



**TURNING THE GREAT
RESIGNATION INTO THE
GREAT REPRIORITIZATION**

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Presentation Overview

- Identifying root causes and challenges around the Great Resignation
- Retaining talent
- Understanding and combating burnout
- Creating a positive workplace culture
- Inspiring a culture of inclusion and belonging

The Great Resignation

Defining the Phenomenon





What caused the Great Resignation?

The pandemic caused many employees to....

Want more **flexibility** in when and how they do their job

Face **burnout** with longer hours, blurring of boundaries, and more workload

Consider a **career change** after living through a pandemic

Capitalize on a **labor shortage** in many industries



Why were Lawyers Quitting?

- Backlog of turnover
- Stagnant wages
- Burnout
- Wellbeing
- Undervalued and overlooked





Questions to consider now

- Is the Great Resignation over?
- Was it a Great Reshuffle?
- What did we learn?
- How should we move forward? What's next?
- What actions can we take?



Polling the audience

Are you seeing significant turnover in your organization? Has the dust settled?

Go to [Slido.com](https://www.slido.com)
#2378048



Polling the audience

Have you considered leaving your job in the last three years?

Participants can vote at [Slido.com](https://www.slido.com) with #2378048

The Keys to Retaining Talent





What Should Employers Do?

- Inclusive workplace that promotes belonging
- Hire and support emotionally intelligent leaders
- Recognize contributions
- Provide regular career development
- Offer competitive compensation and benefits
- Provide workplace flexibility



Why Might People Leave?

- Lack transparency and trust
- Feel their concerns are ignored
- Unreasonable demands
- Lack of recognition and support
- Limited career growth opportunities
- Insufficient compensation and benefits
- Insufficient flexibility to meet personal demands



Challenges NALP members face

- Powers of persuasion only
- Limited resources ourselves
- Push-back from senior management
- Possible turnover in leadership ranks
- No control over budgets and salaries
- Can't control in-person work requirements



What Can We Do?

- Avoid burnout ourselves
- Focus on what we can control
- Strategically collaborate with others
- Decide when to use powers of persuasion
- Gratefulness practice, skill-building focus and small win pride

Combating Burnout





Defining burnout

Burnout is a state of emotional, physical, and mental exhaustion caused by excessive and prolonged stress.



Emotional signs and symptoms of burnout

- Sense of failure and self-doubt
- Feeling helpless, trapped, and defeated
- Detachment, feeling alone in the world
- Loss of motivation and increasingly cynical and negative outlook
- Decreased satisfaction and sense of accomplishment



Polling the audience

Have you experienced burnout in the past three years?

Participants can vote at [Slido.com](https://www.slido.com) with #2378048



Ideas to consider...

- Create a positive and inclusive culture
- Set realistic expectations
- Regularly assess workload
- Provide tools for stress management
- Offer flexibility
- Provide opportunities for skills development
- Foster open communication
- Build an effective meeting culture



Are these ideas radical?

- Limit meetings and email outside work hours
- Expect and encourage boundary setting
- Lead by example - model healthy habits
- Offer paid sabbaticals, paid family leave
- Provide high quality healthcare and mental health support
- Consider a 4 day work week!



Creating a positive work culture





What does a positive culture look like?

- Leading with Empathy
- Active listening
- Acknowledging concerns
- Sharing what you can/transparency
- Creating an environment that is safe
- Celebrating wins
- Building connectivity

Signs of an unhealthy work environment

- Lack of inclusivity
- Disrespectful
- Unethical and dishonest behavior
- Undermining and cut throat behavior
- Abusive managers



Creating a culture of belonging





According to a McKinsey Study...

The top two reasons employees cited for leaving were:

- that they didn't feel their work was valued by the organization (54%) or...
- that they lacked a sense of belonging at work (51%).

From: “‘Great Attrition’ or ‘Great Attraction’? The choice is yours.”
The McKinsey Quarterly, September 2021



Belonging at work means you feel seen for your unique contributions, connected to your coworkers, supported in your daily work and career development, and proud of your organization's values and purpose. We constructed a ten-point scale that measures belonging, rooted in four elements.



When you are seen at work, you are recognized, rewarded, and respected by your colleagues.



When you are connected at work, you have positive, authentic social interactions with peers, managers, and senior leaders.



When you are supported at work, those around you—from your peers to senior leaders—give you what you need to get your work done and live a full life.



When you are proud of your work and your organization, you feel aligned with its purpose, vision, and values.

Source: Coqual's Belonging Series, Part I



Why is belonging important?

Belonging corresponds to a boost in outcomes for employees and their employers.

- Greater retention
- Stronger employee engagement = productivity

Engaged employees:

- work harder
- solve problems
- are usually willing to take on extra responsibilities
- get along well with co-workers
- grow and develop faster



What drives a culture of belonging?

- Everyone has a role to play
- Diversify senior leadership; representation matters
- Model inclusive leadership / behavior
- Invest in talent development
- Express gratitude and appreciation
- Foster opportunities for meaningful connection



Psychological Safety

“a belief that **one will not be punished or humiliated for speaking up** with ideas, questions, concerns, or mistakes, and that **the team is safe** for interpersonal risk-taking”



-Amy Edmondson

Time for Discussion and Questions





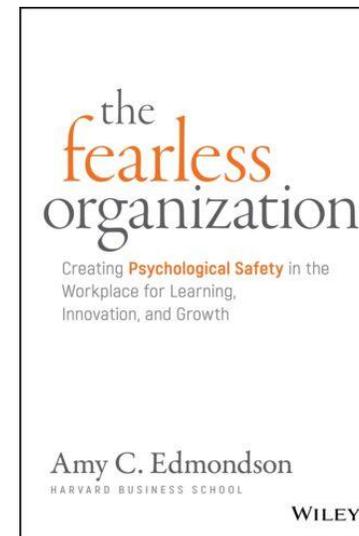
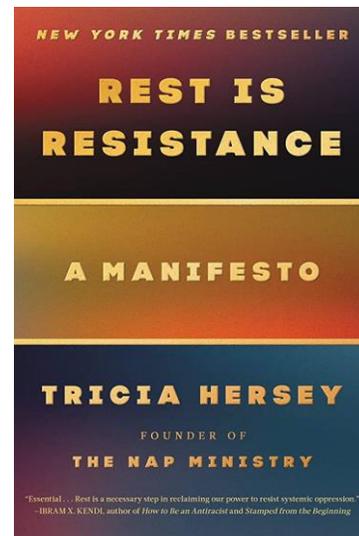
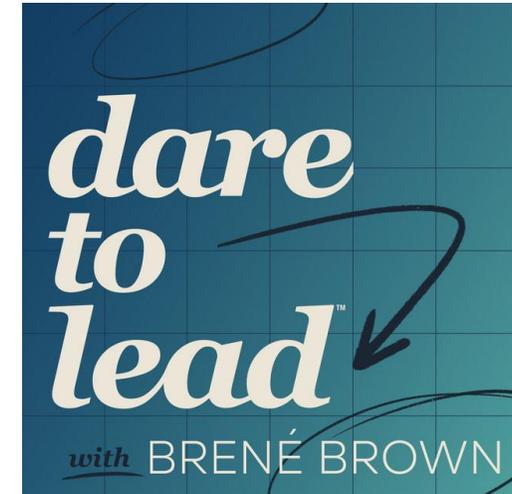
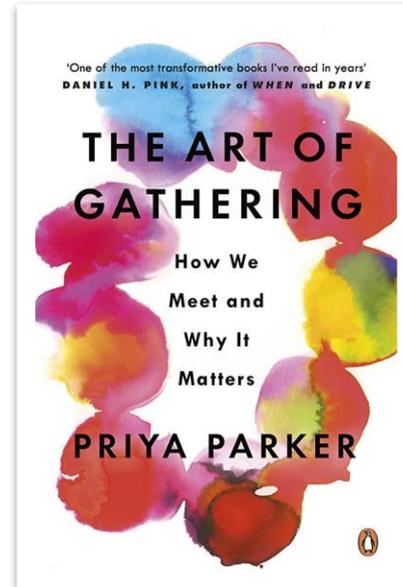
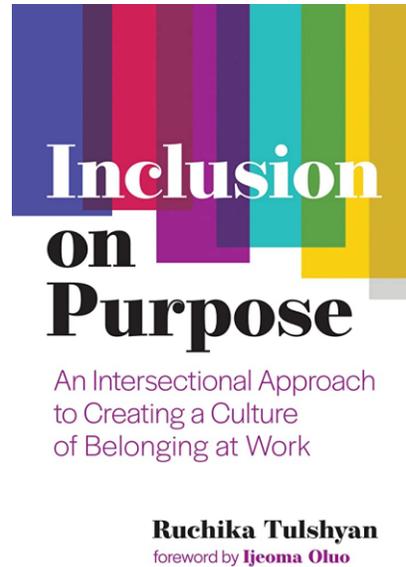
Discussion questions

- What changes can you make with the things in your control?
- What have you all heard that colleagues and employees are facing with regards to retention, burnout, and workplace culture?

Key Takeaways and Next Steps



Additional Resources





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THANK YOU