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## **Introduction**

**Bounce forward, not back**

**Whatever the new normal is going to look like,  
it has to be designed**

**Culture currency**

**The role of culture in changing work environments**

**The six elements of law firm culture remain true**

**What's in this report**

**Global application**

## **Leadership and communication**

**What it is and why it matters**

**Considerations in a hybrid work environment**

Listen well and listen often

Proximity bias awareness

**Generational opportunities**

Four generations in the office

New way of leading

**Change management**

The versatile leader

- The evolved leader
- The clear communicator
- How and when to communicate
- Communication preferences
- Space for new (millennial) leaders

## **Developing people**

### **What it is and why it matters**

#### **Considerations in a hybrid work environment**

- Upstream digital hesitation
- Opportunities for advancement
- The new role of the office
- Set an example

#### **Generational considerations**

- Millennial priorities
- Gen-learning styles
- Focus on happiness

#### **Change management**

- Feedback, feedback, feedback
- Review Upward (and all around)
- Keep it casual
- Don't neglect performance reviews (or misuse them)
- Performance layoff cautions
- Formal training continues
- Addressing the talent gap
- Ready to launch
- Tell your clients what you're doing
- Keep mentoring, and mentoring, and mentoring
- Build skills
- Summer program evolution
- Performance management

## **Well-being and flexibility**

### **What it is, why it matters 30**

#### **Hybrid Considerations**

- Return to the office
- The well-being case for flexibility
- The well-being case for coming in

#### **Generational considerations**

- Change management
- Importance of psychosocial safety
- Remove the stigma
- Elevate all voices
- Train and support managers

- Be creative in your delivery
- Bring on staff
- The billable dilemma
- Work-life hanging in the balance
- The need to disconnect

## **Relationships, engagement, and collegiality**

### **What it is and why it matters**

#### **Considerations in a hybrid work environment**

- In-office engagement
- Remote and hybrid concerns
- Harmful virtual exchanges
- Dispute resolution concerns
- (Undetected) virtual microaggressions
- In-office mandate cautions (continue)

#### **Generational considerations**

- Different communication
- Different normal
- Different preferences, sort of

#### **Change management**

#### **Keep connecting**

#### **Create more channels**

#### **Empathy and psychological safety**

#### **High-value interactions**

#### **Structure unstructured time**

#### **It's okay to disagree**

#### **Keep it casual**

#### **Include everyone**

## **Diversity, inclusion and belonging**

### **What it is and why it matters**

#### **Considerations in a hybrid work environment**

- In-office consequences for underrepresented groups
- Equalising work access

#### **Generational considerations**

- Different definitions of diversity and inclusion
- To millennials and Gen Zers, diversity is a must

#### **Change management**

- Supporting clients
- Look at the data
- Where are you recruiting?

Artificial intelligence  
Structure is good  
Consider everyone  
Creating belonging  
Listen  
Universal diversity and inclusion

## **Recruiting and onboarding**

### **What it is and why it matters**

Considerations in a hybrid work environment  
Most are looking for flexibility  
Lateral (and new lawyer) recruitment ease  
Lateral success  
Group mobility

### **Generational considerations**

What Gen Z wants  
Who wants to be a partner?

### **Change management**

Be specific about who you are as a firm  
Articulate your purpose  
Total rewards  
Be specific about your policies and consider being flexible  
Provide resources  
Provide a plan  
Pay for attendance?  
Alternative billing tracks

## **Conclusion: embracing change**

**Evolved leadership and communication**

**Refocusing on talent development**

**Do well at well-being and flexibility**

**Relationships, engagement, and collegiality**

**Diversity, inclusion, and belonging is still allowed  
– and important**

**Recruiting and onboarding lessons**