

FLEX WORKING AND ITS TALENT & OPERATIONAL IMPACT: LESSONS LEARNED

Chris Boyd, Chief Operating Officer, Wilson Sonsini

Monica Monroe, Partner-in-Charge, San Francisco,
Tucker Ellis

Melanie Priddy, Chief Talent Officer, Katten



Agenda

- Introductions
- Current Approach: Katten, Tucker Ellis, Wilson Sonsini
- Biggest Challenges, Successes, Solutions
 - Impact on Talent Development
 - Intersectionality
 - Addressing Issues: Institution vs. Attorneys
- Future Plans
 - Real Estate
 - Different Markets
 - Economic Shifts
 - Future of Workplace



Katten

- 700+ attorney law firm, based in Chicago, 7 US, 2 int'l offices
- KattenFlex
 - No required number of days in the office
 - Lawyers and Staff
 - Managed by Practice Group Leaders/Administrative Managers
- Positive response; some frustration
- Regional and practice differences
- Maptician (launch April 2023)

Katten

- Reserve seat in advance/ live in-office presence indicated by green dot
- Derail tumbleweed effect
- Know who will be in and what is happening on any given day
- Gathers office utilization to make future real estate decisions

Maptician

| Name | Title | Department | Seat | Presence | Location |
|-----------------|------------|------------|-------------------------------|------------------------------------|------------|
| Matthew Thomas | HR Advisor | HR | | Onsite at London | London |
| Grace Thompson | Associate | INSOL | Seat: 653, Floor 6, New York | Onsite at New York | New York |
| Joseph Topolski | Partner | SFIN | Seat: 757, Floor 7, New York | Onsite at New York | New York |
| Edward Tran | Partner | FMF | | Onsite at London | London |
| Test User | Unassigned | | Seat: 17D1, Floor 17, Chicago | Onsite at Chicago | Unassigned |
| Bruce Vanyo | Partner | LIT | Seat: 830, Floor 8, New York | Onsite at Los Angeles Century City | New York |

Greenbaum

Mon, Feb 20,

Selection

Office Information

Office Name Chicago

Location 17th Floor

Floor 17

Hotel Seats

46 of 47 Hotel Seats Available

Reservable Rooms

0 of 0 Reservable Rooms Available

17D1 Test User

17D2 Barbara Magazine

SCHEDULED OCCUPANTS

Chicago - Floor: 17

Mon, Feb 20, 3:47 PM Today

Filter by Department

Search

Test User
Seat: 17D1, Floor 17, Chicago
In Office

OCCUPANT PRESENCE

Chicago

Search

Julia Brook At Chicago

Luis Carmona At Chicago

David Cohen At Chicago

Daniel Collins At Chicago

Lari Dierks At Chicago

Brian Duncan At Chicago

Bruce Felknor At Chicago

Robert Frytz At Chicago

Stuart Grass At Chicago

Carol Heneghan At Chicago

In Office: 1 Expected: 0

Showing 1 - 1 of 1 Occupants

Showing 1 - 10 of 21 Occupants



Tucker Ellis | LLP

- 220+ attorney law firm, 7 US offices
- Hallways and teams in all cities remain flexible in approach
- 2019, San Francisco hoteling concept
- Applies to attorneys, paralegals and staff
- Team oriented; intentional gatherings support community
- Productivity still high post-pandemic
- Certain staff teams completely remote



Tucker Ellis | LLP

- Practice Group and Management level leadership key to success
- Client Team coordination and ongoing communication required
- Training and mentoring support available and adaptable
- Real-time reviews/feedback encouraged
- Value-added client services are the goal
- Equity & Inclusion staying in focus



WILSON SONSINI

- 1200 attorney law firm with 19 offices (14 U.S., 3 China, 2 Europe)
- Let each group decide hybrid norm with 3 elements:
 1. How many days per week in office
 2. Which days of week they are
 3. What they will do together in the office (meetings, lunches, trainings, etc)
- Applies to all attorney and staff groups
- Periodically publish updated chart of groups' hybrid norms



WILSON SONSINI

| Mon | Tue | Wed | Thu | Fri | Group Activities |
|-----|-----|-----|-----|-----|---|
| | ● | ● | | | <ul style="list-style-type: none"> • Weekly group lunch • Weekly group meeting |
| | ● | ● | | | <ul style="list-style-type: none"> • Weekly mentoring and support |
| | ● | ● | | | <ul style="list-style-type: none"> • Brews-yay every other month • Monthly birthday celebration • Drop-in lunch every other week with informational topics and discussions |
| | ● | | ● | | <ul style="list-style-type: none"> • Weekly group lunch meeting • Weekly Tuesday Corporate group meeting • Weekly optional evening social |
| | ● | ● | ● | | <ul style="list-style-type: none"> • Weekly group lunch meeting |
| | | ● | ● | | <ul style="list-style-type: none"> • Group events (group meetings, office hours) every other Wednesday and every Thursday |
| | | | ● | | <ul style="list-style-type: none"> • Weekly team lunch |
| | ● | | | | <ul style="list-style-type: none"> • Bi-annual team-building event • Bi-monthly group lunch or another optional event • Weekly group lunch meeting |



Impact on Talent Development

Recruiting and integration

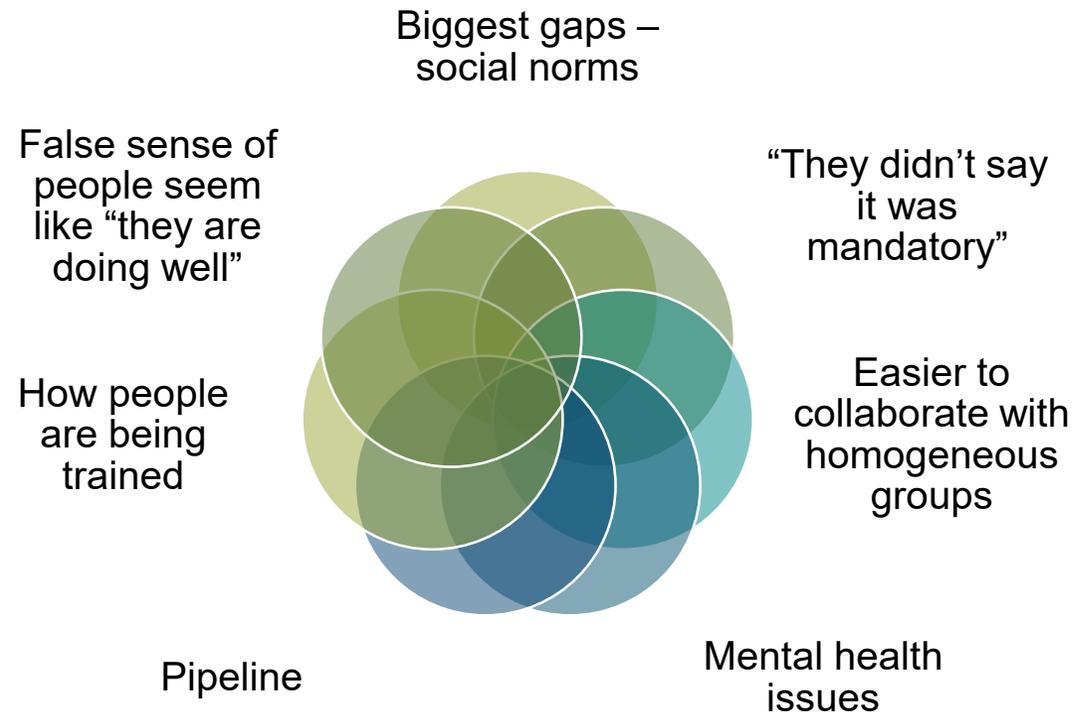
Client/matter staffing

Professional and career development

Relationship- and culture-building

Intentionality

Challenges w/ Diversity & Intersectionality





Addressing Issues: Institution

Conversations with Practice Group Leaders – clarity and transparency

Emphasis on importance of feedback (always)

Intentionality around connection

- Katten Shadowing Program

Generational differences

Mental health awareness/resources



Addressing Issues: Attorneys

Expectations vs. reality of workplace

Resources to help junior associates

- Due Course coaches
- Lateral Links and First Year Guides

In-person events

Initiative + ownership (definition)

Generational differences



Future Plans - Evolving Policies

Office space,
hybrid schedules,
and evolution

Different markets
(technology,
banks, etc.)

Economic shifts
in market
(leverage)

Future of
workplace



Resources: Handouts

<https://www.law.com/americanlawyer/2023/02/16/is-there-an-expertise-crisis-on-the-horizon/>

<https://www.geekwire.com/2023/amazon-changes-back-to-office-policy-tells-corporate-workers-to-come-in-3-days-a-week/>

<https://www.law.com/americanlawyer/2023/01/30/big-law-is-ramping-up-pressure-on-office-work-in-2023/>

<https://www.law.com/americanlawyer/2023/01/19/3-days-in-the-office-is-the-new-normal-at-am-law-100-firms/>

<https://www.law.com/njlawjournal/2022/11/27/still-in-favor-of-a-return-to-the-office/>

<https://www.law.com/americanlawyer/2023/01/30/the-lawyers-are-not-all-right/>

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THANK YOU