

GET READY! SHIFT HAPPENS!

Times change and one generation takes over from another. You're in the midst of enormous (excruciating?) transition. Do you even know which generation or cohort you belong to? Where do you fit?

"The real story about Gen X is that Xers are radically altering the workplace, the employer-employee bargain and the nature of work."

Generational Cohorts

The Echo Boom,
a.k.a Digital Generation (1975 - 1994)

Generation X (1965 - 1974)

The Baby Boom (1946 - 1964)

The G.I. and the Silent Generation
(1930 - 1945)

The Elder Boom, a.k.a Geezers
(1913 - 1929)

Source: Nancy Peppard © 1997

Bruce Tulgan, a lawyer and owner of the New Haven-based consulting firm Rainmaker Thinking, says, "The real story about Gen X is that Xers are radically altering the workplace, the employer-employee bargain and the nature of work." (*Time*, June 30, 1997) "And, it's not just a matter of hiring good associates. Gen X is also the client base you'll be tapping into during the years to come. Eighty percent [80%] of Americans trying to start their own businesses today are between the ages of 18 and 34," according to Tulgan. (*Lawyers Weekly*, November 15, 1999)

The La Jolla Fellows' educational program will focus your attention on understanding and dealing with new partners and associates whose values,

work ethic, and world view may be mystifying to you. "Why aren't they like me?" you wonder in the middle of the night! They aren't. Get over it. Learn to capitalize on those differences for your benefit, the firm's bottom line, and their positive contribution. Oh, yes, and they could earn you a lot of money as clients!

So, do you even know how to use their tools??? Think again! See how **e•Practice!** works and start figuring out how you can do it too!!!

NOTES FROM LOWELL

La Jolla and Change

Dr. John Brantner, psychologist, recently commented:



"We are living on one of the highs of history... One of those transitional periods between ages, when all of our institutions are shaky, all of our assumptions are being challenged, and all our power is loosened. Instability and uncertainty are going to be part of our lives. Our survival may depend upon our ability to disconnect from the past and accept change as a way of life. We will be discouraged and anxious and surprised all of our lives, but we will be participators (creators) in the emergence and shape of a new age."

The installation of the Class of 2000 and the presentations at the Fellows meeting on September 16th in La Jolla, California, will rev your intellectual engines, only to be cooled by the relaxing and restful surroundings of the

Editor's Note

No, you haven't missed an issue or two of the CoLPM newsletter. The last issue we published was Fall 1999, and there hasn't been enough pressing news since then to fill many pages. This issue is intended to bring you up to date.

See how **e•Practice!** works and start figuring out how you can do it too!!!

Hilton Torrey Pines, the Pacific, and times with friends, old and new. Program Chairperson Merrilyn Tarlton and her committee have arranged two programs for Fellows that will be interesting journeys into the rapidly changing legal profession.

Nancy Peppard, an expert on managing generational differences in the workplace, will lead off a morning program targeted to challenge your assumptions about working with Generation X and Generation Y associates and employees, as well as clients. In breakouts, you'll have the opportunity to share your experiences and to create tools to develop and sustain firm culture and management practices to attract and retain Gen X and Gen Y associates and clients.

Saturday afternoon, Fellow Neal Cameron and author/immigration attorney Greg Siskind will lead a demonstration and dialog on "e-practice" — delivering legal services through the Internet — and how lawyers in the U.S. and abroad are doing it NOW !

My goals as President announced at the last meeting are four fold:

- To expand the membership of the College to include lawyers, administrators and consultants by focusing on regional and local leaders who, by their conduct, have embraced the mission of the College. Many of these persons have made continuing and long-term contributions to the profession and should be recognized.
- To expand corporate sponsorships to ensure the financial stability of the College.
- To obtain endowment funds to create a scholar-in-residence in an appropriate law college.
- To increase the participation of all Fellows in the activities of the College by appointment to the Committee structure.

The Trustees will continue to recognize "creators" and anticipate changes.

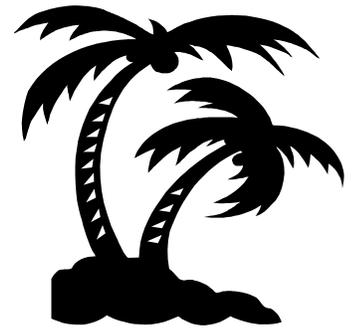
La Jolla is unique and worth visiting. Our hotel is immediately adjacent to the ocean. Please join us for an interesting and challenging weekend.

. . . Lowell E. Rothschild, President

Annual Induction Weekend La Jolla, CA

**Hilton Torrey
Pines**

**September
15-16, 2000**



Event Schedule

Friday, September 15, 2000

6:30 - Gathering Reception
8:00 PM

Saturday, September 16, 2000

8:00 AM Fellows Continental Breakfast
(Guest Continental Breakfast
8:30-10 AM)

8:30 AM **Shift Happens: Leveraging
Generational Differences
for Fun & Profit**
Dr. Nancy Peppard
Generation to Generation
Portland, OR

10:00 AM Break

10:30 AM Discussion Groups

11:30 AM Reporting and facilitated
general discussion

12:30 PM Lunch on Your Own

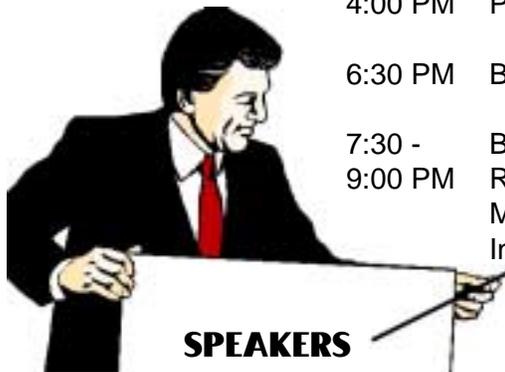
2:00 PM **e•Practice!:** Demos & Dialog
Neil Cameron
Neil Cameron, Legal
Technology Consultancy
Essex, U.K.

Greg Siskind, Visalaw.com,
Cordova, TN

4:00 PM Program Adjourns

6:30 PM Black Tie Reception

7:30 - 9:00 PM Black Tie Dinner,
Recognition of Sustaining
Members
Installation of Fellows



SPEAKERS

Nancy R. Peppard has already left an indelible mark on the field of gerontology. She is seen by many as the most important figure and forward-thinking expert in the fields of cultural gerontology and social organization. Her contributions span the gamut from developing highly effective and functional living environments to publishing, film, television, education and social awareness of the impact of cohort effect in every aspect of life. She is an expert on generational differences in behavior and values based on age and what she describes as the "cohort effect."

Nancy owns Generation to Generation, LLC, WayFinders Resource Group, and AgeAware – a consortium of businesses that focus on varying relationships between age and business, age and social/familial structures, age and politics, and age and futurism. She has been the recipient of numerous national and international awards for her work, including an Emmy for her PBS production "It's My Tomorrow, Too" and the White House Conference on Aging's Award for Excellence for "Look at Me."
www.generationtogeneration.com

Neil Cameron is a leading U.K. legal technology consultant. In a review of IT consultants offering services to law firms in *The Lawyer* magazine, he was "named by many consultants as one of the best around."

His business is advising law firms on all aspects of technology-related planning, procurement, management, recruitment, implementation and benefits realization. His clients include many of the largest law firms in the UK, medium and smaller practices, suppliers and government organizations both in the UK and abroad.

Neil has been a member of the U.K.-based Society for Computers & Law (SCL) since 1980. Neil regularly speaks at or chairs specialist legal technology seminars and conferences, including regular appearances at Nottingham Law School and CLT law firm management MBA courses. www.neilcameron.co.uk

Greg Siskind handles all aspects of immigration and nationality law, representing clients throughout the world. He consults with corporations and individuals on immigration law issues and handles cases before the Immigration and Naturalization Service, the Department of State, the Department of Labor and other government agencies.

Greg is a pioneer in the use of the Internet in the legal profession. He was one of the first lawyers in the country (and the very first immigration lawyer) to set up a web site for his practice. And he was the first attorney in the world to distribute a firm newsletter via e-mail listserv. Greg is the author of the American Bar Association's best selling book, *The Lawyer's Guide to Marketing on the Internet*. He has been interviewed and profiled in a number of



leading publications and media including *USA Today*, the *New York Times*, the *Wall Street Journal*, *Lawyers Weekly*, the *ABA Journal*, the *National Law Journal*, *American Lawyer*, *Law Practice Management Magazine*, National Public Radio's "All Things Considered" and the *Washington Post*. www.visalaw.com

UNDERSTANDING GENERATION X in 250 Words or Less

According to a survey of corporate managers, Generation Xers — those individuals whose ages are now in the 18- to 34-year range — rate *very strong* on:

- Need for work/life balance
- Desire for independence and control
- Adaptability to complexity and change
- Ease with technology
- Desire for flexibility

Generation Xers rate *weak* on willingness to defer gratification.

Of course, these generalizations don't ring true with every Generation X member. However, when it comes to Generation Xers as employees, future law partners, jurors, and clients, it is important to know how to work with them.

Comparing Values	Boomers	Gen Xers
<i>Job</i>	Seek security	Want it to be interesting and fulfilling
<i>Authority</i>	Accept it	Challenge it
<i>Participation</i>	Find it appropriate in projects	Feel it is a right
<i>Work</i>	Find it to be their primary activity	Note it is a component of life
<i>Family</i>	Find it second to work	Make it equal to work
<i>Leisure</i>	See it as a luxury	See it as an entitlement

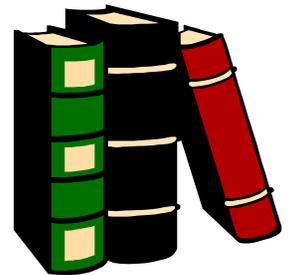
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GENERATIONS AT WORK: MANAGING THE CLASH OF VETERANS, BOOMERS, XERS, AND NEXTERS IN YOUR WORKPLACE

Ron Zemke, Claire Raines and Bob Filipczak.
AMACOM.2000.\$25.ISBN:0-8144-0480-4.
Order: (800) 262-9699; www.amanet.org.

Reviewed by Hazel Johnson

"We are living, organizationally and individually, in a best of times and yet worst of times ... No job is 'safe,' no career assured ...



Every workplace has become a continuous, sometimes macabre game of musical chairs. Every employed person, a survivor — but just for now."

So opens this exploration of the challenges of today's multigenerational workplace. According to the authors, we work in the most age- and value-diverse workforce ever. Formerly separated by a strict hierarchy and shorter life spans, the definitions of senior, middle and junior employees no longer are distinguished merely by age and seniority within a company. Merit is becoming the determining factor in advancement. How you manage this diverse and changing workplace will go a long way to determining whether your firm survives to meet the challenges of the next century.

The authors are experienced trainers, consultants and researchers in the field of generational differences. They define the four generations currently in the workforce as *Veterans* (born from 1922 to 1943, totaling 52 million), *Boomers* (born from 1943 to 1960, totaling 73.2 million), *Xers* (born from 1960 to 1980,

How you manage this diverse and changing workplace will go a long way to determining whether your firm survives to meet the challenges of the next century.

70.1 million), and *Nexters* (born from 1980 to 2000, 69.7 million and counting).

The first section of the book describes pivotal events that have influenced each generation, their reaction to those events and how that has shaped each group's reaction to the workplace. The second section includes case studies of five companies that turned the generational mix into an asset.

The authors assert that there are two keys to creating a successful multi-generational workforce: aggressive communication and difference deployment. They also identify five tenets of successful companies:

- accommodating employee differences;
- creating workplace choices, operating from a sophisticated management style;
- respecting competence and initiative; and
- nourishing retention.

The case studies illustrate how the tenets are applied within each company. West Group, a company very familiar to the legal community, is one of the case study subjects. The book includes 21 frequently asked questions that detail some aspect of an intergenerational workforce. It offers practical answers to solve the challenges that each entails and an inventory allowing readers to gauge the cross-generational friendliness of an organization.

Although large law firms in particular remain very hierarchical, one can only wonder if the continuing departure of mid-level associates (typically Generation Xers) to smaller firms and corporate counsel positions isn't somehow influenced by the generational differences described in this book. This is a fascinating exploration of the psyche of legal workers and an absolute must read

for managers who want to understand where their employees or co-workers come from in terms of perceptions of the workplace.

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CLASS OF 2000

The following individuals will be inducted as Fellows at the La Jolla, CA, meeting, September 15-16, 2000. Those marked with an asterisk are pending acceptance of the Trustees' invitation.

Susan Benjamin, New York

Gary L. Birnbaum, Arizona

Maximo Bomchil, Argentina

Peter R. Bonavich*, Illinois

W. J. Douglass Boyd, Illinois

Margaret Callicrate, California

John Cooperider, New Hampshire

James Cowan*, Ohio

John C. Hanley, Colorado

Ross Harper*, Scotland

Al Harrison, Texas

Jeffrey M. Hertzfeld, France

Michael J. Katos, Texas

Susan Raridon Lambreth, New Jersey

C. Randel Lewis, Colorado

Stephen Macliver, Australia

Gerry S. Malone, Louisiana

Stephen Mayson, England

Michael G. McLaren*, Tennessee

Paul F. Mickey, Jr.*, District of Columbia

Rees W. Morrison*, New Jersey

Robert S. Mucklestone*, Hong Kong

Fernando Pombo*, Spain

Blane R. Prescott*, California

Five tenets of successful companies: accommodating employee differences: creating workplace choices, operating from a sophisticated management style; respecting competence and initiative; and nourishing retention.

A Record 63 Fellows Become Sustaining Members!

Nearly one third of College members generously became Sustaining Members this year, up from 50 in 1999. Sustaining Member contributions reached \$7,400, up from \$5,200 in 1999! THANK YOU!

Barbara S. Akins; Donald S. Akins; Clinton R. Ashford; William A. Bachman; Willis S. Baughman; Joel P. Bennett (In honor of Sam Smith and Lewis Powell); Guy M. Bennett; Robert P. Bigelow; William M. Boyd; James E. Brill (In honor of Gene Cavin); David R. Brink; Terry Brooks; Simon N. L. Chalton (In honor of his Father, Thomas Ley Chalton); Phillip M. Clark; William C. Cobb; Avery S. Cohen; Edward O. Coultas (In honor of Hal Feder); Charles R. Coulter; John A. Cummins (In honor of David Brezina); Steven P. Daitch; Anthony E. Davis; F. Leary Davis (In honor of Richard Reed); Ronald W. Del Sesto (In honor of Gov. Christopher Del Sesto [RI]); Richard Q. Devine (In honor of J. Harris Morgan); Steven W. Farber; Jay G. Foonberg (In honor of Pat Nester on his retirement as Director of Professional Development and the Member Services Division of the State Bar of Texas); Gary R. Garrett;

Leon Gary, Jr. (In honor of Hal Feder); K. William Gibson; Peter A. Giuliani (In honor of Hal Feder); Herbert J. Goodfriend; Bradford W. Hildebrandt; Robert M. Greene; Bradford W. Hildebrandt; Gordon L. Jacobs (In memory of Robert Arndt - a great inspiration and friend); D. James Lantonio; Paul N. Luvera; Kathryn S. Marshall (In honor of Robert Arndt); Ronald M. Martin; J. Harris Morgan; Francis H. Musselman (In honor of Bob Arndt); Carol F. Phillips; Mary Beth Pratt (In honor of the wonderful staff I've worked with over the years who make me look good! Thank you.); Richard C. Reed; Mark A. Robertson Charles F. Robinson (In honor of Sam Smith); Richard T. Rodgers (In honor of Jay Foonberg); Joel A. Rose ; Lowell E. Rothschild; Mary M. Ruprecht ; Robert M. Schack; Sally J. Schmidt; Nancy J. Siegel; Bernard Sternin (In honor of J. Harris Morgan); Charles E. Stinnett; Larry Smith; Jeffrey L. Tolman (In honor of Bob Arndt); Warren L. Tomlinson (In honor of Bob Arndt); John C. Tredennick (In honor of Hal Feder); Paul G. Ulrich; Peter Vogel; Earle Yaffa; Robert B. Yegge; Milton Zwicker

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NO EXCUSES!

Mark your calendar now with these dates for the 2001 and 2002 meetings:

2001

September 14-15
Washington, D.C.
Park Hyatt
Washington

2002

September 19-20
Montreal, Quebec
Hotel Omni Mont-Royal

