

“We don't see things as they are,
we see things as we are.”

Anais Nin



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Why We Should Care

The paradox: inspiring our young and
admonishing theirs.



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Embracing Generational Diversity

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Generations Agenda

- Caveats
- Why We Should Care
- The Generational Context
- Boomers, Gen X, and Millennials
- The Path Forward



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Generational Caveats

- Chronological birth not as important as shared beliefs, experiences, and the perception of where one belongs
- Only one aspect of difference, but one we make judgments about and have collective views on reinforced through selective observation, falling prey to the “salience effect”
- Most data on generations derived and appropriate to non-traditional societies
- Generational differences not the same as stages of life



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Life's Hurdles and the Emerging Adult

- Completing school
- Leaving home
- Becoming financially independent
- Marrying
- Having a child

Scott Hess
Tru Insights Consulting



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Life's Hurdles and the Emerging Adult

- Completing school
- Leaving home
- Becoming financially independent
- Marrying **1960**
- Having a child **77% of women**
65% of men

Scott Hess
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Life's Hurdles and the Emerging Adult

- Completing school
- Leaving home
- Becoming financially independent
- Marrying **1960** **2010**
- Having a child **77% of women** **13% of women**
65% of men **10% of men**

Scott Hess
Tru Insights Consulting



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Why Lawyers Care

- When one illuminates the differences we reduce the “false-consensus effect.”
- Appreciating the generational perspective will lead to greater inclusivity and reducing “In-group Out-group bias.”
- The paradox: inspiring our young and admonishing theirs.



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Generational Groupings and Cusp Babies

Boomers	Gen X	Millennials
1944 - 1964	1965 - 1981	1982 - 2002



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“Each generation foretells the downfall of civilization as seen in the rise of the next generation. They are a constant source of disappointment, until they are not.”

Anonymous



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“Clique Maintenance” and the Unique Expressions of Generational Angst

Boomers

Hippies

Gen X

Slackers

Millennials

Entitled



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Boomers

Home
Tell-Do

School
Instructor Led

Work
Tell-Do



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Boomers

Home
Tell-Do

School
Instructor Led

Work
Tell-Do

Gen-X

Home
Suggest-Do

School
Facilitation


Work
Tell-Do



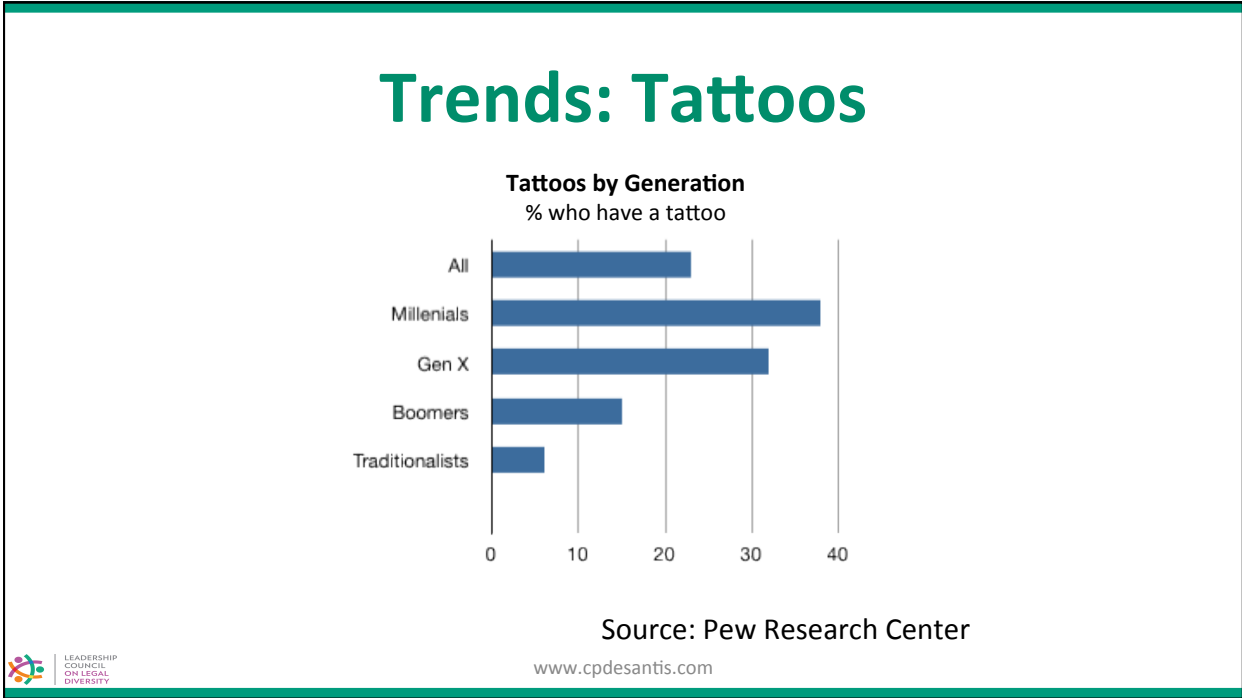
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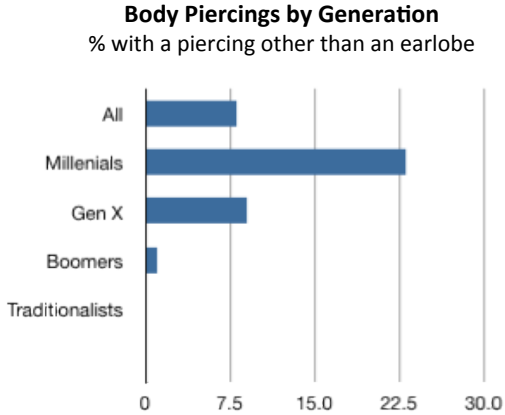
Boomers	Gen-X	Millennials
Home Tell-Do	Home Suggest-Do	Home Engage-Discuss
School Instructor Led	School Facilitation	School Collaborative
Work Tell-Do	Work Tell-Do	Work Tell-Do

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Trends: Body Piercings

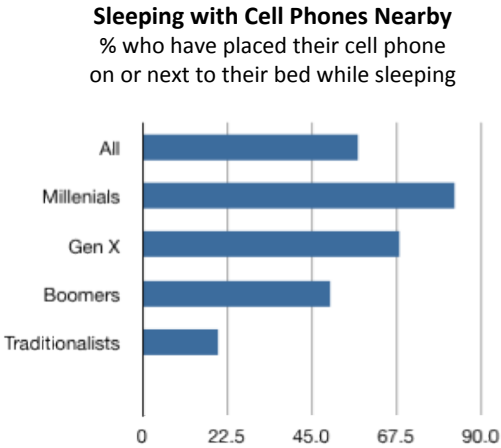


Source: Pew Research Center

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Trends: Sleeping with Cell Phones



Source: Pew Research Center

www.cpld.org



The Context

As a child of 6 to 8, when you began to notice the world around you, you started to develop a lens through which you interpreted events, situations, and the motives of others. This was reinforced by what you heard in the house and possibly more importantly, by your peers. Each generational “cohort” group in large part, shares a common lens.



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Generational Groupings

Boomers

1944 - 1964



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Boomers: 1944 - 1964

Events

Post war boom
GI Bill
Wealth Effect
The Cold War
Women's rights
Civil rights
Crowded classrooms
Camelot

What's Important

Intuitive judgment
Joining
Optimism
Competition
Loyalty: sacrifice and deference
The long good day work ethic
Climbing the ladder
Faith in the covenant
The mythic hero
Permissive parenting



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Generational Groupings

Gen X

1965 - 1981



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Generation X: 1965 - 1981

Events

Vietnam
Nixon
Stagflation
Downsizing
Working parents
Latch key kids
Milk cartons
The first technologists
The erosion of trust

What's Important

Free ranging
Self reliance
The habit of privacy
The unvarnished truth
Personal security
Independence
Work/Life accommodation
The really long, busy, and private work day
Transactional relationships and schmooze free
Realist, skeptic, or cynic?
Natural Growth Parenting



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Generational Groupings

Millennials

(Pre and Post Rubicon)

1982 - 2002



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Millennials: 1982 - 2002

Events

The Berlin Wall
The dot com
Globalization
The Internet
Digital diffusion
Tethering
Trophies
The culture of immediacy
The family vacation
From work to family-centric society
Homework: an act of love
Play dates and vetting

What's Important

The bubble of love
Dialog
Being digital natives
Optimism
Diversity and social responsibility
Collaboration and competition
Constant contact and sharing
Interdependent
Transparency
Poise and a place at the table
Being scheduled
The discerning consumer
Time and place agnostic
Concerted Cultivation Parenting



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Before I wrap up,

What can I clarify?



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The Path Forward for Lawyers

- Know who you are and what is important to you and those around you
- Start a conversation that recognizes there may be different perspectives within a firm
- Know we have more in common than we have differences between us



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Expectations and Understanding Why

- **They understand your Why** (I love what I do because...)
- **They know and understand your Why for them** (My goal/job/desire is to make you better at "this")
- **You know and appreciate their Why** (who they hope to be/do)
- **They know and appreciate the group's Why** (the vision and purpose of your team/specialty/firm)
- **They explore the How** (your responsibilities to each other)
- **They understand the What** (your expectations of others)



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The 21st Century Law Firm Leader: Explicit Expectations

- **Understand their management style** (Direct, blunt, procedural, big picture, family friendly, task focused, transparent)
- **Understand their expectations of others** (Loyalty, being candid, being prepared, quality focused, accountable, a good listener, challenges me)
- **Explore responsibilities to each other** (Communicate how? when? how often? Work as a team and explain what it looks like)
- **Agrees on when to connect** (with questions, ideas, feedback requests, complaints, no surprises, 24/7 or 8/5)
- **Explains what good work looks like** (Success to me looks like this..., the higher calling, purpose)



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Ways to Connect for Lawyers

Boomers	Gen X	Millennials
<ul style="list-style-type: none"> • Meeting face-to-face or phone • Interactions should be collegial, with a recognition of hierarchy • Drawing from their existing experiences • Providing periodic feedback on overall performance • Opportunities for career longevity 	<ul style="list-style-type: none"> • Initial meeting face-to-face • Providing autonomy in their work • Giving explicit directions, then leave them to get it done • Providing feedback close to when it occurred, with examples • Ensuring their skill set is current and marketable • Opportunities for advancement 	<ul style="list-style-type: none"> • Texting and short emails • Engaging them through opportunities to learn, inclusivity in meetings • Access to senior management • Setting clear expectations • Providing feedback often, bias toward positives • Ensuring new experiences to enhance their resumes • Recognizing them through awards and “feel good” programs



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Thanks for Listening Join me on LinkedIn

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