

CONTENTS

Preface: My Story as a Millennial Lawyer	vii
---	------------

PART I Introduction to the Millennial Generation

Chapter 1 Who Are the Millennials?	3
The Big Three Generations in the Workforce	3
The Rise of Millennials in the Labor Force	5
So, Who Are Millennials Really?	8

PART II The Mindset of the Millennial Lawyer

Chapter 2 The Ability to Blend Work and Life Together	15
Embrace Work-Life Blend, Forget Work-Life Balance	15
So, What Does Work-Life Blend Look Like?	18
How Does Work-Life Blend Improve Productivity at Your Law Firm?	33
What Does Work-Life Blend Look Like on an Average Day?	35
Chapter 3 The Allure of Flat Hierarchies	37
Millennials Think Horizontally, Not Vertically	37
So, What Does a Horizontal Workplace Look Like?	44
How to Embrace a Flatter Hierarchy	45
Promote Transparency and Eschew Secrecy in Your Firm's Flatter Hierarchy	47

The Millennial Lawyer

Chapter 4	The Desire to Make Immediate Contributions	51
	A Very Confident Generation	51
	Where Does This Confidence Come From?	55
	Critical for Firms to Take Advantage of This Confidence	57
Chapter 5	The Critical Role of Mentorship	63
	Not as Independent as Gen Xers or Boomers:	
	Millennials Need Guidance	64
	So, What Does Effective Mentorship Look Like?	66
	Help Your Associates Grow, Learn from Mistakes, and Thrive	75
Chapter 6	The Value and Importance of Collaboration	79
	The “Let’s Do It” Together Generation	79
	So, How Can Your Firm Promote Collaboration?	83
	What Will Stunt Collaboration?	89
Chapter 7	The Strong Preference for Great Experience over High Pay	93
	Paying Your Associates More Money Ensures Neither Happiness nor Commitment	94
	Millennials Value Great Experiences over High Pay	96
	Millennials Want Their Paychecks to Buy Experiences, Not Things	100
	Millennials’ Love for Experiences Isn’t Something New	108
Chapter 8	The Belief in Doing Well by Doing Good	111
	The Verdict Is In: Millennials Work for a Higher Purpose	114
	Focus on the Practice of Law, Not the Business of Law	115
	Establish a Culture of Doing Good	120
 Part III The Millennial Opportunity		
<hr/>		
Chapter 9	Legal Industry on the Precipice of Profound Change	127
	Internal Pressures Pushing Law Firms to Change	129
	External Pressures Pushing Law Firms to Change	133
	The Millennial Opportunity	136

Contents

Chapter 10	Immediate Steps Your Firm Can Take to Connect with, Inspire, and Motivate the Millennial Generation	139
	The Short Answer: How to Attract, Motivate, and Retain Millennial Associates	140
	Bonus Step: Draft a Firm Charter Incorporating the Core Principles of the Millennial Mindset and Answering the Question: Why?	143
Part IV	Conclusion	
	A Day in the Life of a Millennial-Friendly Law Firm	151
Epilogue	An Open Letter to the Lawyers of Tomorrow	157
Index		163