



**MEETING IN THE MIDDLE:
MANAGING GEN Z IN THE
LEGAL INDUSTRY**

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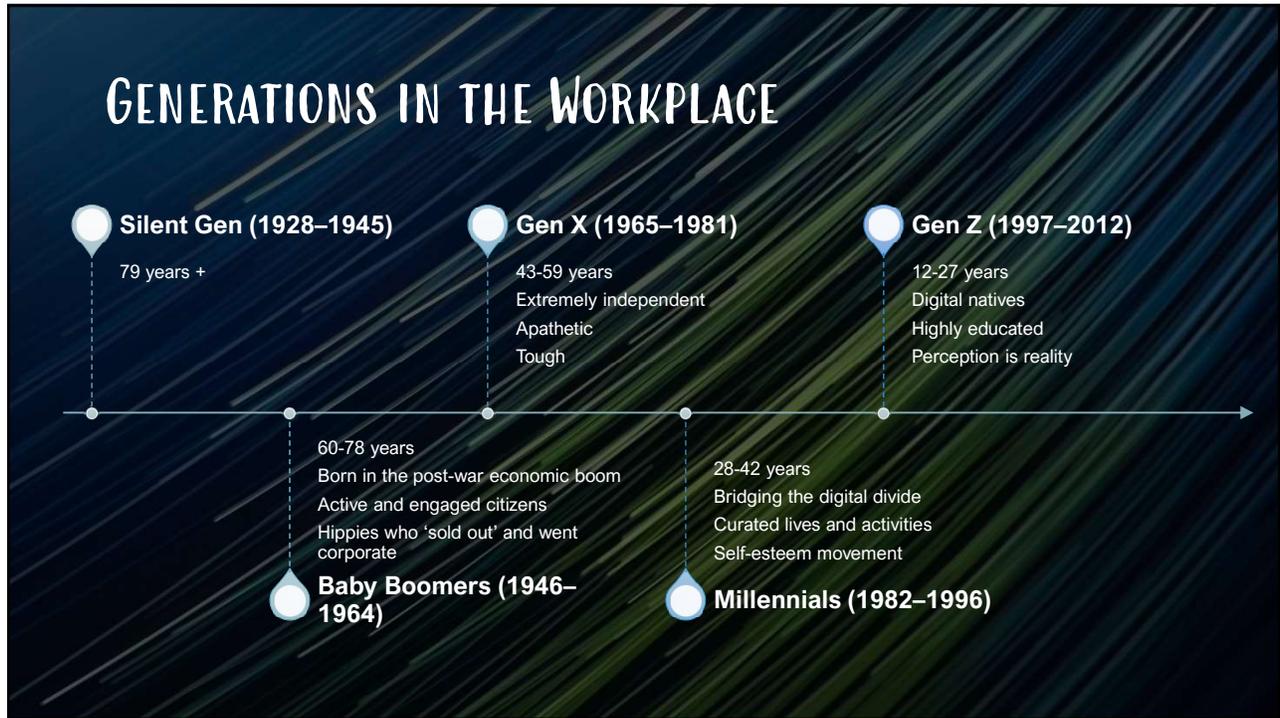
1

A COUPLE OF CAVEATS

- We did our research but we are by no means experts in this subject
- Generational trends are created by external forces that impact a child's development, including events, technology, beliefs and trends. These can vary in different cultures. Our presentation focuses on the American/North American perspective and may not resonate with other cultures as strongly



2



3

WHY DO GENERATIONS CHANGE?

Prioritizing the individual over the collective.

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WHY DO GENERATIONS CHANGE?

Technology.

<p>Television</p>  <p>Synchronous broadcasting of events, exposure to other cultures and regions, decline of reading</p>	<p>Home Appliances</p>  <p>Routine tasks are automated, more time for leisure and/or work</p>	<p>Birth Control</p>  <p>Lower birth rate, more (accurate) planning around pregnancies</p>	<p>Computers</p>  <p>More education needed for jobs, more productivity</p>	<p>Internet News</p>  <p>Instant access to and democratization of information</p>	<p>Social Media</p>  <p>Able to reach large networks of people, less face-to-face interaction</p>
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5

WHY DO GENERATIONS CHANGE?

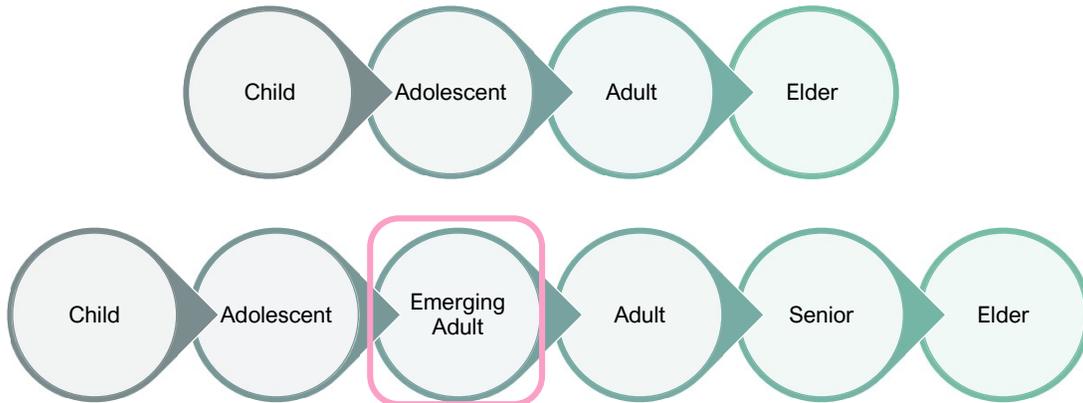
Slow Life Theory.



6

WHY DO GENERATIONS CHANGE?

Slow Life Theory.



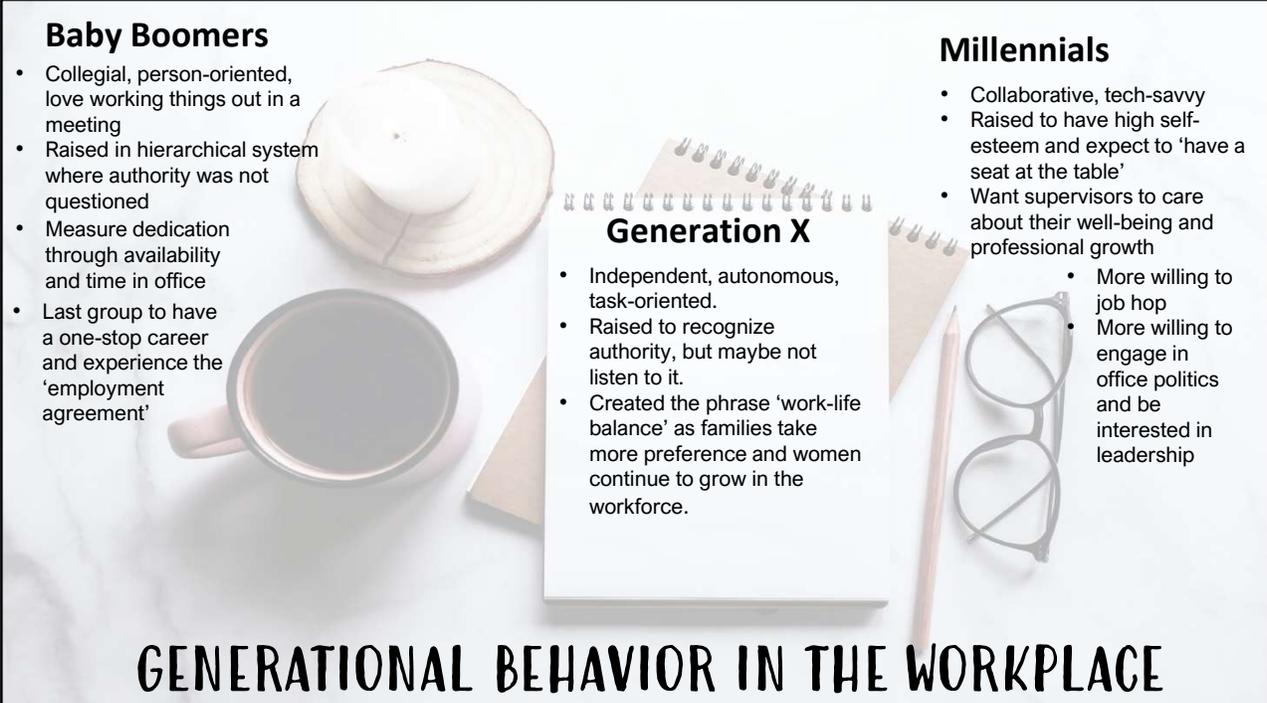
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THE EMERGING ADULT

- In school from 18-22. Or 18-25. Or 18-28.
- Exploring the world and themselves.
- Don't hit adult milestones until their 30s.

8



Baby Boomers

- Collegial, person-oriented, love working things out in a meeting
- Raised in hierarchical system where authority was not questioned
- Measure dedication through availability and time in office
- Last group to have a one-stop career and experience the 'employment agreement'

Generation X

- Independent, autonomous, task-oriented.
- Raised to recognize authority, but maybe not listen to it.
- Created the phrase 'work-life balance' as families take more preference and women continue to grow in the workforce.

Millennials

- Collaborative, tech-savvy
- Raised to have high self-esteem and expect to 'have a seat at the table'
- Want supervisors to care about their well-being and professional growth
 - More willing to job hop
 - More willing to engage in office politics and be interested in leadership

GENERATIONAL BEHAVIOR IN THE WORKPLACE

9

DOES THIS SOUND FAMILIAR?



10

GENERATIONAL BEHAVIOR IN THE WORKPLACE

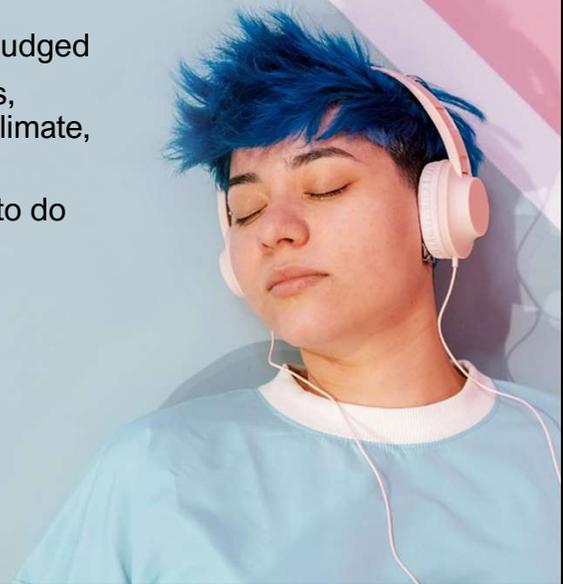
Generation Z

- Communication misalignment
- Work/life balance
- Mental health / rise of therapy
- Immediate gratification
- Customization
- Social Justice Warriors
- Economically conscious
- Learning styles

11

HOW WE (PANELISTS) HAVE (NEGATIVELY) EXPERIENCED GEN Z

- Immature, unaware of consequences; being judged
- Not afraid to go straight to the top with issues, especially as it relates to DEI, world events, climate, etc.
- Don't always use logic; need to be told what to do
- Expect to have a seat at the table on day 1
- No patience
- Oversharing



12

SURVEY QUESTIONS

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Describe some of the challenges you've encountered or observations you've made managing employees of a different generation OR being managed by a supervisor/team lead of a different generation

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Please finish this sentence, "In the workplace I expect to..."

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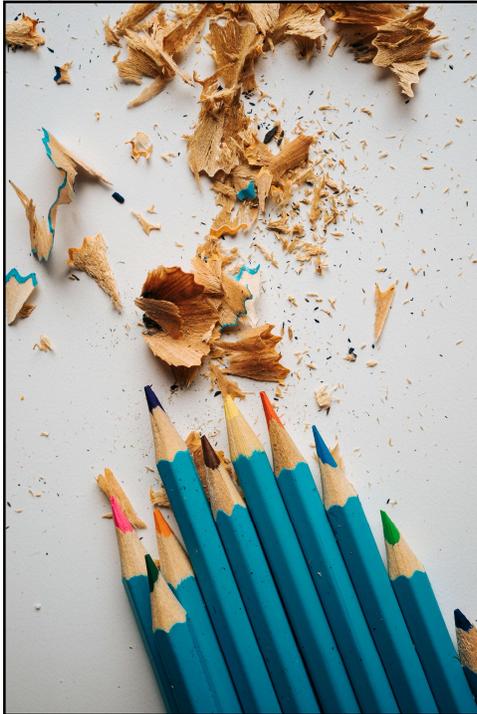
Please finish this sentence, "I expect my supervisor/team lead to..."

4

Please finish this sentence, "As a team lead/manager, I expect my team members to..."

How would you respond?

13



SURVEY RESULTS

- 82 Responses
 - 4 Baby Boomer
 - 31 Gen X
 - 40 Millennial
 - 7 Gen Z
- Older generations:
 - May treat juniors the way they were treated (outdated working styles)
 - Viewed as "company men"
- Younger generations:
 - Thought of as entitled without work ethic
 - Seen as less committed to employer
- Gen Z focus on work/life balance and well being viewed as negative

14



SURVEY RESULTS CONTINUED

In the workplace, **every** generation expects to:

- Be respected
- Work hard, try their best
- Be challenged
- Collaborate

Each generation acknowledged the communication divide.

15



HOW GEN Z EXPERIENCES MANAGERS IN OTHER GENERATIONS

I have encountered Gen Z being blamed for a lot of the issues that were created by older generations in the workplace. Terms coined during covid such as “quiet quitting” and “coffee badging”, though directed at Gen Z, I notice most from my Millennial/Gen X peers.

As Gen Z, I’ve experienced a “hazing” mentality when it comes to the workplace. I find a constant reminder from older generations of what they had to go through in terms of in person work policies over WFH, which is another huge area of controversy between the generations.

My Gen Z peers and I have had discussions on how our Millennial/Gen X team leads suffer from burnout and do not really contribute much, causing junior roles to be overworked without credit.

I’ve experienced coworkers of an older generation being set on traditional values in a workplace that are outdated. For example, though I am more likely to dress business casual, Boomers will dress business formal. I have a different mentality of being comfortable if I’m at a desk all day.

Another challenge is about how interactions are interpreted because I think that younger generations whose primary form of communication has been virtual are hypersensitive to interactions.

16

MOTIVATING FACTORS FOR GEN Z

Values alignment

Career growth, learning opportunities

Work-life balance

DEI

Recognition and feedback

Transparency (of the company and of the job)

Personal connections

Embrace technology



17

GEN X OBSERVATION

Some Gen Z employees come across as less dedicated to their role/the firm compared to earlier generations and want balance above all else -- not wanting to put in the overtime hours or do the "grunt work" that historically had been standard/expected for a role like a recruiting assistant or coordinator supporting summer program/2L hiring. Less commitment to the organization coupled with an expectation of promotion at regular intervals without regard to performance also leads to more job hopping, which in turn creates more challenges related to frequent turnover and gaps as new members of the team get up to speed. To provide the balance many are seeking and retain/develop our talent requires more headcount and/or frequent hiring, which can be a difficult sell to leadership.

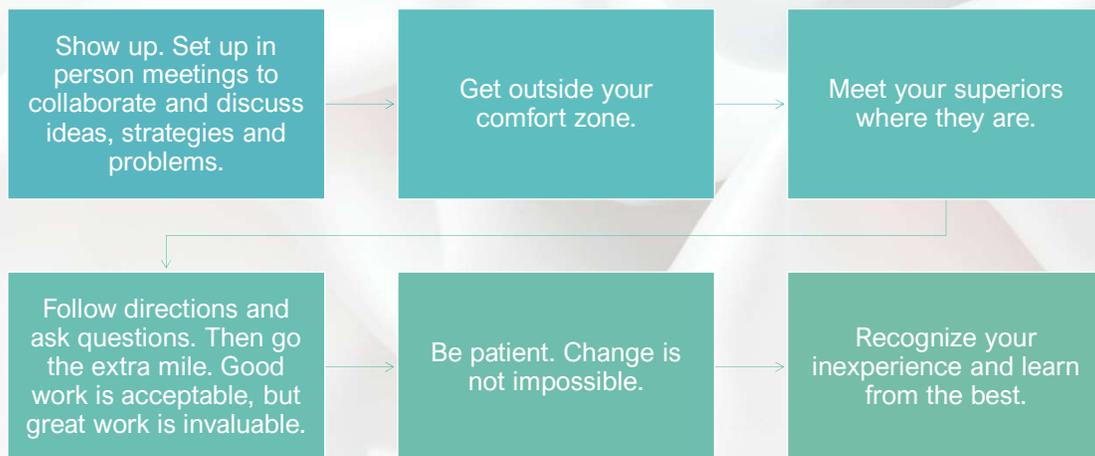
18

RECOMMENDATIONS FOR WORKING WITH GEN Z COLLEAGUES



19

RECOMMENDATIONS FOR GEN Z WORKING WITH US



20

RESOURCE SLIDE / BIBLIOGRAPHY

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