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

- Anais Nin

Generations Agenda

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

Embracing Generational Diversity in Law Firms

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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
**Life’s Hurdles and the Emerging Adult**

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

**Why Lawyers Care**

- The paradox: Inspiring our young and admonishing theirs

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**Life’s Hurdles and the Emerging Adult**

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

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Scott Hess, Tru Insights Consulting

www.cpdesantis.com
Generational Groupings and Cusp Babies

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

“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

The Uniqueness of Generational Angst When Coming of Age

- **Boomers**: Hippies
- **Gen X**: Slackers
- **Millennials**: Entitled

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

Generational Groupings

**Boomers**
1944-1964

**Trends: Tattoos**

<table>
<thead>
<tr>
<th>Tattoos by Generation</th>
<th>% who have a tattoo</th>
</tr>
</thead>
<tbody>
<tr>
<td>All</td>
<td></td>
</tr>
<tr>
<td>Millennials</td>
<td></td>
</tr>
<tr>
<td>Gen X</td>
<td></td>
</tr>
<tr>
<td>Boomers</td>
<td></td>
</tr>
<tr>
<td>Traditionalists</td>
<td></td>
</tr>
</tbody>
</table>

Source: Pew Research Center

**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
Generational Groupings

**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
- 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

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
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

THANKS FOR LISTENING

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