Bridging the Generation Gap

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Moderator:
Phyllis G. Bossin

Speakers:
Roberta S. Batley
Kimberly A. Cook
**Roberta S. Batley, Esq.**  
Albuquerque, NM

Bobbie Batley is a New Mexico Board Recognized Specialist in Divorce and Family Law, a Fellow of the American Academy of Matrimonial Lawyers, and a trained Collaborative family law attorney. She is dedicated to helping her clients get through one of the most trying times of their life with the goal of reaching a better place emotionally and financially post-divorce. Bobbie embraces her cases with a thoughtful passion for each client’s individual needs and concerns. She then works diligently to create the best options for resolving the last chapter of their marriage.

A skilled trial lawyer who brings equal tenacity to the settlement table, Bobbie believes the best way to settle a case is to be prepared for trial. She also values Collaborative Divorce as a powerful option for her clients and offers advanced Collaborative techniques and interest-based negotiation skills.

The New Mexico native was born and raised in Farmington, and grew up in a family business, giving her an intimate understanding of the dynamics in cases that involve family businesses. She represents business owners, their spouses and other high asset parties. Bobbie works with her clients and forensic experts and accountants to find creative solutions in cases involving a business. She also recognizes that privacy and discretion are a must in cases with high net worth individuals and business owners.

Bobbie is the Immediate Past Chair of the American Bar Association Section of Family Law. In addition, she serves on the Advisory Board of the Institute of Advancement of the American Legal System.

**Phyllis G. Bossin, Esq.**  
Cincinnati, OH

Phyllis G. Bossin is the principal and founder of Phyllis G. Bossin & Associates, L.P.A. She has been practicing law for over thirty years and has been listed in Wood White's The Best Lawyers of America in Family Law for over fifteen years. She has been named as a Super Lawyer in Ohio in Family Law since its inception. She is also ranked as one of Ohio Top 50 Female Super Lawyers, one of Cincinnati's top 25 Female Super Lawyers and one of Cincinnati's top 50 Super Lawyers.

Ms. Bossin is a Certified Family Relations Law specialist in Ohio. She is a fellow of the American Academy of Matrimonial Lawyers, has served as the President of the Ohio Chapter, and is a Diplomate of the American College of Family Trial Lawyers. She served as Chair of the ABA Section of Family Law during 2003-2004, after holding numerous other offices in that organization. She has served as a member of the ABA's Justice Kennedy Commission, the Standing Committee on Meetings and Travel, as liaison to the Commission on Women in the Profession, and currently on the Commission on Domestic and Sexual Violence. She has also served on the faculty of the ABA Family Law Section Trial Advocacy Institute. Ms. Bossin is a member of the International Academy of Matrimonial Lawyers, a lifetime Fellow of the American Bar Foundation, and a member of the Cincinnati Collaborative Family Law Group.

Ms. Bossin graduated from the University of Cincinnati in 1972, received a Master's Degree in Public Policy from that same institution in 1973 and received her law degree from the Salmon P. Chase College of Law in 1977.

**Kimberly A. Cook, Esq.**  
Chicago, IL

Kimberly A. Cook is a Partner at Schiller, DuCanto and Fleck, LLP. Kimberly handles a variety of family law matters including prenuptial agreements, divorce, custody, spousal and child support. Having relocated from the United States to the Republic of Panama at a young age, Kimberly is uniquely aware of the many ways culture, religion, and other social forces impact family life.
Kimberly joined the firm as an associate in 2008 and has earned a well-respected reputation in the legal community since that time. She has been named by Crain’s Chicago Business as a Notable Minority Lawyer, a Rising Star by Super Lawyers magazine, a “40 Under 40 Illinois Lawyer to Watch” and “Best Lawyers In America.”

She provides pro-bono legal services in family law matters through the Chicago Volunteer Legal Services and at the Cook County Domestic Violence Courthouse. Additionally, she serves on the Illinois Supreme Court Committee for Civil Jury Instructions, is a former Delegate for the Illinois State Bar Association, and past Chair of the Domestic Relations Committee for the Chicago Bar Association. Kimberly has been featured in articles (print and online), on the radio and a podcast related to family law topics.

Kimberly received her B.A. from Spelman College and J.D. from The Catholic University of America – Columbus School of Law. She is a member of the American Bar Association, Black Women Lawyer’s Association and Delta Sigma Theta Sorority, Inc.

Kimberly values having work / life balance and enjoys spending time with her husband and two children.
BRIDGING THE GENERATION GAP

By: Roberta S. Batley
Little, Gilman-Tepper & Batley, PA

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Much has been written about different generations in the workplace. Our goal today is to provide a broad overview of generations and how they can benefit by working together.

First, some definitions so that we are all on the same page:

- Traditionalists/Builders/Silent—Pre 1945
- Baby Boomers – birth years between 1945 and 1965
- Gen X – birth years between 1965 and 1978 (this group is also sometimes referred to as “Busters” and continues to 1983)
- Millennials – birth years between 1978 and 2000 (some data ranges from before 1978 to 1982 as a starting point and from 1997 to 2000 as an end point). By 2025 will occupy 66% of workforce and account for 50-80 million people.

It is important to keep in mind that within each generation there are a multitude of persons and experiences; however, some major shared events can influence and create a group with shared values, beliefs and behaviors. Our goal is to discuss different aspects of each generation and how they can come together in a workplace to create a cohesive and multifaceted team.

I. GENERAL GENERATIONAL CHARACTERISTICS:

Generational studies tend to group certain ages by the changes going on in the economy, in workplace attitudes, in paths to success and in the ideology of a particular age. For example:

A. Traditionalists: Major change was WWII and the Industrial Revolution
   
   o Serve your country
   
   o Commit to one company or line of work throughout career
   
   o Focus on the institution or greater good rather than the individual
Steady and faithful is rewarded
Build retirement to have stability of fixed income

B. Boomers: Major change was birth control and women in workplace
Get a good education and high academic success
Reform the company or institution
Highly competitive
Fear of downsizing or being replaced
Live to work

C. Generation X/Busters: Major change was the increased divorce rate
Go to college even if it means going in debt
Don’t make the mistakes of the parents
Create new institutions or completely change the existing ones
Hyper parenting to raise perfect children
More lean toward work/life balance

D. Millennials: Major change was personalized technology and Great Recession
Emphasis on the individual
Delayed life events creating extended adolescence/early adulthood
College but at risk of extreme debt
Value lifestyle over upward mobility
Work to live

II. SAME PROBLEM, DIFFERENT GENERATION?

Today, there is much discussion about how we deal with Millennials in the workplace.
One could question, didn’t the Traditionalists feel this same way as the Baby Boomers
moved into the workplace and then again the Baby Boomers as Gen X took their place at the table? Research suggests that the Millennial work style combined with the radical changes in technology during the Millennial lifespan contribute to a more “shocking” change. In her book, “You Raised Us – Now Work With Us”, Lauren Stiller Rikleen discusses this in a Chapter titled, Generations in Transition – Searching for the New Normal. Her suggestion, backed by extensive research, is that the Traditionalists approached work with a “sense of duty” much like they would have approached military service. This generation included norms such that women did not typically work outside the home and the development of suburbia through home purchases backed by veteran benefits. Thus, it made complete senses for the breadwinner of the family to work in a very rigid setting dominated by long work hours, high formality in relationships and dress code with clear steps to advancement in an organization. Many of these individuals are no longer in the workplace as they planned carefully for retirement to ensure they had a secure fixed income. They account for approximately 5% of the current workforce.

The Traditionalists likely saw the 80 million Baby Boomers as radical in the workplace. Boomers were an agent of change then and now. Many Baby Boomers intend to work into their 70’s and overall are staying in the workplace approximately nine years longer than anticipated. Although the Boomers brought about great societal change in our country, they did not necessarily do so in the workplace. The term “workaholic” was coined during the height of Boomers in the workplace. They followed much of the Traditionalists’ view of working for security and they currently control over 50% of overall assets in the US and 70% of disposable income. Boomers youthful energy and competitive spirit encouraged long work days as a badge of pride and a path to advancement.
The smallest generational group, the Generation X or Busters, have had far less societal impact; however, their tendency toward independence and adaptability have had some effect on the workplace. This area of strength is generally tied to the increasing divorce rate during their formative years. According to the U.S. Department of Commerce, “Between the late 1960’s and the 1980, the divorce rate doubled, reaching a level where 1 out of 2 marriages was expected to end in divorce...” In addition many women, out of desire or need, were returning or entering the job market. Gen X’ers learned to take care of themselves and were not raised to expect someone to be waiting afterschool for them with chocolate chip cookies before homework time. Thus, when this generation entered the workforce, dominated by two large generations very set in their ways, the Gen X’ers tended to adapt to that norm also perpetuating a rigid workplace. One fallout of this domination mainly by the Boomers, is an inherent tension between them and Gen X’ers who are ready and able to take over leadership roles in their organizations but feel that they are held down by Boomers unwilling to step aside while at the same time are watching the Millennials come up behind them. Boomers seem to ignore or be uninterested in concrete succession planning which has resulted in many Gen X’ers “going out on their own” rather than wait until they are 60 to become the leader of their organization.

Then, enter the Millennials who are currently 19 to mid 30’s, the largest cohort in history. Adding to their numbers is the global economy in which they were raised which enhances the feeling of a united generation across geographical lines such as has not been seen before. While Gen X’ers feel frustrated by domination from the Boomers and Traditionalists, Millennials just refuse to be dominated. They tend to push back from workplace norms that they feel have no purpose. They see little to no value in doing something in a way that is less
efficient or “time-honored” when there is a smarter, faster, better way to do it. This generation was raised mainly by Boomers and Gen X’ers who, as parents encouraged them to be an agent of change, to “find their voice”, to participate in the conversation. Whereas Boomers and even Gen X’ers viewed their older generations with both a sense of respect and trepidation, the Millennials were given a seat at the adult table as very young children. Thus, Millennials do not tend to see rigid lines drawn between generations that entitle a person to certain “rights”. They tend to trust their parents, coaches, advisors, counselors, mentors and want to talk over decisions and information with these individuals. Research shows that Millennials actually enjoy working with older individuals provided their skill sets are valued.

Of interesting note is that Millennials are delaying major life events on purpose seeing no reason to rush to “grow up” by societal standards. In our culture, a life path is generally marked by some form of higher education, stable job, marriage, children, home ownership etc. In 1960, 75% of women and 66% of men had accomplished these things by 25; whereas in 2010 only 10% of women and 7.5% of men had done so. There are many factors contributing to this delayed adulthood including the parents of Millennials who encouraged them not to get married too fast, taught them about birth control and told them to “enjoy” college and do things such as take a gap year. These factors together with an increase in life expectancy gives Millennials the sense of not being in a hurry to accomplish “life goals”. Interestingly, many of the traits that parents of Millennials foster in their own children are the things they complain about when working with these same age individuals.

III. KEYS TO SUCCESS AND HOW DO WE LEARN FROM EACH OTHER?

A. Vocabulary – as we have seen in the drafting of statutes, guidelines etc, changing the vernacular is a great first step. Words like “old-fashioned”, “obsolete”, “entitled”, “hand
holding” label behaviors in a negative way. To begin to develop some respect for each other, we need to change our “go to” descriptors of each generation. Just as we begun this paper with a disclaimer that we were well aware we were making generalizations, such generalizations when applied to individuals can be stifling and harmful.

B. Set Clear Expectations – Boomers and Gen X’ers were raised to look for subtle clues and nuance as indications of both praise and guidance. It was understood that a young employee should be the first person in the office and the last one to leave. Younger generations are rarely aware they should be looking for those clues. They have been raised with parents, coaches, teachers etc. telling them what to do, where to be and when. They were the most scheduled of our children; participating in clubs and activities from a very young age with a start and end time. If office hours are 8:00 am to 5:00 pm, they will not generally deviate from that except maybe to feel that if they accomplished what they wanted for the day that they should leave early rather than “waste their time” in the office. Also, in a law firm especially, we were often taught by older predecessors that a way to impress was to “go the extra mile” in our research or case management. Our younger persons in the workplace have generally been raised to expect and need feedback along the way. This is not an indication of laziness, but rather their need to check in with their leaders and make sure they are heading in the right direction. To encourage success then is for an older manager to assign a project with a set time to meet to discuss next steps. This will make the younger person in the workplace feel valued, heard and “on the right track”.

C. Flexibility! – This is generally the battle cry of each younger generation to the older generation. Reshaping a rigid workplace to include some individual autonomy in work
hours, dress code, work location etc. will go a long way toward the happiness of the individual worker. Many Gen X’ers while at first resistant to such things as working remotely have often found, “don’t knock it until you try it” as they too jump on the bandwagon of allowing work from home etc. There is a push from most individuals in the current workplace to have some malleability in their work environment. Millennials, more than any other generation are going to leave if their needs are not being met. In many cases, older managers think this equates to money but often find it is about them having some say so over their destiny (and when they work and what they wear).

D. Teamwork – Both Gen X’ers and Millennials tend to value teamwork more than Baby Boomers who were generally taught to put their head down and get the work done. Creating internal multi-generational teams that are willing to learn from each other and take on different parts of a project can be a huge strength to an organization.

E. Recognition and Appreciation – Again, Baby Boomers once assimilated into the workplace valued hard work and long hours and rarely received praise for what they did. As younger generations have moved into the workplace, one complaint often heard upon exiting an organization is how little they felt valued. The negative phrase often associated with this is that Millennials were given “participation medals” for everything they did. Well, that may be true, but does a little encouragement or praise feel bad to anyone?

F. Communication – This cannot be said enough – err on the side of over communication. A successful multigenerational workplace is one where questions are encouraged, people are given the benefit of the doubt, people are kept in the loop and coaching is a regular part of the system. This is sometimes hard in a law firm that is built on “clout”, an
established hierarchy and the almighty billable hour. The perception in an older
generation worker or manager is that keeping information to themselves gives them some
kind of power. Further, stopping billable work to have a conversation to answer
questions may be incredibly helpful to move a case forward but it is rarely seen in the
traditional Firm as “good, billable work”.

G. Retention – Many organizations, but especially law firms, feel that they are taking a risk
hiring a younger employee. There is an inherent fear that an older person will pour time,
effort and knowledge into a younger employee only to have them take that information
and leave. Research indicates the contrary, but that younger employee needs to feel
valued, appreciated, mentored and compensated through both wages and benefits.

H. Awareness of the (local) world around you – When older persons bemoan the changes in
the younger generation, the topic of news and current events often comes up. Many Gen
X’ers were raised reading the newspaper and watching the local news. They gained a
sense of their community in that way and were also often active in churches and
community/volunteer organizations. While many younger workers value giving back,
they are also generally driven by larger, more global needs which may be the result of
receiving news on a grander scale. In many areas, it is still highly important to know
who the local industry and business leaders are in your legal practice.

I. Culture - Each generation and each employee brings different strengths to the work place.
Having a manager who highlights how each team member and their strengths contribute
to the success of the team as a whole encourages individuals in different generations to
respect and learn from each other. One area this can be particularly helpful is in cross
sharing of information and technology. The often used example is that a younger person
can introduce the older members of a business to the power of technology and social media. Of important note is that the persons doing the teaching also need to feel appreciated (and paid!) for that work and not that it is just expected of them because they are younger and more tech savvy. Research also indicates that both Gen X’ers and Millennials enjoy belonging to a work environment with a “shared vision”. The modern workplace is faced with welcoming a generation that, accustomed to having a voice in decisions that impact their lives, brings a different view of hierarchy and an expectation that their opinions matter. This is fertile ground for a skilled team leader to bring together multi generations working together for a shared goal.

IV. CONCLUSION - SAME, SAME?

In a survey conducted by the Center for Creative Leadership between 2000 and 2005, all generations across the board value a work/life balance and a positive work environment and culture. Also, based on this study, employees of all generations identified that in order for them to remain a loyal and committed employee, they need to receive good compensation, active learning and development, opportunities for advancement, respect and recognition and ability to have a good quality of life outside work. As always, the devil is in the details! These common overarching concepts should encourage us that at our core, individual workers want many of the same things from their career or workplace. The key is to developing a culture of mutual respect for what each generation contributes to these important aspects of any organization or workplace.
**BIBLIOGRAPHY**


Additional Resources


ABA FAMILY LAW SECTION MEETING
GENERATION GAP PANEL

Kimberly A. Cook, Esq.
Partner
Schiller DuCanto & Fleck, LLP

The use of technology in the legal profession gives rise to unique hazards and requires practitioners to exercise caution.

Unquestionably, advances in popular technology over the past two decades or so have been a boon to professionals and the general public alike. Attorneys are no exception. As the legal profession has increasingly moved online, many lawyers have found that they are able to do more work in less time. Meanwhile, tech companies like Apple and Amazon, along with social media platforms such as Instagram and Twitter, have (arguably) enriched our personal lives while proving valuable as professional tools. Communication with clients and colleagues can now be done from anywhere with little effort. Information to use as evidence is generally easier to gather, store, and present to the court. And gone are the days of waiting in line in a crowded clerk’s office to spindle a motion. As a whole, the incorporation of technology has a beneficial impact on today’s lawyers.

But yet, the benefits of technology come at a price. Just as it is much more convenient now to keep a client apprised of developments in their case, due to electronic communication (i.e. email, text messaging) it has also never been easier to commit an embarrassing faux pas or even career-ending blunders. The ABA acknowledged this double-edged sword last March when it issued Formal Opinion 480, which stresses that lawyers must be mindful of their duty of confidentiality when blogging or engaging in other public commentary. Pursuant to the Opinion, disclosing even publicly available information in this type of forum violates Rule 1.6 of the Model Rules of Professional Conduct. While not all lawyers are bloggers, a majority are likely to participate in some form of “public commentary” such as podcasts or seminar presentations.

Mary K. Foster, who teaches legal ethics at Northwestern University School of Law, has been quoted as saying, “I teach my students that e-mail equals ‘electronic eternal evidence.’ What you do online, there’s a record of it…” 103 ILBJ 20, 21. The internet (of course) is littered with examples of practitioners who failed to heed the warning.


In addition to on-the-job email mishaps, lawyers’ personal online conduct can land them in hot water. In 2013, Steve Regan, a partner at Reed Smith, directed a profanity-laced Twitter
invective expressing his displeasure with the decision in National Federation of Independent Business v. Sebelius at @SCOTUSblog. Staci Zaretsky, A Biglaw Partner’s Big Twitter Meltdown (2013). https://above thelaw.com/2013/10/a-biglaw-partners-big-twitter-meltdown/?rf=1. Mr. Regan’s transgression was compounded by the fact that @SCOTUSblog is not the Twitter feed of the Court whose decision had drawn his ire but that of an anonymous commentator. As it turns out, @SCOTUSblog was more than willing to engage Mr. Regan in a way that is hard to imagine that any of the Justices would. After being roundly mocked and retweeted thousands of times, and held out as a laughing stock, Regan deleted his account but the “evidence” of his behavior remains.

In more serious cases, attorneys may face professional discipline or even disbarment. Lawyers for New York City’s Administration for Children’s Services (“ACS”) and another from the Legal Aid Society were disciplined after ridiculing people in Family Court by posting pictures of and derogatory comments about them. Nikita Stewart, Lawyers for Child Welfare and Legal Aid Under Scrutiny for Facebook Posts, N.Y. Times, August 30, 2017, at A21. As in most states, it is illegal to take photographs in a New York courthouse. In In re McCool, a lawyer was disbarred after fomenting a harassing social media campaign designed to influence ongoing domestic relations proceedings. In re McCool, 172 So.3d 1058, 1084, 2015-0284 (La. 6/30/15).

So while it is unavoidable to use technology in today’s practice, lawyers must be mindful of their use given the professional ramifications due to improper use.

2. While the practices and influence of the “good old boys” may be on their way out, a good reputation remains essential to attorneys at every level.

Many hallmarks of the legal community in decades past are anathematic to contemporary values. Fortunately, the legal profession has evolved along with the society it represents. many Outdated and toxic practices are gradually being laid to rest like mandates for women to only wear skirt suits or the lack of diversity in the practice. Yet, one tradition worth keeping, however, is the premium attorneys have historically placed on their professional reputation.

The Preamble to the Model Rules of Professional Conduct (“Rules”) sets forth the noble function and high expectations of the legal profession. As attorneys, we have a “special responsibility for the quality of justice”; we must be “competent, prompt, and diligent”; and we should “further the public’s understanding of and confidence in the rule of law…” Importantly, in executing our duties, we are “guided by personal conscience and the approbation of professional peers.” (emphasis added).

Of course, we should strive to meet these standards as a matter of principle. Presumably, each lawyer is motivated at least in part by a desire to do some form of good. From a more pragmatic perspective, however, practicing law in a way that comports with the Rules’ high-minded ideals confers tangible benefits on practitioners. No matter how the profession might change over time, it remains true that every attorney’s stock and trade is their reputation. To the extent that reputation is earned, it depends largely on other lawyers, former clients, and in some instances evaluating institutions. Fred C. Zacharias, Effects of Reputation on the Legal
Profession, 65 WLLR 173, 183 (2008). In all three cases, a forthright and civil approach is paramount.

Lawyers are often caricatured as cutthroat, win-at-all costs misanthropes. Regrettably, many lawyers subscribe to this dim view of what the vocation calls for. In 2007, the Illinois Supreme Court conducted a survey examining professionalism. The findings included that 71 percent of respondents had experienced some form of rudeness in the prior year, including “sarcasm, condescending comments, swearing or inappropriate interruption.” Jayne R. Reardon, Civility as the Core of Professionalism, September 19, 2018. https://www.americanbar.org/groups/business_law/publications/blt/2014/09/02_reardon/ An even greater number indicated that they had experienced “strategic incivility” comprising opposing counsel’s apparent efforts to gain strategic advantages through sustained discourteous behavior. Id.

In reality, and as articulated in the Model Rules, being a lawyer hardly requires and at its best repudiates this nastier mode of conduct. In Marcangelo v. Boardwalk Regency, the 3rd Circuit wrote, “We do not approve of the ‘hardball’ tactics unfortunately used by some law firms today. The extension of normal courtesies and exercise of civility expedite litigation and are of substantial benefit to the administration of justice.” Marcangelo v. Boardwalk Regency, 47 F.3d 88, 90 (3d Cir. 1995). In 2014, the Illinois Supreme Court Commission did another survey on professionalism, which found that nearly 63 percent of responding attorneys felt that most of their colleagues were “civil / professional” and that 28 percent of respondents felt that most of their colleagues were “very civil / professional.” Survey of Professionalism: A Study of Illinois Lawyers 2014. at 7. These figures were comparable to those collected in response to similar questions in the 2007 survey.

While popular culture may insist otherwise, attorneys are people too. As such, we appreciate and should expect civility in our professional circles. Moreover, and as stated by the 3rd Circuit in Marcangelo, civility facilitates the effective resolution of legal disputes. Justice Scalia famously said, “I attack ideas. I don’t attack people.” When a lawyer demonstrates through vitriolic court appearances or ad hominem attacks that he or she cannot be bothered by the constraints of decency, it is clearly a sign of an unwillingness or inability to do the hard work of disciplined advocacy. Perhaps of greater significance to the offending lawyer, the professional standing and prospects are likely to take a beating because the lawyer will have earned a bad reputation “It cannot be stressed enough that a lawyer’s reputation – good or bad – can spread quickly throughout the legal community.” New York Practice Series – Commercial Litigation in New York State Courts. § 71:3.

Treating other attorneys, court staff, and with civility not only promotes the values underlying our professional code of conduct; it helps to establish and maintain a good reputation. And ultimately our reputation is all we have.

3. Flexibility and work-life balance are gaining traction in the legal community.

There is nothing noteworthy in the observation that modern life is complex and demanding, especially for lawyers. What is worth examining is the ways in which firms are and
perhaps are not addressing the various burdens shouldered by their colleagues. At a time when work-life balance seems almost impossible, some practices are moving toward more flexible scheduling models.

Balancing the rigors of a legal career with the sundry obligations and joys of personal life can enhance a lawyer’s effectiveness and help to avoid costly mistakes. Thomas J. Watson, *Afraid to Take Time Off?*, 82-SEP WILAW 20 (2009). Unreasonable workloads can lead to malpractice claims stemming from missed deadlines, misapplication of the law, or neglecting clients. *Id.* Nevertheless, there is a very real stigma attached to taking time off. *Id.* Young attorneys do not want to risk seeming less than 100% committed. Female lawyers have historically and reasonably feared backlash for taking the full maternity leave and male lawyers often shy away from insisting on maternity leave for fear of ridicule.

More and more, however, law firms “are beginning to see the benefits of flexibility…” Adrianne Bibby, *A Look at 10 Law Firms Embracing Flexible Work*, August 2, 2017. [https://www.flexjobs.com/employer-blog/law-firms-embracing-flexible-work/](https://www.flexjobs.com/employer-blog/law-firms-embracing-flexible-work/) Among the heavy hitters that have come around to the idea are Greenberg Traurig, McDermott Will & Emery, and Reed Smith. *Id.* Adopting firms have reportedly enjoyed improvement in, among other areas, “worker productivity, engagement, and sustained quality of services offered to clients.” *Id.* While a decade ago, many Big Law firms resisted flexible work schedules, that resistance is waning. David Lat, *Another Biglaw Firm Jumps on the Telecommuting Bandwagon*, March 8, 2017. [https://abovethelaw.com/2017/03/another-biglaw-firm-jumps-on-the-telecommuting-bandwagon/](https://abovethelaw.com/2017/03/another-biglaw-firm-jumps-on-the-telecommuting-bandwagon/)

Not all flexibility models look alike. At Linklaters, lawyers who enjoy a reduced workweek (40 hours) must accept a “corresponding pay cut.” Adrianne Bibby, *A Look at 10 Law Firms Embracing Flexible Work*. Morgan Lewi Bockius LLP allows its attorneys, beginning in their third year, to work from home one or two days per week. David Lat, *Another Biglaw Firm Jumps on the Telecommuting Bandwagon*. Quarles & Brady LLP fosters a family-friendly work environment by “encouraging individual time-management solutions amid life events.” Tim Eigo, *Quarles Lands Top “Family-Friendly” Honor, 44-JAN AZATT 14* (2008). Specifically, women returning to work after a pregnancy can craft a schedule with management that meets their needs. *Id.* This might mean beginning with half days or part-time work before returning to full time. *Id.* This flexible scheduling is now increasingly being used by men as well given the desire to spend more time with family.

The trend toward more flexible schedules has been driven by factors such as employee retention, job satisfaction, and the low cost of implementation. Claire Bushey, *Slow to Telecommuting Trend, Law Firms Are Getting With It*, Crain’s Chicago Business, August 12, 2017. [https://www.chicagobusiness.com/node/147891/printable/print](https://www.chicagobusiness.com/node/147891/printable/print). Given the tangible benefits to firms and individual attorneys alike, it is reasonable to expect this trend to continue.

There are concerns about the increase in flexible schedules or the extent to which “working remotely” should be permitted. While younger lawyers seem to relish in the ability to work from “anywhere” due to technological advances, seasoned lawyers voice more concern about the impact “not being in the office” has on the very real benefit of walking information a colleagues office strategy discussion and firm camaraderie. There is a reason people join firms
or decide to become a solo practitioner. Thus, there is a delicate balance for lawyers, both professionally and personally, when trying to make it all work.