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ANNUAL BUSINESS CONFERENCE

LOS ANGELES - SEP 11-13, 2024

Allen Matkins INTUIT

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NEW MCLE: 1.0 hr Civility

# 3C: Generational Differences Impacting Civility in the Legal Profession



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Associate  
Sheppard Mullin  
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Operating Partner  
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Dr. Chip Espinoza  
Author/Speaker  
Vanguard  
University/UCLA



Edith Gondwe  
Director of Justice,  
Equity, Diversity &  
Inclusion (JDEI)  
McDermott Will &  
Emery



Derek Ishikawa  
Partner  
Hirschfeld  
Kraemer LLP  
(Moderator)



Rosa Rico  
Associate  
Wilson Sonsini  
Goodrich & Rosati



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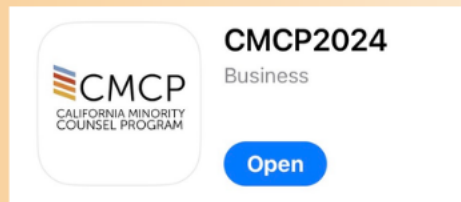
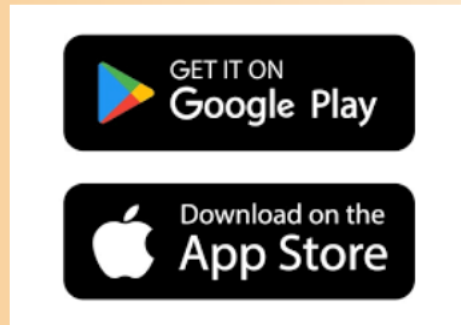
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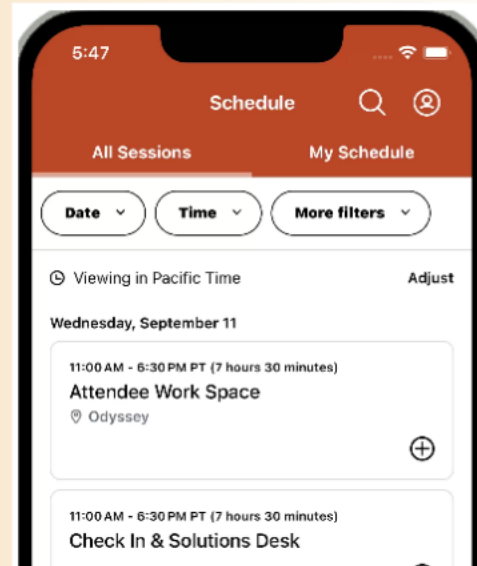


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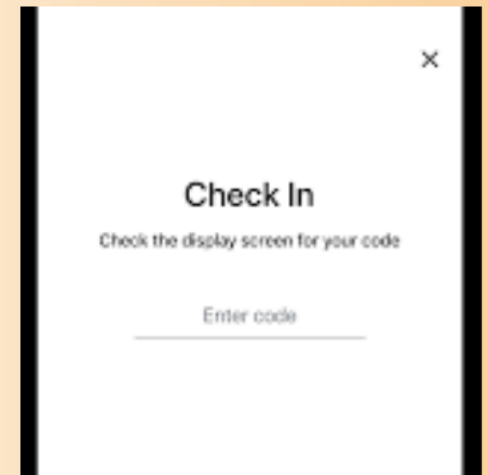
2B Mapping (or Maneuvering) the Maze: Navigating California Employment Law Changes in 2024

Thu, 9/12, 2:00 PM - 3:15 PM PT  
1 hour 15 minutes

Centennial D  
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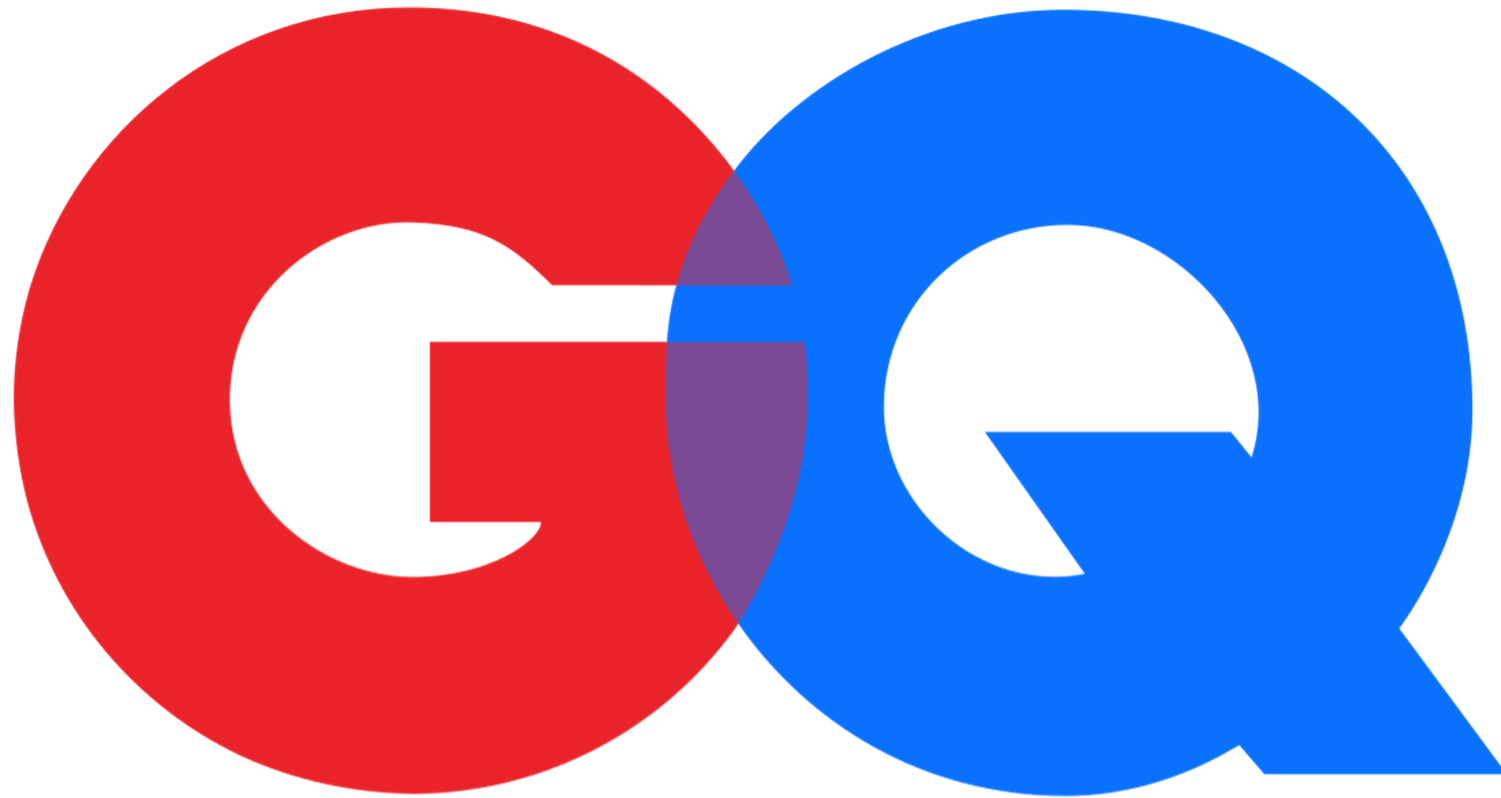
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# **Generational Quotient**

# The Generations at a Glance

The Builders/Silents/Traditionals (1926-1945)

The Baby Boomers (1946-1964)

Generation X (1965-1980)

The Millennials (1981-1996)

Gen Z (1997-2012)



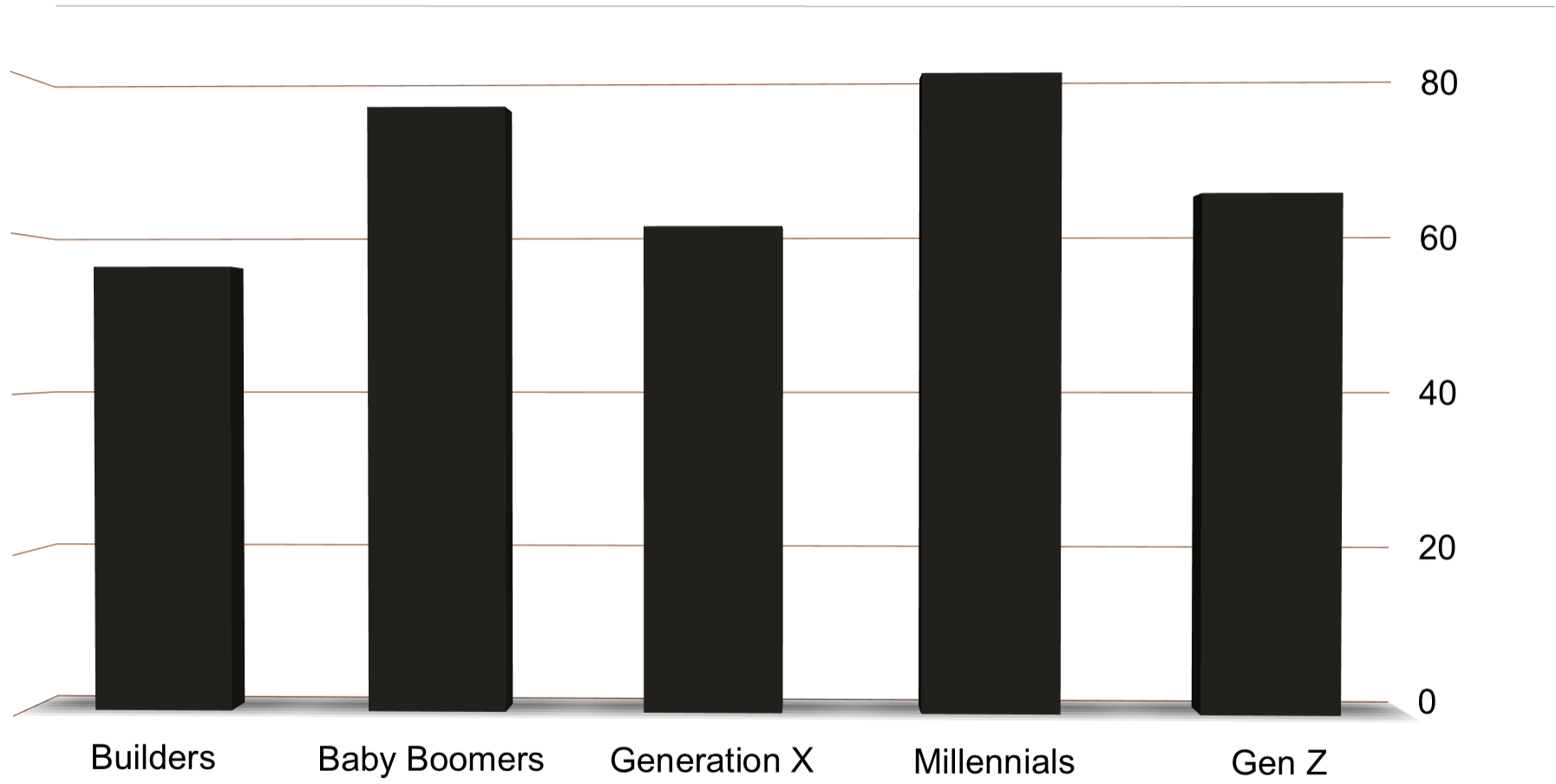
# Generational Theory (Karl Mannheim, 1923)

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- Age
- Social and economic conditions
- Experiences during formative years (adolescence)
  - Technology
  - Pop culture
  - Socio-political events
  - Parenting
  - Education System



# Size of Birth Cohorts...

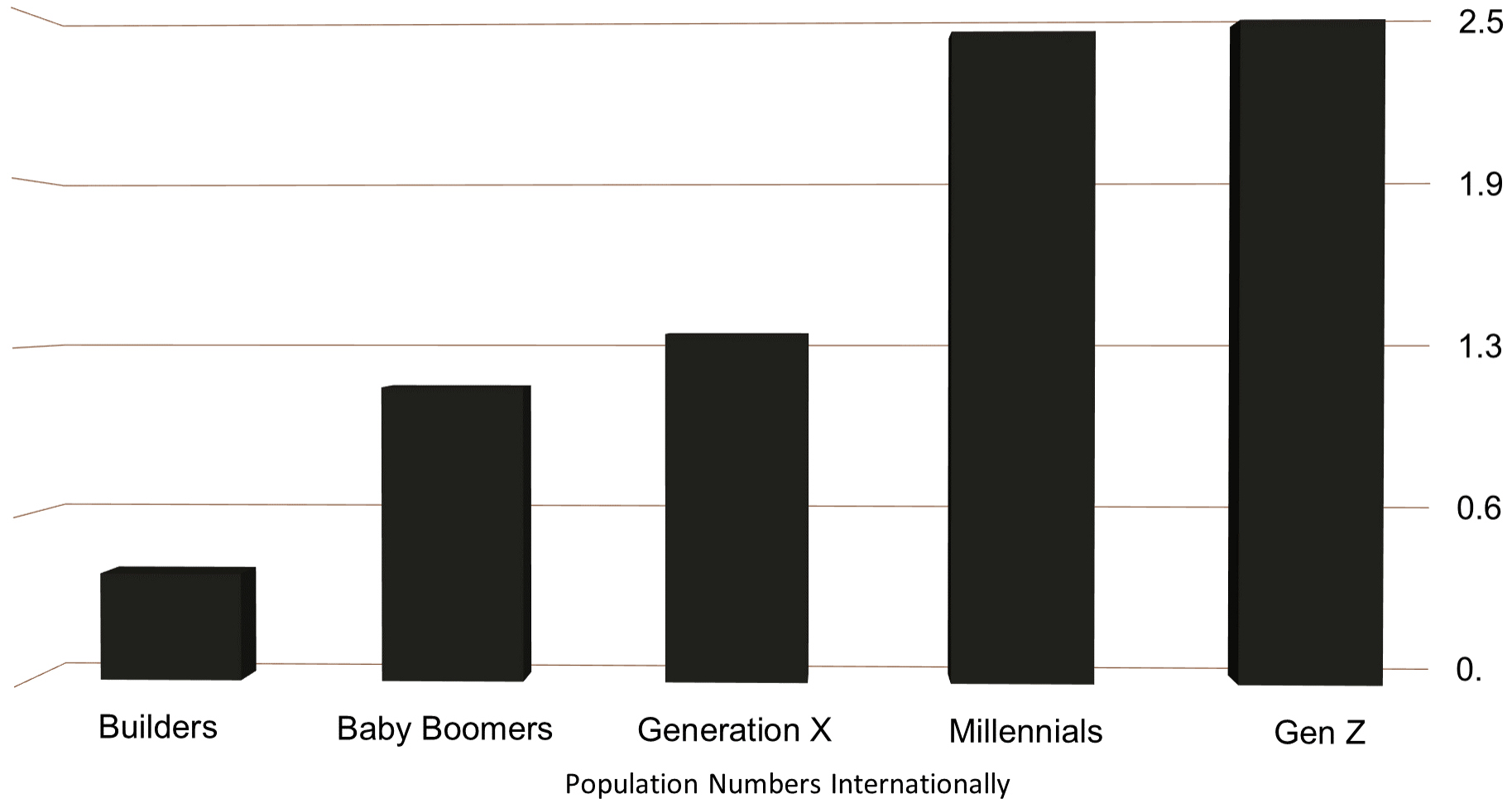


Population numbers in the U.S.



# World Population By Age Cohort

Source: Bloomberg/United Nations Data



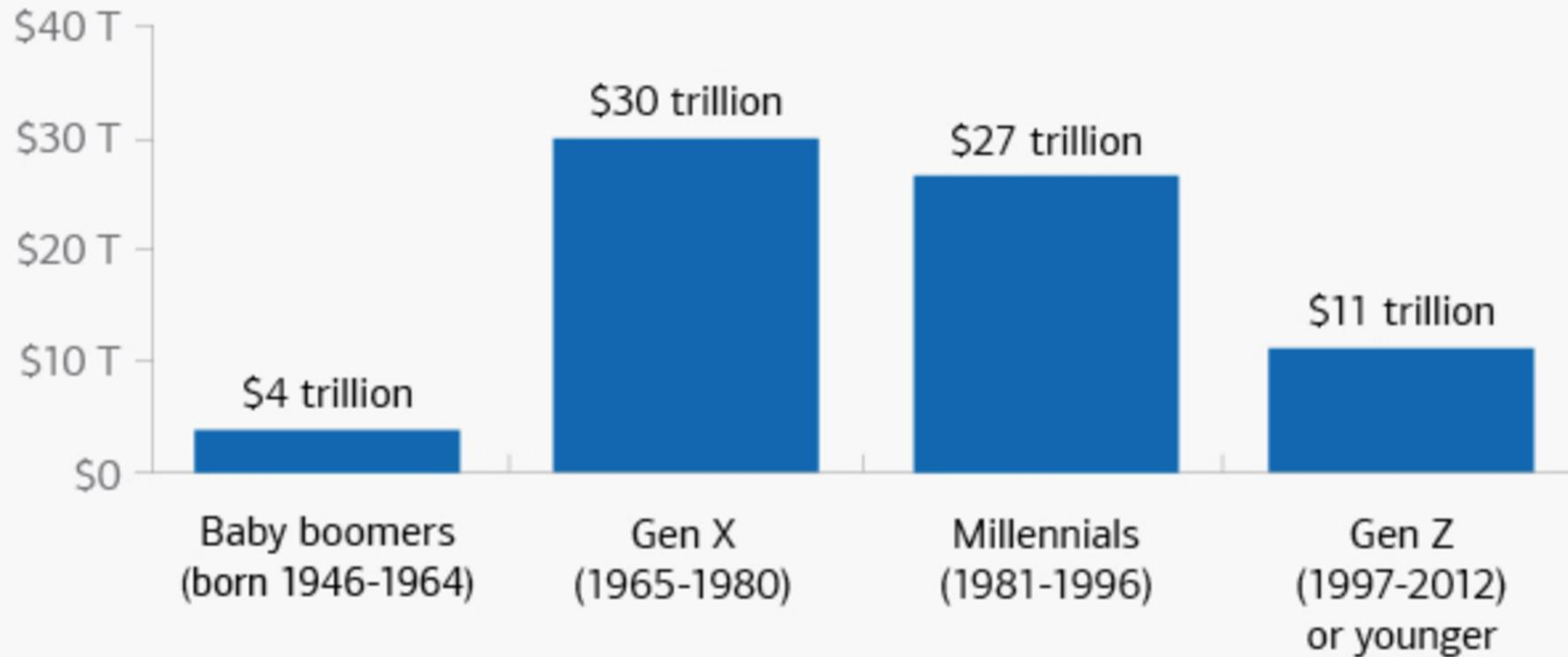
# Transfer of Wealth

THE GREATEST WEALTH TRANSFER in history: \$84 trillion in assets is set to change hands over the next 20 years.



# By the numbers: The Great Wealth Transfer

Estimated wealth to be inherited through 2045, by generation:



Source: Cerulli Associates, "The Cerulli Report: U.S. High-Net-Worth and Ultra-High-Net-Worth Markets 2021."

# Age Cohort Effect

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- Each cohort, responsive to social change, exerts a collective force for further change in:
  - ✓ Social roles
  - ✓ Social values
  - ✓ Influencing other age cohorts

NEWS

## An Unanticipated Retirement Wave Is Happening Right Now in the U.S.

February 25, 2024 | Kathryn Mayer

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The U.S. currently has roughly 2.7 million more retirees than predicted.

- Financial
- Psychological
- Post-COVID

For companies where institutional knowledge or very specific job knowledge matters, not being able to plan appropriately for the retirement of one of those knowledgeable people can be very damaging. - Bloomberg

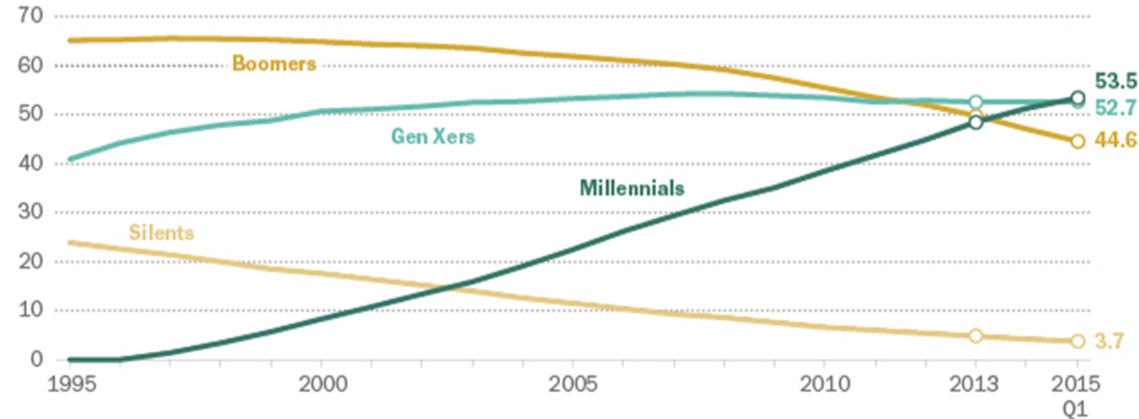
# Millennials surpassed GenXers as the largest generation in U.S. labor force almost 10 years ago.

53.5 million-strong

**PEW Research, May 2015**

**U.S. Labor Force by Generation, 1995-2015**

*In millions*



Note: Annual averages plotted 1995-2014. For 2015 the first quarter average of 2015 is shown. Due to data limitations, Silent generation is overestimated from 2008-2015.  
Source: Pew Research Center tabulations of monthly 1995-2015 Current Population Surveys, Integrated Public Use Microdata Series (IPUMS)

PEW RESEARCH CENTER







# Harnessing Demographic Metabolism

- Transfer of knowledge
- Transfer of leadership
- Transfer of wealth
- Embracing change



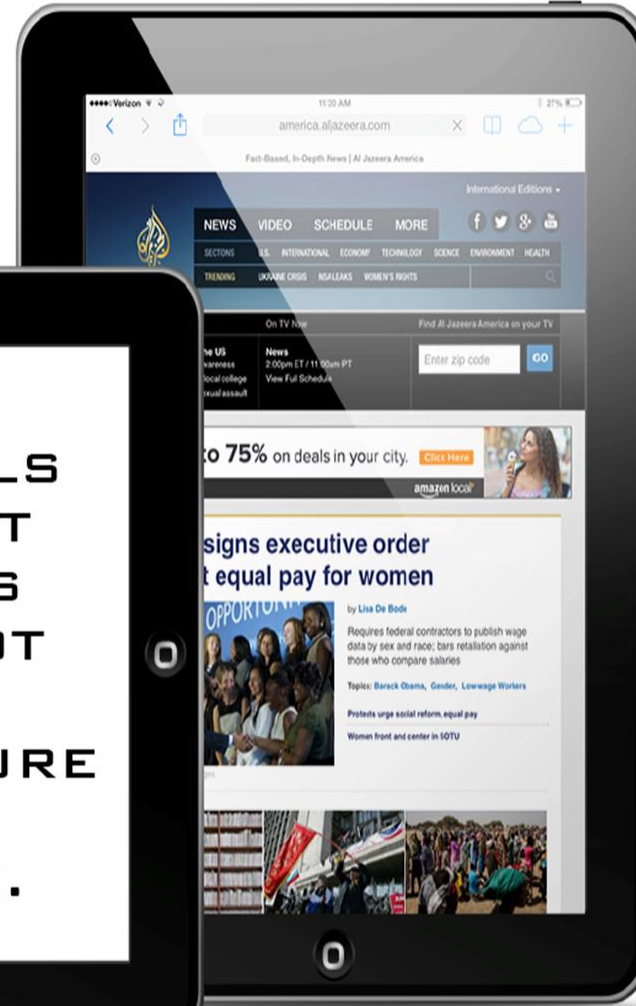
# Structural Lag

Outmoded social institutions failing to provide opportunity for its members who represent a growing population with expanding influence and economic power.

It occurs when popular philosophy falls behind technological and economic advances (Matilda Riley, 1987).



**YOUNG  
PROFESSIONALS  
ARE THE FIRST  
GENERATIONS  
THAT HAVE NOT  
NEEDED AN  
AUTHORITY FIGURE  
TO ACCESS  
INFORMATION.**





# Biggest Challenges Young Professionals Face

Challenges	What Millennials Want	LC
A lack of experience	To have more opportunity	H
Not being taken seriously	To be listened to	L
Not getting respect	To be accepted	L
Being perceived as “entitled”	To be rewarded for work	L
A lack of patience	To be promoted faster	H
Getting helpful feedback	To know how they are doing	L
Understanding expectations	To know what is expected of them	M
Miscommunication with older workers	To have a good relationship with older workers	M
Rigid processes	To have a say in how they do their job	L
Proving my value	To be recognized	H

# Understanding Baby Boomers

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- They value position and title
- They are optimistic
- They expect others to respect their authority (experience or position)
- Feedback is something they give
- Self-perception: Gives maximum effort, open to change, willing to learn new things (Conference Board of Canada)

# Understanding GenX

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- They value independence but will work on teams
- They are pessimistic
- They expect authority figures to leave them alone
- Feedback is just feedback
- Self-perception: See themselves as giving a greater effort than other Gens and being results driven (Conference Board of Canada)

# Understanding Millennials

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- Career Development is their love language
- Ambiguity is their kryptonite
- They will make decisions by indecision
- They expect authority figures to be “for” them
- Self-perception: Listens carefully, gives maximum effort, asks for help when needed (Conference Board of Canada)

# Understanding Gen Z

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They place a strong emphasis on individuality

They have heightened social awareness

They prefer competition over collaboration

They are pragmatic and realistic

GenZers differ from other generations because [they want to stand out](#), not fit in.





“My generation already knows all of the problems,  
we want to be inspired.”

- A GenZ Student

# Overcoming The Bias of Experience

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- The way “I” or “we” did it is the blueprint for everyone else
- Excuses leaders from the adaptive work they need to do
- Leaders who cannot suspend the bias of their experience fail to ask themselves questions like:
  - Why am I bothered by their behavior?
  - What threats do someone else’s values represent?
  - How will I need to change?



# Maturation Theory

# Thank you

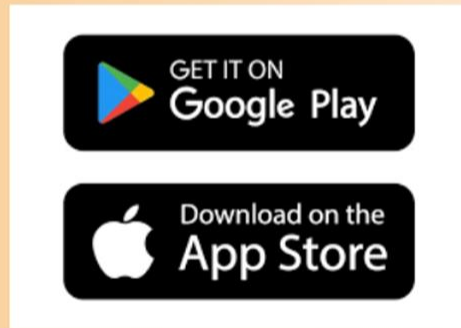
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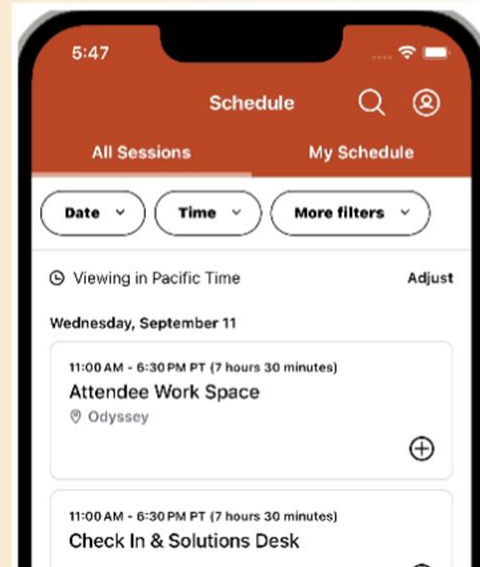


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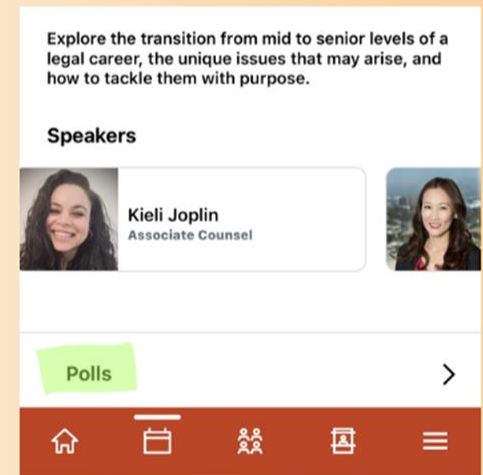
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**Remove session**

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Session 3C:  
Generational Difference Impacting Civility

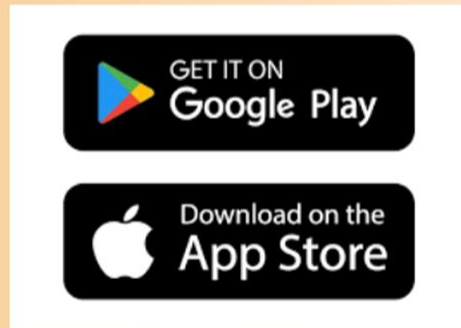
Topic 1:

- **How Has the Practice of Law Changed?**

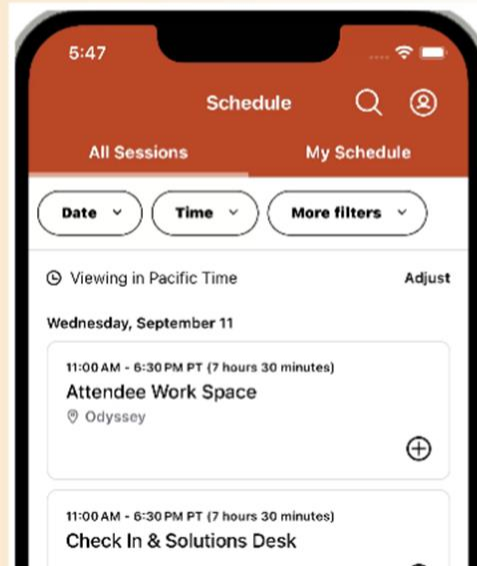


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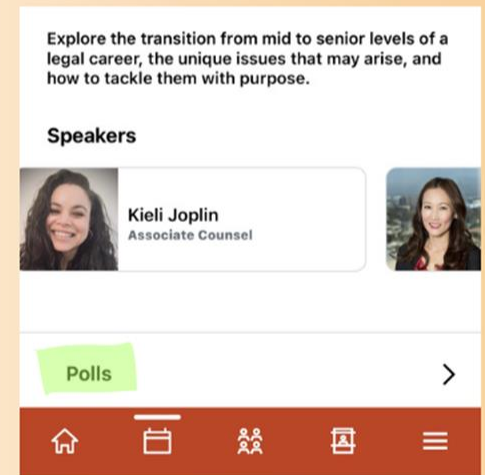
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Topic 2:

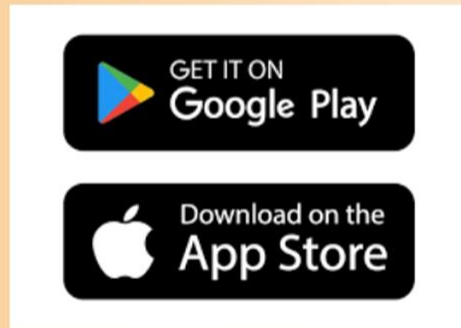
- **Work-Life Integration**



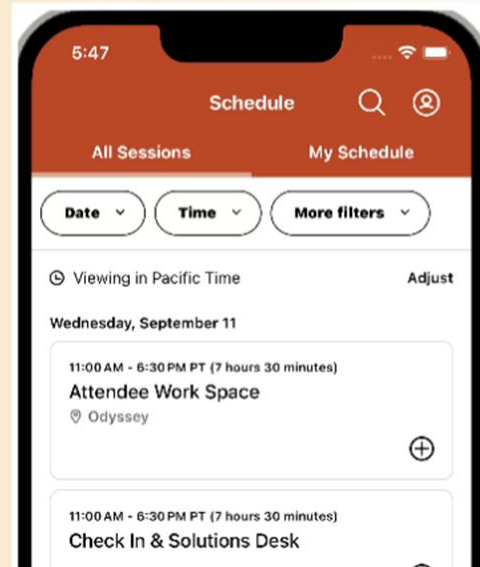


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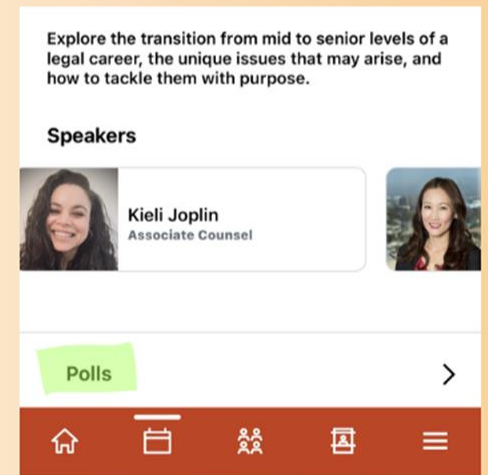
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Session 3C:  
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Topic 3:

- **Giving and Receiving Feedback**



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**UP NEXT (5:00 PM)**

**MEET & GREET  
THE GC'S RECEPTION**

**UP NEXT (7:00 PM)**

**DINE-AROUND: West Los Angeles**