and Career Planning Programs



Best Practices Checklist

- ☐ Train your lawyers and staff on generational differences to ensure awareness of differing expectations.
- ☐ Do not make assumptions on people's flexibility needs and career goals. Always ask and survey, and offer options for customization and personalization.
- ☐ Take the time to get buy-in from stakeholders when implementing a new initiative that presents a culture shift at your firm.
- ☐ Make sure that new policies and initiatives are effectively communicated to associates, including the reasons behind the changes. Associates don't just want to know the "what" – they also want to know the "why," especially from senior leaders (e.g., town halls).
- ☐ Make sure information on all work-life resources is easily accessible by attorneys on an internal portal page.



Q&A



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Suggested Resources

PUBLICATIONS

The Remix: How to Lead and Succeed in the Multigenerational Workplace
by Lindsey Pollak (Harper Business, May 2019)

The Millennial Lawyer: How Your Firm Can Motivate and Retain Young Associates
by JP Box (American Bar Association)

Deloitte Millennial Survey

ORGANIZATIONS

Diversity and Flexibility Alliance
www.dfalliance.com

Pew Research Center
www.pewresearch.org

Families & Work Institute
www.familiesandwork.org