

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

- Anais Nin



## Embracing Generational Diversity in Law Firms

**Chris De Santis**

[www.cpdesantis.com](http://www.cpdesantis.com)

[chris@cpdesantis.com](mailto:chris@cpdesantis.com)



## Generations Agenda

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



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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 from 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

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1960  
77% of women  
65% of men

Scott Hess, Tru Insights Consulting



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## Life's Hurdles and the Emerging Adult

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

	1960	2010
	77% of women	13% of women
	65% of men	10% of men

Scott Hess, Tru Insights Consulting



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## Why Lawyers Care

- The paradox: Inspiring our young and admonishing theirs



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## Generational Groupings and Cusp Babies

<b>Boomers</b>	<b>Gen X</b>	<b>Millennials</b>
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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## The Uniqueness of Generational Angst When Coming of Age

<b>Boomers</b>	<b>Gen X</b>	<b>Millennials</b>
Hippies	Slackers	Entitled



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<b>Boomers</b>	<b>Gen-X</b>	<b>Millennials</b>
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

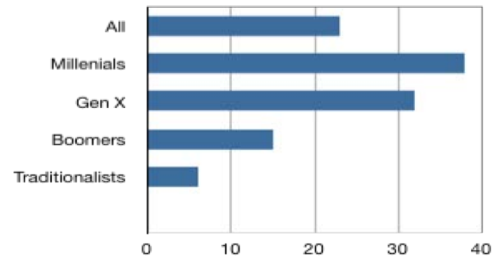


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## Trends: Tattoos

### Tattoos by Generation

% who have a tattoo



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Source: Pew Research Center

## 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 judgments
- Joining
- Optimism
- Competition
- Loyalty: Sacrifice and deference
- The long, good work day ethic
- Being present
- 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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## Gen 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  
Dialogue  
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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## 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 law firm
- Know lawyers have more in common than we have differences between us



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## THANKS FOR LISTENING

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**Chris De Santis**  
[www.cpdesantis.com](http://www.cpdesantis.com)  
[chris@cpdesantis.com](mailto:chris@cpdesantis.com)



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