

The Mentor

THE NEWSLETTER OF THE STATE BAR OF MICHIGAN'S
MASTER LAWYERS SECTION



"The voice of trust through experience."

Spring 2018

Message from the Chair

Table of Contents

Message from the Chair.....	1
Notes from the Editor	2
Law Firms Under Cyber- Siege	3
New Limited Scope Representation Rules Effective January 1	6
Family Reconciliation.....	7
Masks of Note.....	9
Unlocking the Talents of the Millennial Lawyer ...	10
Out of the Office.....	12

A big thank you to the 1,528 members who participated in our recent survey! The results contain a wealth of information that will provide a useful road map in setting key priorities and activities for the next few years. As the MLS council members begin digesting the survey responses, I have asked them for their thoughts and ideas on the following: (1) What was the most surprising thing you saw in the results? (2) Was there anything in the survey results that needs immediate action? (3) What did we learn about communications, program interests, topics of future programs/articles, and logistics (format, location, etc.)? Finally, is there anything we are doing that we should stop doing?



Ronald D. Keefe, Chair

The survey results contain a treasure trove of ideas for future programs and activities, but I was struck by the responses concerning members' interests in law and non-law related volunteer opportunities in retirement. And, not surprisingly, many are already engaged in a broad range of public service work. We are indeed an active and generous section!

Finally, the survey asked the following question: "As an experienced lawyer, what words of wisdom would you share with a new lawyer?" The responses to this question were overwhelming, and I have asked the council members to think about how best to use the "words of wisdom" so that they are shared widely (*Bar Journal* article, letter to YLS, social media, etc.).

In my last column, I wrote that we are just getting started in finding ways to apply our experience to better serve the public. That is no longer the case. This survey is a game changer, and we are well on our way to becoming a more active Master Lawyers Section.

2017-2018

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Notes from the Editor

Spring has made a shaky return, but our spring issue is on firm ground. We have some exciting articles. Two are law related. Mike Naughton explains how to protect your client's data in "Law Firms under Cyber Attack." If you're thinking about cutting back on your civil practice, limited scope representation or "Unbundling of Legal Services" might be for you. The SBM article explains and includes a video and a sign-up for future information and trainings.

Alvin Rutledge offers a touching story of family reconciliation. Judith Ellison writes about the masks created by Fred Gannon on display at the Clawson Blair Memorial Library. Several of you have mentioned your desire to mentor. Well, it seems that the group of new lawyers, the millennials, are seeking mentors. Read JP Box's article "Unlocking the Talents of the Millennial Lawyer" to learn more about this interesting group.

Lastly, we have our "Out of the Office" column, designed to show how lawyers donate their time outside of the office. Please consider sending a short description of your volunteer time for our next issue.

—Roberta



Roberta M. Gubbins, Editor



**Thank you to everyone who participated in the
2018 Master Lawyers Section Membership Survey.**

The results are in.

**The Council is summarizing and pondering.
Stay tuned for a full report in our next issue.**

Law Firms Under Cyber-Siege

By Michael C. Naughton

Hackers target law firms to access confidential information

Law firms are increasingly the targets of hackers; the news is replete with examples of firms' confidential material being exposed.

In a recent hack in Panama City, over 11.5 million documents were exposed from Mossack Fonseca, a law firm in Panama. To put that in perspective, the 2013 N.S.A. leak by Edward Snowden involved at least 1.5 million documents. The "Panama Papers" breach is one of the largest leaks in history and its impact was felt around the globe, uncovering the offshore accounts of 140 politicians and public officials.

In 2016, hackers were arrested and indicted for hacking into several prominent U.S.-based international law firms with offices in New York. According to the Department of Justice, the hackers allegedly targeted at least seven law firms and other entities in an effort to unlawfully obtain valuable confidential and proprietary information.

There is no 100 percent foolproof mechanism to protect organizations from intrusions. However, lawyers must be more cognizant of the security measures in place within their practices in order to better protect their clients and their own information.

The CIA-triad (confidentiality, integrity and availability) serves as a conceptual framework for computer and information security, commonly referred to as InfoSec.

The genesis of the triad can be traced to 1975. At that time, security specialists recognized three categories of threats to information: unauthorized information release (confidentiality), unauthorized information modification (integrity), and unauthorized denial of use (availability).

The term CIA-triad first appeared in 1989 in the Johnson Space Center-NASA Information Security Plan. In the ensuing years, adoption of the CIA-triad

theoretical model grew among information security practitioners.

Organizations are confronted by threats to their information security daily. These threats occur from within and outside of the organization. Outside risks include those from malicious parties looking to steal data, intellectual property, and user credentials. Malicious parties may also compromise software or data quality and introduce deleterious code into systems causing them to fail. Additionally, careless behavior by employees, customers, and partners may also cause systems' vulnerabilities. According to research conducted in prominent information security journals, "InfoSec incidents can damage an organization's reputation and financial health."

There is hope for organizations seeking to protect information and data. InfoSec security practitioners seek to prevent, prepare, detect and respond to InfoSec incidents. Ensuring 100 percent prevention of information security events is impossible. However, those organizations that contemplate and construct InfoSec strategies and internal policies are better equipped to prevent InfoSec events and respond when they occur.

Legal practices, as organizations that maintain sensitive data, must be mindful of security threats. The ABA Model Rules of Professional Conduct set forth the duties and responsibilities expected of lawyers. These include providing competent representation that requires legal knowledge, skill thoroughness, and preparation. The Model Rules also highlight the duty of a lawyer to not reveal information related to the representation of a client without client consent and should make reasonable efforts to prevent inadvertent/unauthorized disclosure of or access to information related to the representation of a client. Lastly, the Model Rules state that a lawyer shall store clients' property, in connection with a representation, separate from the lawyer's own property.

ABA Formal Opinion 477R, published in 2017, confronted the transmission of information over the

internet related to the representation of a client. In the Opinion, the committee recognized the sophistication of InfoSec threats and noted that some forms of electronic communication may be vulnerable. Pointing to Model Rule 1.6(c), the committee cited the following “reasonable efforts” determination factors:

- The sensitivity of the information;
- The likelihood of disclosure if additional safeguards are not employed;
- The cost of employing additional safeguards;
- The difficulty of implementing the safeguards; and
- The extent to which the safeguards adversely affect the lawyer’s ability to represent clients (e.g., by making a device or important piece of software excessively difficult to use).

Consistent with this analysis, it was found that “particularly strong protective measures, like encryption, are warranted in some circumstances.” Considering InfoSec and protecting client information, the opinion offered seven considerations for lawyers:

1. Understand the nature of the threat.
2. Understand how client confidential information is transmitted and where it is stored.
3. Understand and use reasonable electronic security measures.
4. Determine how electronic communications about clients matters should be protected.
5. Label client confidential information.
6. Train lawyers and nonlawyer assistants in technology and information security.
7. Conduct due diligence on vendors providing communication technology.

Accordingly, legal practices ranging from solo practitioners to multi-national firms are mandated to maintain the confidentiality, integrity, and availability of information related to the representation of clients. Lawyers must take appropriate steps to identify and defend against InfoSec events. The CIA-triad and the ABA Model Rules of Professional Conduct provide models that can assist legal practitioners to consider the implications of InfoSec events and tactics to use within their businesses to mitigate problems.

Confidentiality

To maintain client confidentiality, a lawyer should understand and apply security measures to protect client information and communications. There are myriad tools including Virtual Private Networks (VPN), adoption of a password manager that utilizes unique and complex passwords changed periodically, utilization of firewalls and antivirus software on devices holding client information and maintenance of hardware by applying security patches to software.

Attorneys should learn about and apply encryption on devices. When an item (such as a device, folder or file) is encrypted, it is digitally transformed into an inaccessible format that can only be accessed once unlocked. Lawyers should encrypt devices that contain confidential information, such as smart phones, tablets, laptops, and desktop computers. Encryption should also be used for the transmission of materials via email.

Lawyers should take stock of the data in their possession and mark confidential client communications as “privileged and confidential.” Such disclaimers can be affixed to emails, letterheads, and other communication methods to alert third parties that the information in the communication is intended to be confidential.

Integrity

The integrity of data refers to the protection of information from cyber criminals or external interference during transmission and reception with some common tracking methods, so data cannot be tampered without the system catching the threat.

In order to maintain the integrity of client data, lawyers should fully understand how client confidential information is transmitted and where data is stored. Lawyers should determine whether files are stored on a local computer, a shared network, or on a cloud platform and evaluate the security measures in place, including authentication, unique and complex passwords, and encryption.

Lawyers should be careful with how they communicate with clients. To maintain integrity of communications and information transmitted between parties, lawyers should warn the client about inherent risks in sending and receiving communications on devices or accounts that may be accessible to a third party.

Availability

Lawyers will want to ensure that client confidential materials are available, but only to those people or entities authorized to have access. Availability is the ability to ensure timely and reliable access to and use of information.

Lawyers will want to ensure their storage mechanisms have robust security in place but also permit access for the lawyer or third party with authorization to access. Access to such data should be limited and monitored to ensure data is not inappropriately accessed.

Many organizations and law firms employ cloud-based solutions for storage of client materials. Lawyers will want to conduct due diligence on the use of third-party vendors providing cloud solutions. When considering vendors, it is important to consider reference checks and review vendor credentials and security policies, consider the vendor's hiring practices, implement confidentiality agreements, consider the vendor's conflicts check system to filter for adversity, and what legal forum or legal relief is available for violations of the agreement.

Conclusion

Now, more than ever, lawyers and the confidential materials held by them are at risk, and attorneys must

be vigilant. Hackers are increasingly attacking law firms seeking to obtain confidential and proprietary information. However, despite best efforts, no defensive mechanism is completely foolproof to prevent the leak of confidential materials but measures can be taken to decrease the risk. Regardless of the size of the legal practice, lawyers must be knowledgeable about strategies available to better safeguard confidential client materials. The CIA-triad framework, together with the Model Rules of Professional Conduct, provide conceptual frameworks for lawyers to prevent, prepare, detect and respond to attacks on confidential materials. Failure to do so not only puts clients in peril, but also may be a violation of a lawyer's ethical duties.

About the author

Michael C. Naughton is a co-owner of North Coast Legal, PLC. He is the president-elect of the Grand Traverse Antrim Leelanau Bar Association and board member of TCNewTech, a technology-focused group in Traverse City. North Coast Legal, PLC is based in Traverse City, Michigan but represents clients across the country.



Michael C. Naughton



New Limited Scope Representation Rules Effective January 1

On September 20, 2017, the Michigan Supreme Court adopted new rules providing direction to attorneys for offering ethical, quality limited scope representation (LSR) in civil cases. LSR, also known as “unbundling,” allows attorneys to provide discrete legal services of limited scope, agreed to with the client in advance, rather than traditional full representation. Based on the recommendation of the State Bar of Michigan 21st Century Practice Task Force, the rules proposal was created by the State Bar’s Work Group on Unbundling and approved by the Representative Assembly.

Changes to court rules and MRPC

The new Michigan LSR rules went into effect January 1, 2018. Amendments have been made to Michigan Court Rules 2.107, 2.117, and 6.001, and Michigan Rules of Professional Conduct 1.0, 1.2, 4.2, and 4.3. These amendments address critical topics in the LSR context ranging from, among others, defining informed consent and the scope of representation, communicating with a person represented by counsel, to the duration of a limited appearance. To assist in the implementation of the new rules, the State Bar of Michigan has formed an LSR work group. The work group focuses on a variety of tasks including developing LSR-related education and training materials for practitioners, judges, and court staff, and for the general public; drafting template forms and checklists (e.g., LSR engagement letters, motions for limited appearance, etc.); identifying metrics and effective evaluation tools; and similar work to promote LSR in Michigan and help ensure its success.

Benefits of unbundled legal services

The new Michigan rules address exclusively private civil matters, rather than criminal or commercial matters. Experience in the over 30 states that have formally adopted LSR demonstrates that this is best practice. This experience also demonstrates that a formal LSR system tends to benefit all stakeholders:

- Courts benefit from better prepared pro se civil liti-

gants, fewer delays, and a more efficient docket;

- Clients benefit from attorney expertise, and from paying for legal services only where a lawyer is truly needed; and
- Attorneys benefit from gaining access to a previously untapped market of self-represented clients, increasing revenues and growing their practices.

LSR most often involves an attorney’s providing a self-represented party with advice and coaching; mapping out an overall legal strategy to resolve the entire matter; and/or performing one or more discrete legal tasks, such as preparing pleadings, conducting discovery, making a limited court appearance, or negotiating settlement. Since unbundled services require a much lower level of attorney commitment than full representation, they are less costly, putting legal assistance within reach of many low- and moderate-income individuals who otherwise could not afford to retain a lawyer.

Not every type of legal matter, nor every client, is a good fit for unbundling. LSR tends to work best with matters such as landlord-tenant disputes, expungements, non-complex consumer or tax matters, simple divorces, and other domestic and family law issues. In all cases, unbundling requires education and training—of lawyers, clients, judges, and court staff. It also requires informed judicial engagement, rules that provide clear guidance, quality control mechanisms, deliberate attention to ethical questions, and full integration into the entire legal services delivery system.

Getting started

The first step in crafting an effective limited-scope representation agreement is the initial consultation, which includes considerably more than the traditional intake and a conflicts check.

In LSR, a successful initial consultation includes accurately diagnosing the legal issues presented; assessing the suitability of the matter for self-representation at

all, including the ethical obligation to accurately assess the client's capacity for self-representation; determining whether any LSR services are appropriate; determining which tasks the client could perform and which tasks should be performed by an attorney; assessing the client's ability to pay; determining a rough-draft budget; and, where appropriate, empowering the client to move forward with self-representation, in some cases supported by LSR, in some cases not.

Only after such a comprehensive initial consultation is it possible to determine whether to engage the client, and whether the client actually needs full representation by a lawyer, ongoing support via LSR as a self-represented litigant, or little more than some advice and a "game plan" to proceed independently with self-representation.

Whether or not to offer LSR service is, of course, up to each individual lawyer or law firm. Attorneys who choose to provide such services do not need to reinvent the wheel that has worked so effectively in over 30 other states in order to be ready for the January 2018 launch of the Michigan LSR rules. The State Bar is continuing to develop tools, template forms, training materials, and other resources. Watch the State Bar's website for these resources as they become available, as well as links to the text of the actual LSR rules.

Click [here](#) to watch a video on LSR and sign up to be notified when LSR materials are posted on the SBM website.

Family Reconciliation

By Alvin Rutledge

I attended Andy Haddad's funeral on a cloudy summer Tuesday—one of those funerals I wasn't sure I should attend. Andy was a longtime family friend from back in the days growing up on the east side of Detroit.

His family of 11 kids and mine of 10 kids belonged to Guardian Angels Church. It seemed that about every one of the Haddad kids matched up in school with one of us Rutledge kids. Andy and my brother John were classmates attending both grade school and St. Anthony High School. My brother Ed was a classmate with Joe Haddad, a football star at both Guardian Angels and St. Anthony. I'd run into Andy maybe once a year and we'd exchange greetings.

Over the years we rarely saw any of his sibs but whenever one of the Rutledges passed away you would always see Andy at the funeral home and at the services—a handsome Lebanese man with chiseled features, deep-penetrating eyes, and a thick mane of jet-black hair in a tailored suit offering his condolences. He was always a welcome link to the past. As I am the only one of my remaining sibs in the Detroit area I decided to go.

In his casket he actually hadn't changed much except after 89 years he had a large crop of steel grey hair. I spoke with his widow and she remembered the Rutledges and thanked me for coming.

I sat about eleven rows back on the left and the Haddad family, all wearing black suits or dresses, was across the aisle in the first five rows. As it frequently happens, there were a few empty rows and then about five to six rows of other mourners on each side of the aisle in this modern high ceilinged church in Grosse Pointe Shores which is many steps up from the ugly cinder block walled cruciform church in Detroit we attended as kids.

Just before Andy's grandson began the second reading, a lone women in black hurried up the aisle and sat down in the pew directly in front of me. She bore many of the same features as Andy: chiseled features, a strong nose and cheek bones, dark eyes, and a grey and black head of long hair. Her face resembled Andy's. It seemed surely she was a sister. Was she also conflicted about attending? Is that why she was late? Why she didn't she sit with the others?

She was in grief and reached for a tissue several times throughout the homily and hymns. Through it all she also seemed ill at ease.

A few family members on the other side of the aisle turned back to look at her and nudged each other and whispered, which precipitated others to turn back and look. One made a slight hand wave which she returned, just as timidly.

Was this a sister they hadn't seen or spoken to in years? Had she been separated from her siblings for a long time? Why didn't she go up and sit with the rest of the family? I thought she hadn't been in a catholic church in a long time. Didn't seem to know the sitting, kneeling, standing protocol and seemed to have no clue what to do at the "sign of peace." No Communion for her either.

A few of the family glanced over at her on their return from Communion but none of them made any sign of greeting or even recognition.

Why did she seem so ill at ease? Had she done something, perhaps long forgotten, to deserve this treatment, or were they the at-fault parties?

The priest concluded the service and the casket and pallbearers processed out while the congregation sang "...and He will raise you up on eagles wings..."

The woman buttoned her coat with her head down and searched for her car keys while sniffing and drying her tears.

As the casket passed us the family followed and one of the grey-haired women in black broke ranks and without speaking reached out and took this woman's hand, then embraced her, locked arms with her and had her accompany the rest of the family behind the casket. I couldn't see her face but her shoulders lifted up after the embrace and the two walked arm-in-arm out of the church.

I had a few sniffles as I searched for my keys. I was glad I went.

About the author

Alvin Rutledge, Member, State Bar of Michigan for 50 years; founder and retired member of Rutledge, Manion, Rabaut, Terry, and Thomas PC, Detroit, Michigan.



Alvin Rutledge



Masks of Note

By Judith Ralston Ellison

Recently metal masks appeared in the showcase of Clawson Blair Memorial Library. The city library is located on Main Street in Clawson, Michigan. The masks were made by a local Royal Oak artist, graduate of the College for Creative Studies (CCS) in 1996, known then as the Center for Creative Studies. The masks in the library showcase were made for a music video.

Godofredo Catolico Gannod was born in Ohio 47 years ago and thought very early on his path lay in creative writing. But his career has taken him to hand-hammered aluminum and brass and other creative materials as he fabricates for Marvel movies. Calling himself Fred, he has taken his skill to the movie industry with such films as *Batman v Superman* and *Oz the Great and Powerful*. Fred has finished his current project, *Avengers: the Infinity Wars*, now in theatres.

After graduation from CCS, having studied figure sculpture using clay and porcelain with Jay Holland, Fred created his way forward. He was a camp counselor in the arts and provided props and costumes for small films among other art projects. A band commissioned the masks on display at the library.

On close inspection the masks give an ominous impression and reminder of society's use of disguise of facial features to impress danger. When looking, one would be frightened especially at night glowing in firelight as ancient societies intended to impact. The masks are all hand-hammered metals and are head and face size.

The masks are an exciting display in the library and demonstrate how masks create a historic cultural point for many civilizations, including Japanese, African, Egyptian, Sumer, Ancient Olmec, Indus Valley, Aztec, Inca, Mexico, and others.

An internet search for masks produces stunning photos of cultural masks, many in the collection of the Detroit Institute of Arts. Viewing Fred's creative masks has made viewers more fully aware of the impact of the museum masks adorning the aisles and walls. HistoryofMasks.com details how masks can be used in rituals, ceremonies, hunting, feasts, wars, performances,

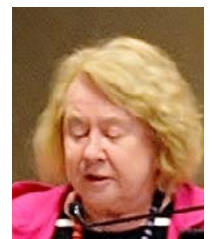


theatres, fashion, sports, and movies, as well as being protective in dangerous work like welding.

Masks like those on display in Clawson can also be used as ornamentation. But Fred's masks speak for themselves in their stunning beauty and craftsmanship. The 13 examples of hand-hammered aluminum and brass by Fred visually impressed all ages and should cause a celebration of the importance of masks too long ignored.

About the author

Judith Ralston Ellison retired from state employment as Administrative Law Judge in 2009. She is now writing and submitting short stories. Along with her volunteer work for the Detroit Institute of Arts and Detroit Film Theatre, Judith had won two awards from Rochester Writers for Flash Fiction.



Judith Ralston Ellison

Unlocking the Talents of the Millennial Lawyer

By JP Box

“What can I do to convince you to stay?” So asked a senior partner during a long lunch in which he employed every trick of the Socratic method to try to make me reconsider leaving his firm. You see, a few hours earlier, I had just delivered notice of my imminent move to a new firm.

All told, I practiced law for six years at a large international firm in Washington, DC; a large regional firm in Denver, Colorado; and a small regional firm in Denver. But I pulled the plug on each firm after roughly two years of employment. I broke the news to partners and struggled to articulate why I had not found a lasting niche at their firms.

Eventually, I walked into an entirely new career path, cofounding a merino wool kids’ apparel company called Chasing Windmills. Consistent with my experiences, the average tenure of a millennial in a new job is [less than three years](#). A millennial employee will leave a law firm, not just when he or she is unhappy, but when he or she is not happy enough.

While Boomer and Gen X lawyers patiently “paid their dues,” millennial lawyers are not hesitant to vote with their feet and try a new firm—or even a new career. According to a [2016 study](#), 4 of 10 lawyers plan to walk away from their current firms within the year.

The good news, however, is that this story can be rewritten. Law firms can inspire and retain their young attorneys while remaining highly productive. Boomer and Gen X partners can work harmoniously with their younger millennial colleagues to the benefit of clients.

Who are millennials?

Millennials are young adults born as early as 1981 and as late as 1997. As a group, they are socially conscious, confident, collaborative, and diverse. They seek to blend work and life together; show an eagerness to contribute immediately; value mentorship and transparency; opt for great experiences over high pay; and believe in doing well by doing good.

In 2015, millennials became the largest working group in the United States. By 2020, millennials are expected to make up 46 percent of the US workforce, and by 2025, millennials will account for 75 percent of the global workforce.

Gen Xers (born 1965 to 1980) and Boomers (born 1946 to 1964) have experienced varying levels of stress and difficulty in integrating the rapidly growing millennial generation into their professions. It is not uncommon to hear laments such as, “Associates today just don’t want to work hard,” or “Millennials don’t commit. Millennials don’t focus.” And on and on and on.

These complaints reveal the frustration felt by many Gen X and Boomer colleagues whose attempts to motivate their younger employees seem to backfire. However, the underlying disconnect is repairable.

Gen Xers and Boomers can unlock the talents and work ethic of their Millennial colleagues by simply understanding the millennial mindset—that is, by understanding the generational trends indicating what motivates and inspires a young person’s best and most committed work.

What are the key pillars of the millennial mindset? *Forget work-life balance and embrace work-life blend.*

Law firm marketing materials abound with promises of “work-life balance.” This corporate buzzword denotes serious hard-working professionals who also have a life outside of work.

However, by promoting work-life balance, law firms risk alienating their millennial associates. Today’s young employees are seeking work-life blend, in which work is an inspiring and enhancing aspect of life—not a weight to be balanced against life.

As [Michelle Silverthorn](#), diversity and education director at the Illinois Supreme Court Commission on Professionalism, said: “For millennial lawyers, work and life are intertwined. It’s not about balancing two heavy loads on a seesaw, work on one side, life on the other. Rather, it’s about putting two complex puzzle pieces

together and making sure they fit together permanently.” Instead of merely seeking “balance,” today’s young associates expect their profession to be an important component of their lives.

Work-life blend includes a willingness to rethink when and where work occurs. The vast majority of millennials desire [more autonomy](#) in setting the location and hours of their work—whether that is in their individual offices early in the morning, a communal work area at your law firm (such as the law library), at a coffee shop, or even at home from time to time.

Importantly, work-life blend does not mean short-changing work or cutting back on overall hours. Rather, this system allows attorneys to access their most productive selves at their peak performance time and location.

Of course, law firms must adhere to some boundaries in a blended work-life environment, especially to ensure the necessary collaboration between partners, associates, and staff. However, if firms are to benefit from a motivated and productive workforce, it is imperative to loosen the rigidity of the standard 9–5 workday. By blending work and life together, firms empower their employees to meet their professional and personal obligations on a continuous flexible spectrum.

Empower your associates to contribute immediately.

Millennials are arguably the most confident generation in history. Over [three-quarters of millennials believe](#) that, “At this time of my life, it still seems like anything is possible.”

On the flip side, only [one-quarter of millennials believe](#) their employer makes full use of their skills.

Often, employers interpret this confidence as the classic case of the “entitled Millennial” (or worse). By recasting “entitlement” as “confidence,” however, law firms can position themselves to take advantage of an eager stable of young attorneys who are excited to make real contributions early in their careers.

Of course, this eagerness places more pressure on law firms to train and accelerate their young attorneys’ career development. But isn’t that why you hired those smart young attorneys in the first place? In the words of a partner who clearly saw this confident desire to contribute: “JP, I like my job, but I like it even better when you can do it for me.”

Mentor, mentor, mentor

Millennials can be a paradox. The most confident generation also wants unprecedented levels of mentorship to help train and chart the course of their careers. Millennials seek autonomy but not necessarily independence. Simply put, millennials want to learn from their more senior colleagues.

As a generation, millennials grew up receiving ongoing feedback from parents, teachers, and coaches. They have literally been trained to process mentorship and adjust their performance accordingly.

Not surprisingly then, [90 percent of millennials](#) would like to have regular check-ins with their superiors. If your firm’s partners embrace their roles as mentors, they just may be surprised at the receptiveness and coach-ability of today’s young attorneys.

Focus on improving the law firm experience, not just the financial rewards.

In study after study, millennials report that they want a meaningful and fulfilling career that makes a difference in the world. For example, [three-quarters of millennials](#) say that “it is more important to enjoy their work than to make a lot of money.”

Of course, law firms must pay their young associates competitive salaries; however, a big salary alone is no longer an effective carrot to ensure years of loyal service from a millennial associate. Consequently, law firms’ historic motivators—for example, billable hour bonuses and the prospect of partnership years down the road—often fail as consistent motivators for this generation.

Instead, law firms must focus on the experience of practicing law. For starters, firms can promote collegiality and collaboration at their law firms. As [The Washington Lawyer](#) pointed out, “Thanks to millennials, the notion that an office can be both a workplace and a social center is becoming *de rigueur* even in law firms.”

Furthermore, instead of seeking to inspire hard work through the business of law (such as trying to motivate hard work with billable hour bonuses), law firms can inspire consistent and committed effort by refocusing on the noble practice of law. At its best, our profession is a model of selfless service to others.

Nearly 9 out of 10 millennials desire “a career that does some good in the world.” As lawyers who represent

others' interests daily, we have an incredible opportunity to focus on our profession's contributions to society. And, if we do so, the youngest generation of lawyers will be ready to throw themselves into their work.

The millennial opportunity

The future of the legal profession is bright, especially for those firms willing to pivot in the direction of the country's largest working generation. Increasingly, millennials will be your colleagues and clients. Cracking the millennial code is not a luxury, but a necessity, for those firms that will excel in the newly emerging legal marketplace.

About the Author

JP Box is a lawyer-turned-entrepreneur and author. He left the practice of law after six years to cofound and run [Chasing Windmills](#), a manufacturer and retailer of merino wool children's clothing. He is the author of [The Millennial Lawyer: How Your Law Firm Can Motivate and Retain Young Associates](#) (ABA Law Practice Division) and offers consulting services to law firms. Contact him at jpboxjr.com.

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Out of the Office



Michael F. Kenny, Carlsbad, California

For the past 10 years, I have volunteered as a docent on the USS Midway, an aircraft carrier museum berthed in San Diego Harbor. Last year, 1.4 million visitors toured the ship—a number that continues to increase annually. It has made the Midway the 6th most popular museum in the U.S. and, according to *Time Magazine*, the “single most popular tourist activity in California in 2017.” Our guests come from all over the U.S. and the world. I escort them and explain the intricacies of aircraft carrier operations. I can now say “Hello,” “Welcome,” “Thank you,” and “Watch your step” in about 15 different languages. Fun job!

“Short” bio: Born in Scotland. Hold U.S. and Irish passports. Spent 17 years in the Detroit news media. While in the media, graduated from the Detroit College of Law, 1974. Member, State Bar of Michigan, 1975. State Bar of California, 1995. Michigan law offices in Birmingham and Bloomfield Hills. Now retired from law. Retired captain, U.S. Navy Reserve.



USS Midway