

STRONG

changing perception from within

GENERATION SHIFT

Attracting and retaining legal
talent in 2020 and beyond

The Battle for Talent

Law firms thrive on the quality of their talent – and competition for top talent is on the rise.

Today's law firms are multi-generational workplaces that are evolving fast to cater to the needs of new market dynamics that have put the needs of the client centre stage.

But that's not the only challenge.

Legal innovation is now a hot topic. Driven by the pressure to come up with smarter, quicker, cheaper and more flexible ways to deliver legal services, no law firm can ignore that the drive to innovate is only set to accelerate.

Which means traditional themes of talent attraction – such as early responsibility, quality clients and internal opportunities – are now being augmented by a new thematic: emerging technology.

Which begs a new and important question: will law firms be at risk of losing talent to those organisations that embrace cutting edge 'legal tech'?

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MILLENNIALS PREPARE TO MAKE WAY FOR GENERATION Z

Millennial workers are already re-defining the legal industry and pressing for technological and cultural change.

Born between 1981 and 1996, and innately comfortable with all things digital, there's little doubt that the future of the law firm is changing rapidly under the influence of emerging Millennial leaders.

Excelling at collaboration, connectivity and eager to embrace new methodologies and processes, these skilled multi-taskers expect to encounter technology that simplifies and expedites whatever they do. So they can get on with more challenging tasks.

At the forefront of championing automation and technologies that make it possible to deliver services and value to clients, they expect firms to deploy transformative tools and game-changing tech-based solutions that make it possible to respond creatively to client issues.

Now a new cohort of tech-savvy graduates are preparing to enter the workplace. Say 'hello' to Generation Z, for whom technology represents a powerful differentiator when it comes to deciding where they work and build their careers. Born after 1997, these workers have significantly different wants, needs and drivers.

Which means law firms will need to adapt their workplaces to stay relevant to young lawyers. Or risk missing out on finding – and keeping – top talent.

50%

BY 2020, 50% OF THE WORKFORCE WILL BE MADE UP OF MILLENNIALS.

41%

GENERATION Z-ERS MULTI-TASK ACROSS AT LEAST FIVE SCREENS DAILY – AND SPEND 41% OF THEIR FREE TIME ON DEVICES, COMPARED TO JUST 22% OF MILLENNIALS 10 YEARS AGO.

£7,600

A SURVEY BY FIDELITY FOUND THAT MILLENNIALS WERE WILLING TO SACRIFICE UP TO £7,600 A YEAR FOR A JOB THAT OFFERED THEM A BETTER WORKING ENVIRONMENT, WORK/LIFE BALANCE OR COMPANY CULTURE.

What the Future Workforce Wants

Today's law firms face a further challenge – the rise of technology firms and a new breed of tech-based legal disruptors means the competition for employee talent is heating up.

Today's workplace entrants increasingly expect that mundane or boring work will be undertaken using technology. But that's not their only requirement on the table.

One thing is for sure, Millennials and Generation Z have a strong focus on constantly upskilling and learning in the workplace to ensure they keep up with the speed at which the legal industry is changing.

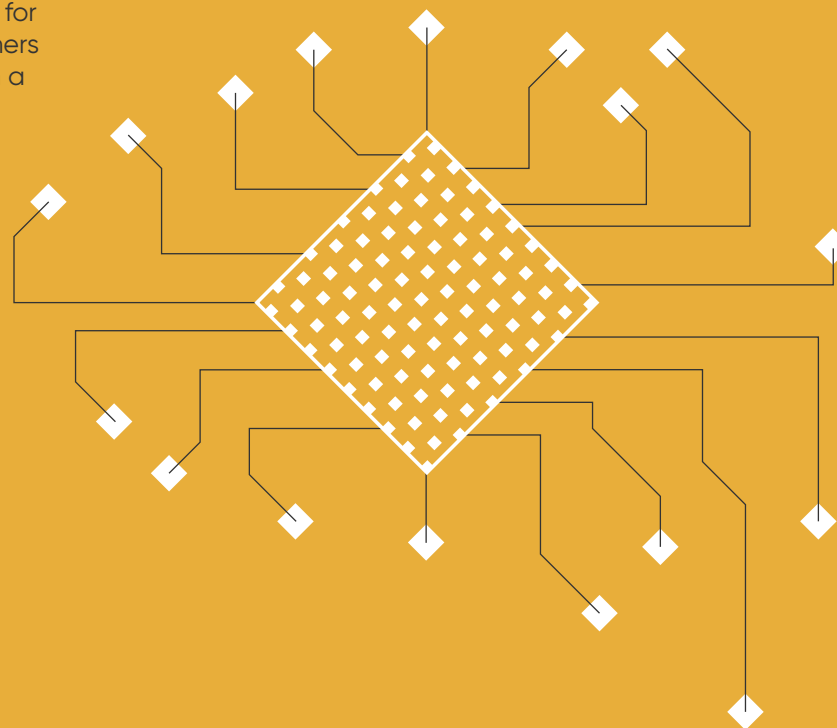


The rise of AI and emerging tech

Many city firms are already taking advantage of new technologies like artificial intelligence to revolutionise mundane research tasks and boost productivity. Indeed, the growing convergence between law and computer science means that STEM (science, technology, engineering and maths) graduates are also becoming highly sought-after talent for their transferrable skills.

It's an evolution that's set to create a new wave of legal roles that will see legal specialists working alongside innovation experts to deliver new practice areas and ways of working. Get ready for data analysts, legal engineers and legal designers who are focused on resolving client problems in a commercially focused and cost-effective way.

For junior lawyers, opportunities to engage in ongoing specialist training that helps them hone their project management and IT user skills to perform tech-augmented tasks will be a winner. Because the way they deliver advice is changing fast – and top talent will be looking to firms that help them use technology creatively to respond to client's problems. That will mean being part of a multidisciplinary team whose focus is working on behalf of clients as professional problem solvers.



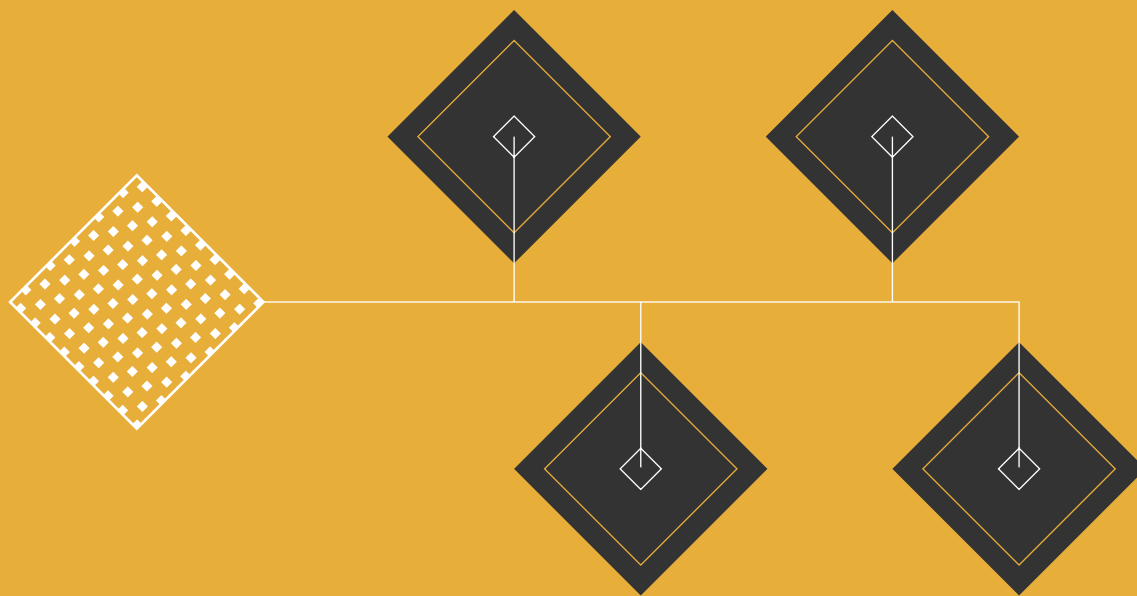
Flexible working

Going beyond providing hot desking or a laptop to work from a client's office, flexible working puts the focus on where it counts: serving client needs.

In response, many firms are initiating dynamic new office and digital workspaces designed to maximise productivity and empower people to work when and how they choose. For these organisations, agile and flexible working is becoming part and parcel of a working culture that's seamlessly enabled by cloud and mobile technologies.

With 83% of workers saying they'd consider leaving a firm if it didn't offer work-from-home options, firms that want to attract, retain and progress talented staff will need to pursue agile working initiatives make adaptable and responsive 24/7 working possible.

That's because the next generations of talent increasingly expect to be measured on outcomes – rather than hours served at their office desk.

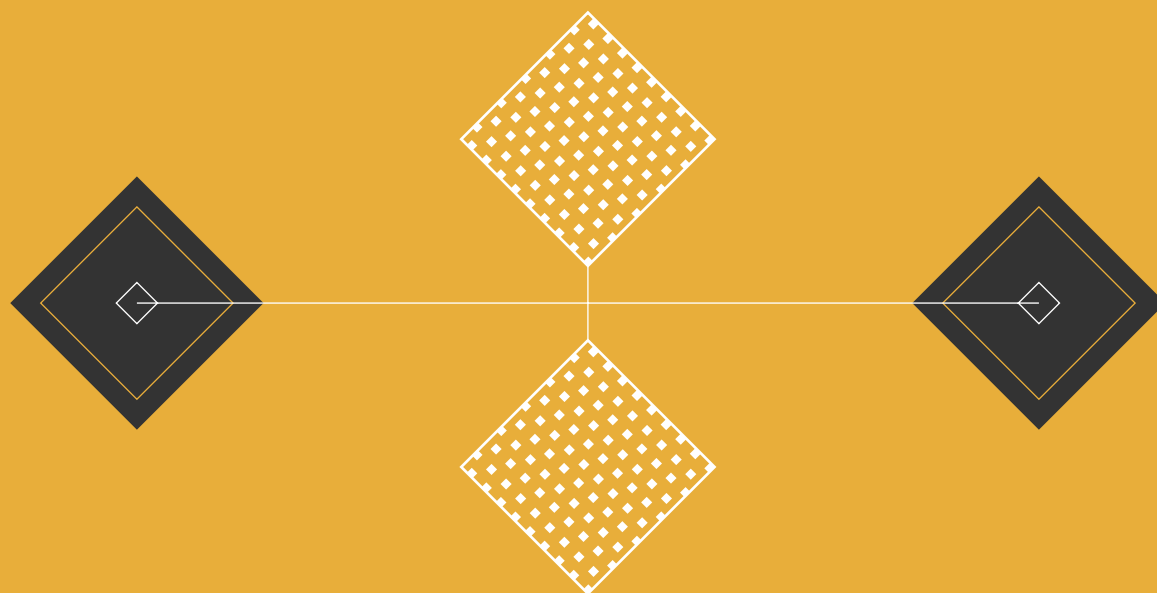


Collaboration

Today's employees use digital collaboration apps like Skype and WhatsApp on a daily basis in their personal lives and expect to encounter similarly powerful workplace tech in the office.

From virtual meetings to instant messaging and dynamic team-based collaboration platforms that fundamentally support how work gets done, today's top talent expects to work in innovative ways that make them more time efficient and effective. Whether that's transacting with clients or finding smarter approaches to undertaking challenging legal work and daily tasks.

From online chat tools to digital whiteboarding, video conferencing, live content-sharing and open office layouts, these workers expect to easily and frequently interact and share ideas with colleagues and clients. For law firms, that frequently means providing a combination of email and messaging platforms like Slack or Microsoft Teams that make it easier for people to go about their work.



Changing workplace expectations

64%

64% OF LAWYERS WANT TO WORK REMOTELY AT LEAST ONCE A WEEK¹

64%

64% OF LAWYERS WANT FLEXIBLE START/FINISH TIMES

Microsoft and Survey Monkey 2016 poll

93%

93% OF MILLENNIALS REPORT THAT WORKING FOR A COMPANY WITH UPDATED TECHNOLOGY, SERVICES AND SOLUTIONS WAS AN IMPORTANT FACTOR WHEN CHOOSING A WORKPLACE

42%

42% IF MILLENNIALS WOULD LEAVE A COMPANY DUE TO 'SUBSTANDARD TECHNOLOGY'

Penn Schoen Berland (PSB) research (2016)

¹ <https://www.hydrogengroup.com/Hydrogen/media/Media/Hydrogen-MFC-flex-working-Legal-snapshot-online1.pdf>

Using Tech Innovation to Attract and Retain Talent

Offering flexible and adaptive workplace solutions boosts the appeal of law firms looking to capture and retain top talent. Similarly, the automation of routine and mundane tasks will give employees more time to focus on creative, human and value-added work.

With technology reshaping every aspect of the law industry, firms need to provide technologies that:

- Make it possible to transition to a mobile-first world, where all back-end systems, process management and documents and legal research is accessible at any time, from any location
- Support work management tools and streamline internal operations, enabling everyone – including clients – to engage digitally
- Enable flexible working options and adaptive working approaches that appeal to a tech-fluent worker.

Making all this happen depends on having a highly integrated IT infrastructure in place that can deliver services to employees –

and clients – seamlessly. To drive business value faster, many forward-thinking law firms are choosing to work with a managed service provider (MSP) that can help them optimise the path to legal tech faster.

With an MSP tackling routine, repeatable and time-intensive workloads, innovation teams are free to focus on the strategic challenge of identifying the shape of new services and evaluating which legal tech will generate the widest range of benefits for employees and clients alike.

For law firms already in pursuit of a more agile, digital and responsive future, the rewards are clear: improved productivity and increased staff loyalty and engagement. Those that adapt fastest to a tech-enabled business future will ultimately win the war for talent.



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