

What Comes After Y?

**Generation Z:
Arriving to the Office Soon**



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Objectives

- Identify differences between Generations X, Y and Z
- List the influences of Gen Z
- List the 3 characteristics of Gen Z
- Illustrate the different work styles and workplace needs of Generation Z

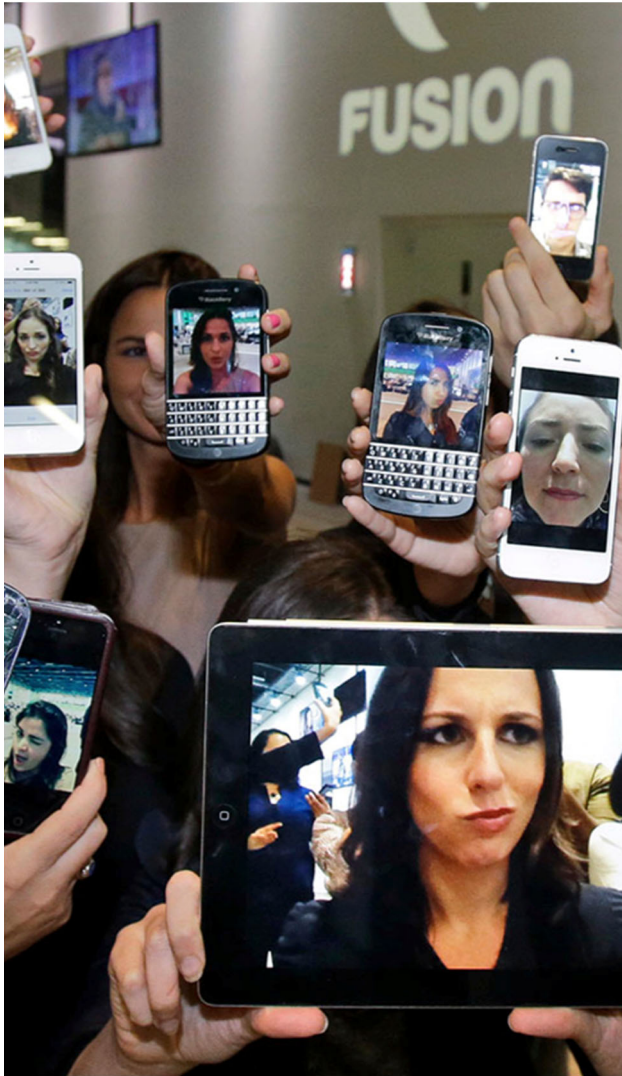


Who is Generation Z?



- Born from 1998 on
- Children of Generation X
- In grade school, middle school and high school
- About 23 million in size

Generation Z: Digital. Diverse. Distinctive.



Meet Generation Z: Arriving to the Office Soon

- Entering workplace around 2020
- Co-workers of Generation Y



At Work, Generation Z is **not** Just More of Gen Y



What May Generation Z Need to Work Effectively?



Uniquely Shaped
by Gen X Parenting

Generational Profiles

Each generation is defined by unique formative events or circumstances.



born 1965 – 1978

Ronald Reagan
Fall of the Berlin Wall
MTV launch
Gaming consoles
Recession, oil shocks



born 1979 – 1997

Internet
Social media
Portable computing
9/11 attacks



born 1998 – ongoing

Home schooling
Stay at home parents
Tablets, smartphones
Social media
Sandy Hook school shootings

Gen X Were Brought Up in Economic, Social Uncertainty



“Latch key” kids learned to be independent.



Gen X Entered a Difficult Job Market



Uniquely Influenced
by Significant Events

Like Gen X and Gen Y, Generation Z Has Experienced Formative Circumstances



Gen X



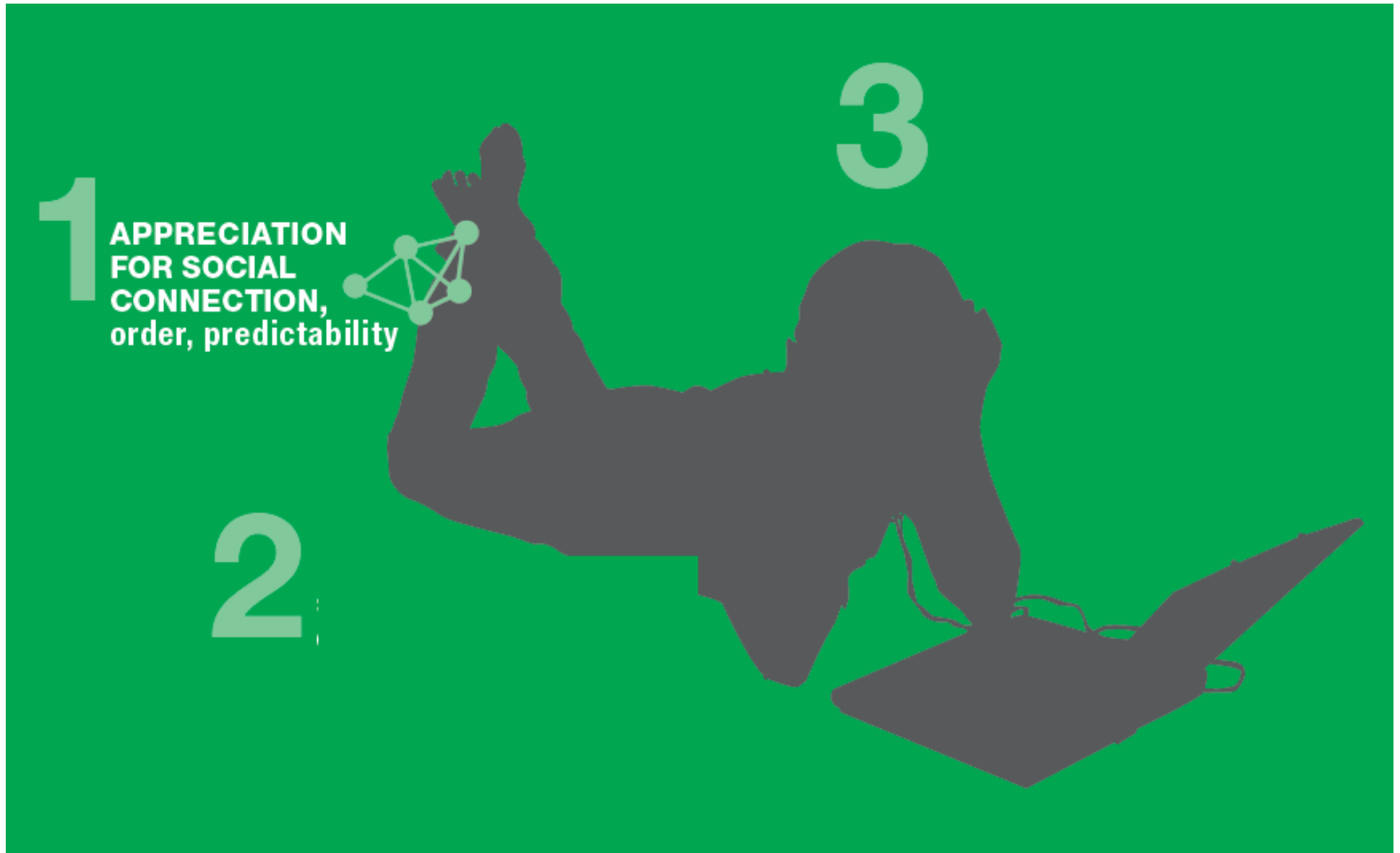
Gen Y



Gen Z

3 Characteristics of Generation Z

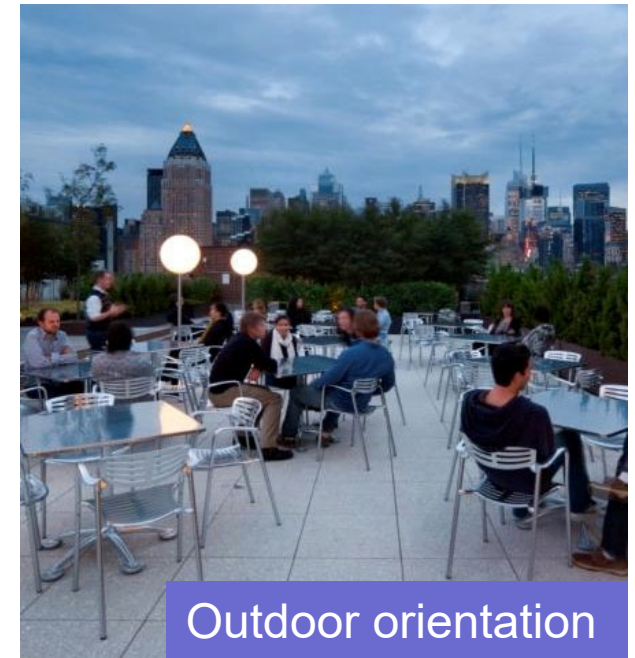
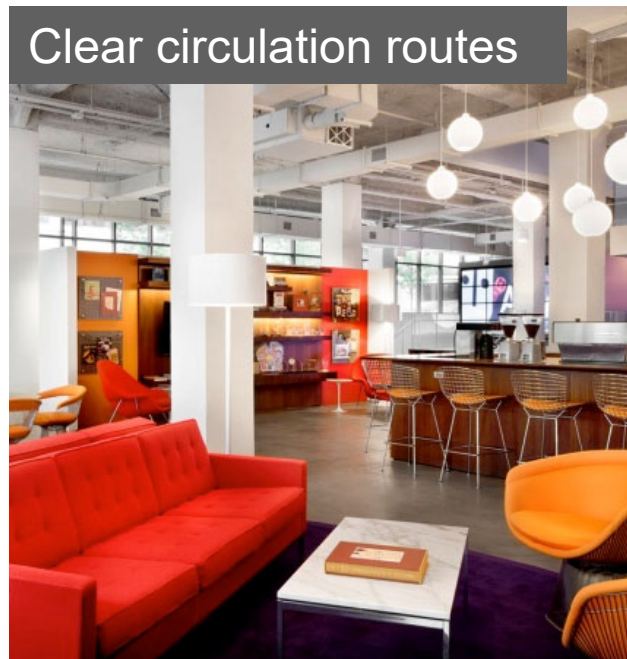
Three Characteristics of Generation Z



Characteristic 1: Appreciation for Social Connection, Structure, Order, Predictability



Characteristic 1 – Planning Opportunity: Generation Z Employees Will Benefit from Clearly Articulated, “Legible” Office Spaces



Three Characteristics of Generation Z

1

**APPRECIATION
FOR SOCIAL
CONNECTION,**
order, predictability



2

MULTI-TASKING
skills and reliance
on social media



3



Characteristic 2: Strong Multi-Tasking Skills with Reliance on Social Media



Characteristic 2 – Planning Opportunity: Generation Z Will Require Refuge Spaces for Focus Work and Mentoring Interactions



Three Characteristics of Generation Z

1 APPRECIATION
FOR SOCIAL
CONNECTION,
order, predictability



2 MULTI-TASKING
skills and reliance
on social media



3 ONLINE GAMING
EXPERIENCE
=leadership opportunities



Characteristic 3: Online Gaming Experience = Leadership Opportunities in Virtual Work Collaborations



Characteristic 3 – Planning Opportunity: Generation Z Will Thrive in “Enclave” Spaces that Support Blended Face-to-Face and Online Interactions



Enclaves provide furnishings that support collaborative activities and group work technologies.

Enclaves support a mix of online and face-to-face interaction for two to four people



Bridging the Workplace **Generation Gap**

Gen Y and Gen Z Have Varied Work Behaviors

Gen Y:

- Enjoy seamless mash up of work and personal life
- Feel job should contribute to greater good



Gen Z:

- May value practical career choices
- Less developed face-to-face social and conflict resolution skills
- Leaders in online collaboration
- Susceptible to distractions

The Workplace Must Support Both Common and Unique Traits of Gen Y and Gen Z



Gen Y:

- Comfortable with ambiguity of open, unstructured workspace
- Enjoy high degree of choice, flexibility

Gen Y and Gen Z:

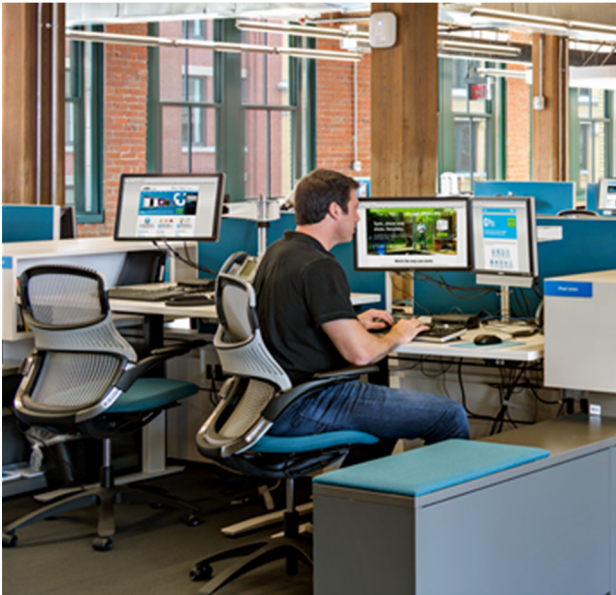
- Small family size
- Close to parents
- High user of social media, mobile technology



Gen Z:

- Value order, structure, predictability
- Refuge spaces for privacy
- Enclave spaces for blended in-person/online collaboration

Anticipate Generation Z Work Needs and Styles



Legible Office Environment

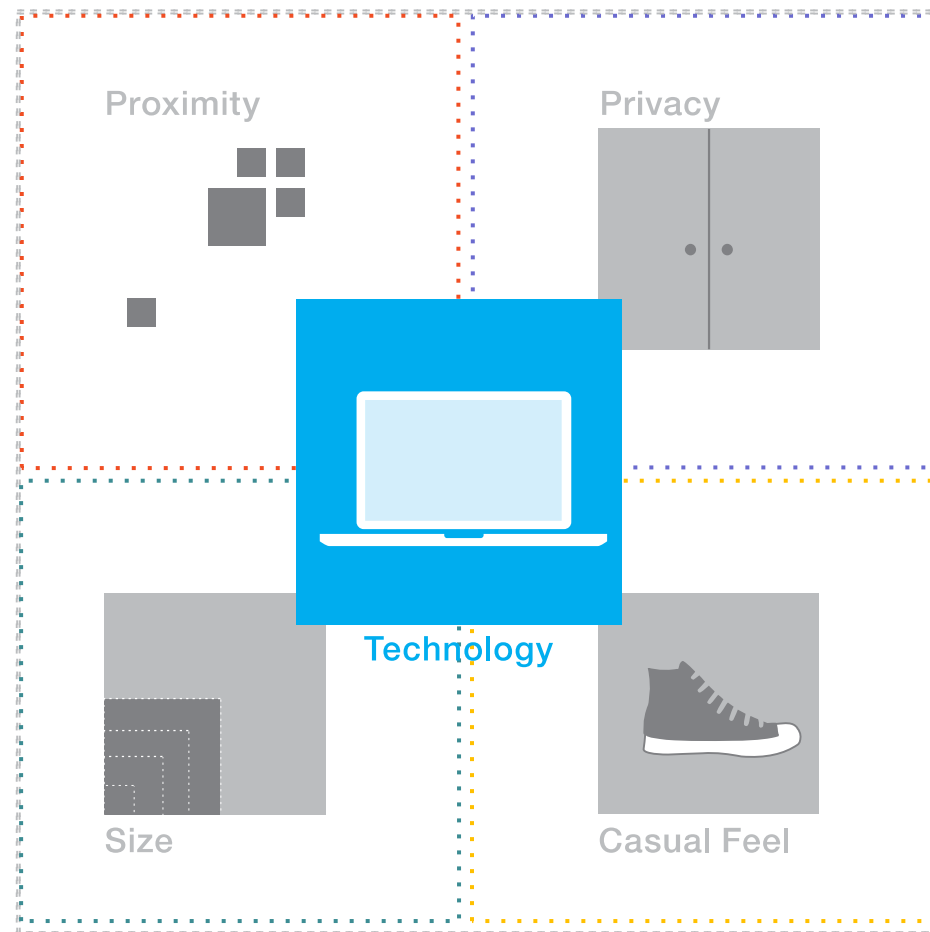


Refuge Spaces



Enclave Spaces

Final Thoughts on Planning These Evolving Spaces



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The Emerged Law Practice



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A confluence of disruptors and trends are reshaping legal operations



Mergers and Acquisitions



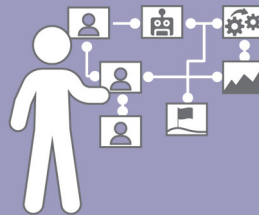
Globalization/
Distributed
Work



Pressure For
Profitability



Outsourcing



New Competition/
Delivery Models



Talent Shortages

These shifts are impacting firms in three key areas



1. PEOPLE



2. PROCESS



3. PLACE

People

Different priorities are emerging: People

1	PEOPLE	
	LEGACY	EMERGING
	Partner-track	Contract, part-time attorneys Equity vs. Income partnerships
	Lawyer leaders (Managing Partner)	Business leaders (Chief Operating Officer)
	Small in-house teams	Large, distributed teams
	Secretaries and paralegals	Specialists in information technology, research

New support ratios emerge

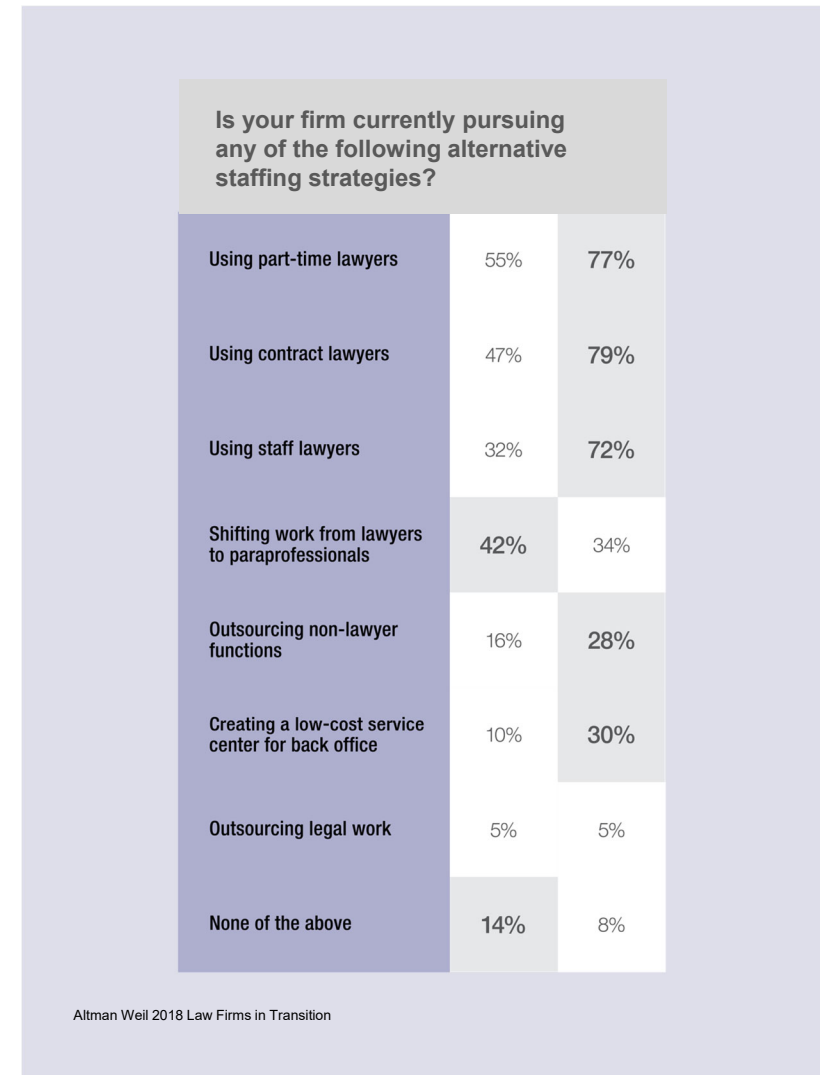


Alternative staffing strategies

Firms are reducing lower level staff while recruiting staff with more sophisticated skills who are being paid higher salaries.

- › 62% of firms decreased legal support staff levels.
- › 47% increased their spending on staff.

ALM Legal Intelligence and The National Law Journal



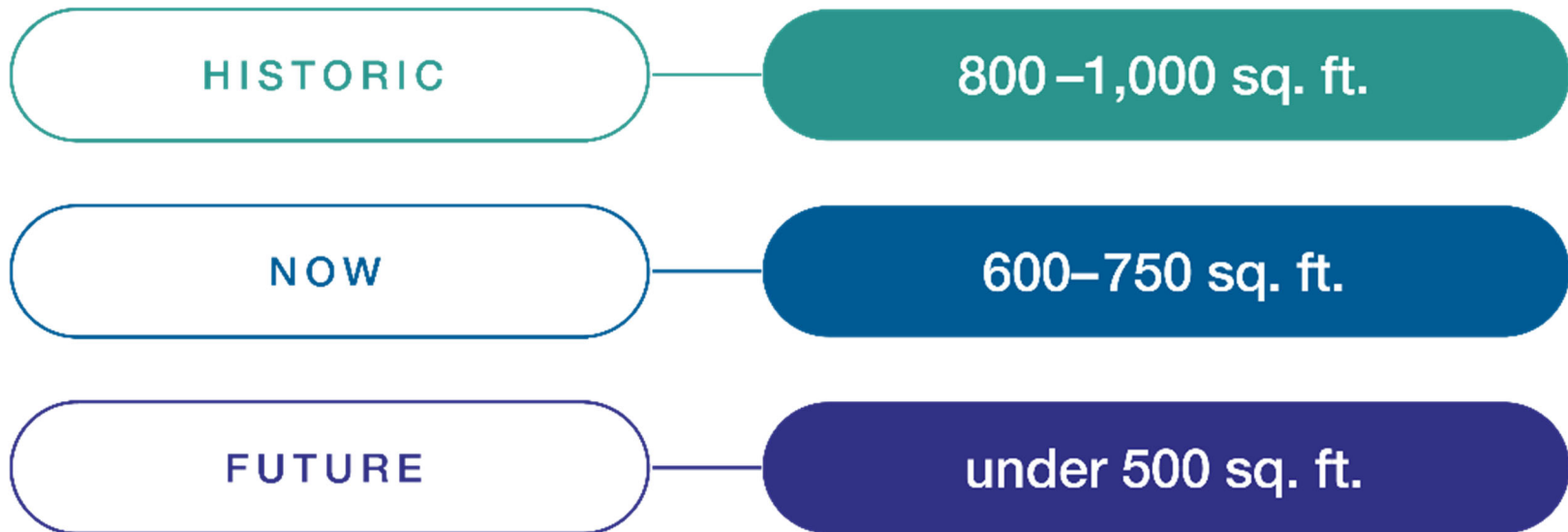
Process

Different priorities are emerging: Process

2	PROCESS	
	LEGACY	EMERGING
	Practice of law	Business of law
	Paper intensive	E-documentation, technology
	Protocol driven	Process driven
	Hourly billing	Flat fees
	Broad practice	None

Changing metrics of legal offices

Square foot per attorney
(office + common space)



Extensive amount of time in office doing focus work



One constant in law: focus time

- › Attorneys spend about twice as much time as other professionals doing reading, writing and other activities that require concentration.
- › About 70% of attorney's time is spent in their individual office.
- › Attorneys are expected to bill 1,600 to 2,200 hours a year, far exceeding a standard 40-hour workweek.

Rise of team work and need for proximity

In the legal world, well-functioning teams are crucial to the success of casework and help build morale across the office.

- › Clients realize the added value and impact a collective legal team has over an individual
- › 70% of learning is informal
- › Attorneys desire peer-to-peer collaboration and mentoring



Move toward “paper-light”

Need for less storage

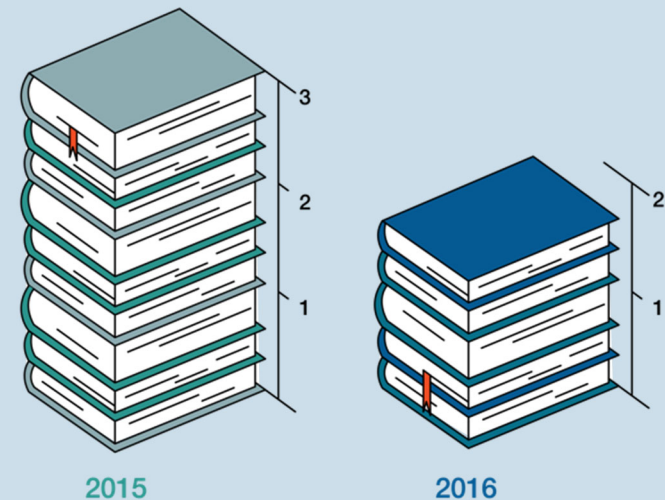
- › Paper-light not paperless
- › Elimination of palatial libraries, file rooms

Technology enabled

- › Large monitors for document review and editing
- › Despite digitization on paper, still need space for document review, trial prep rooms with storage, white boards, screens

Law Libraries

Between 2015 and 2016 alone, the median number of linear feet of books kept in a law firm's physical space fell by half—from 3,000 feet in 2015 to 1,650 feet in 2016.



2016 Law Librarian Survey, ALM Legal Intelligence

Place

Different priorities are emerging: Place

3

PLACE	
LEGACY	EMERGING
Large, private partner offices with meeting tables and chairs	Smaller offices with separate touchdown spaces
Private associate offices	Shared associate offices in locations with high real estate costs
Custom, built-in décor	Kit-of-parts, modular furniture
Ceremonial public spaces	Well-designed lobbies with subtle branding
Opulent reception areas	Welcoming, multipurpose meeting centers
Privacy, aura of mystery, importance	Hospitable, open, transparent
Sprawling corner offices	Corner meeting rooms and lounges
Private lunch rooms and partner lounges	Open coffee bars and cafés

Reframing public spaces

Today's front of house spaces serve multiple roles and audiences.

Branded Environments

- › Law firms value the message their space, but use their spaces differently than the past to convey bigger, more outward-focused missions

Lobby Areas

- › Less grand, luxurious and ceremonial than in the past, more focus on function

Multi-purpose Spaces

- › Designed to be highly versatile, spaces may function
- › as informal meeting and gathering places during the day and event venues in the evening



Streamline and enhance individual workspaces

Most firms prefer to gain efficiency and lower expenses via smaller offices and multiuse spaces rather than implement an all open office environment.

- › Reduction in individual workspace size: Private office 150 s.f. and smaller; partner offices may be slightly larger about 220 s.f.; workstations reducing down to 64 s.f.
- › Shift to simplicity and modularity
- › Move to transparency and openness; extensive use of glass
- › Replacement of corner offices with touchdown space or huddle rooms
- › Focus on personal well-being—height adjustable desks, ergonomic seating and monitor arms



New-found mobility and need for flexibility



Ability to work remotely grows

- › In-office presence the norm, though most attorneys report working remotely part of time
- › Newer generations choose to focus on work/life integration
- › Mobility is growing in every facet due to security of cloud computing and encryption confidence

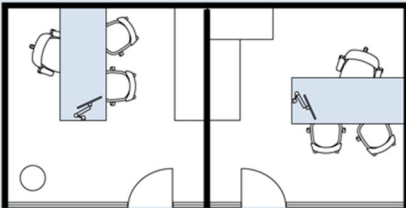
Need for flexible space for agility

- › Adaptable technology solutions
- › Less need for storage, focus is now on display space
- › Centralizing and/or shifting support services, such as accounting, HR and IT to lower cost locales
- › Reception area and conference rooms can be converted to event spaces
- › Corner offices are being replaced with team areas

One space (200 sq. ft.), two (10x10) rooms, shown in five different design layouts.

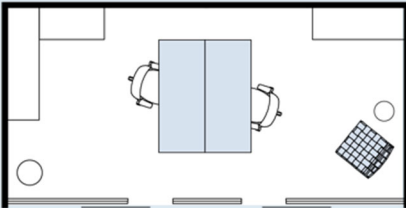
Rearranging individual space

1



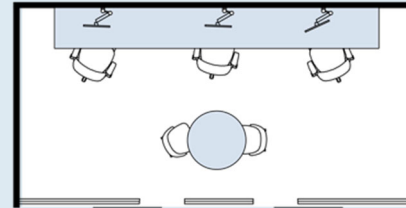
Traditional
Two 10x10 offices

2



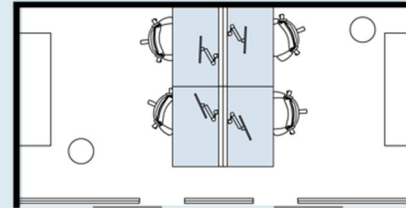
Mobile Studio
Center wall is removed and sliding doors are added to maximize square footage

3



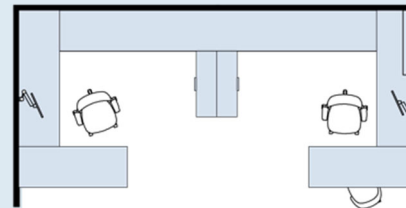
Shared Workspaces
Center wall is removed, a large workspace and shared meeting table is added to accommodate 3 people

4



Benching Studio
Center wall is removed and a benching station is added to accommodate 4 people

5



Benching Studio
Center and front walls are removed to accommodate administrative stations

Leverage a range of shared spaces



Small Meeting Rooms

Small meeting or huddle room that hosts day-to-day meetings.

Size

3-4 people

Preferences

- + Closed door for privacy
- + Best and easiest technology

Project Rooms (also called Case or War Rooms)

Active working space where attorneys can hash out ideas in confidence. A room that can be dedicated to a single case and team for an extended period—sometimes a year or two. Upon conclusion, the space may adapt back to an office, small meeting room or other flexible conference room based on the universal metric.

Size

4-6 people+

Preferences

- + Lockable room
- + High quality, ease-to-use technology
- + Adjustable-height table/s
- + Whiteboards to record notes
- + Display area to pin up supporting materials
- + Multiple large monitors for document review, editing, indexing
- + Shelving or other space to organize and store discovery and other materials
- + Tables on casters that can be ganged to create an extra-long surface to lay out papers in the order of how the case will be presented
- + Scanner located inside room or in adjacent copy center area

Quick Prep Rooms

Small work rooms that can be reserved for a couple days or spontaneously. They serve as a more convenient alternative to conference rooms for trial prep, closings and other transactions.

Size

Varies based on firm team sizes

Preferences

- + Lockable room
- + Storage to allow attorneys pick up where they left off the next day
- + Reservation system for advance scheduling
- + Finest and simplest technology
- + Height-adjustable tables

Multipurpose Space/Hospitality Center

A venue for meetings and events that may also include hoteling areas and spaces that flex to offices to accommodate visiting lawyers and clients.

Size

2 to 80 or more; 60 to 80 in auditorium, classroom or event setup

Preferences

- + Auditorium
- + Hoteling, free address or benching area with power and connectivity
- + 3 to 4 small office-like spaces
- + Adjacent to amenities
- + Convenient lockers

Cafés and Coffee Bars

Designed to function as an all-day drop in destination, alternative workspace, group lunch room, place to socialize during the work day and after hours with coworkers or clients. Often situated prominently along a window line, they may be the largest meeting space in the office.

Size

2 to 20 or more

Preferences

- + Bar-height tables with power
- + Soft seating, ottomans
- + Lightweight occasional tables

Wellness Room

Retreat space to get away for meditation, headaches, napping or provide accommodations for new mothers.

Size

1 person

Preferences

- + Soft seating, ottoman
- + Occasional table
- + Work area with Wi-Fi, power and a landline
- + Do not disturb sign
- + Lockable door
- + Sink and small refrigerator (inside or nearby)
- + Height-adjustable work tables

Projects



Nixon Peabody

A global law practice with locations in 16 major cities sought to design a space that expressed its values and goals in a new, smaller office.

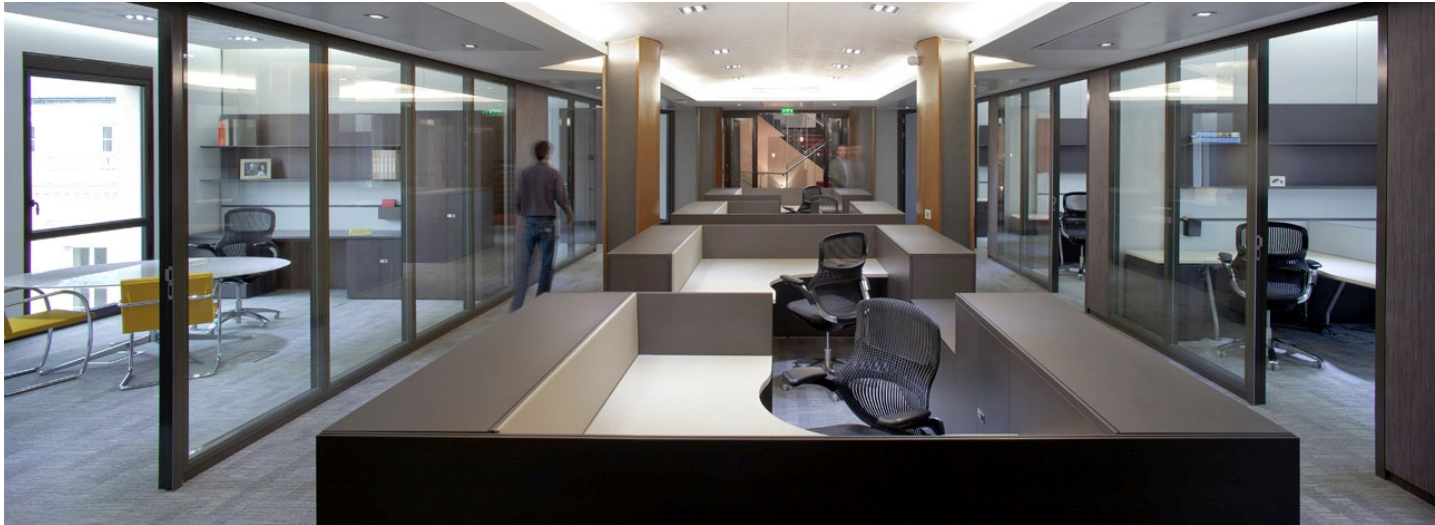
Washington, D.C.
65,565 sq. ft. / 160 people
Designed by Perkins+Will



Cohen Rabin Stine Schumman LLP

A full-service matrimonial, family law
and litigation law firm.

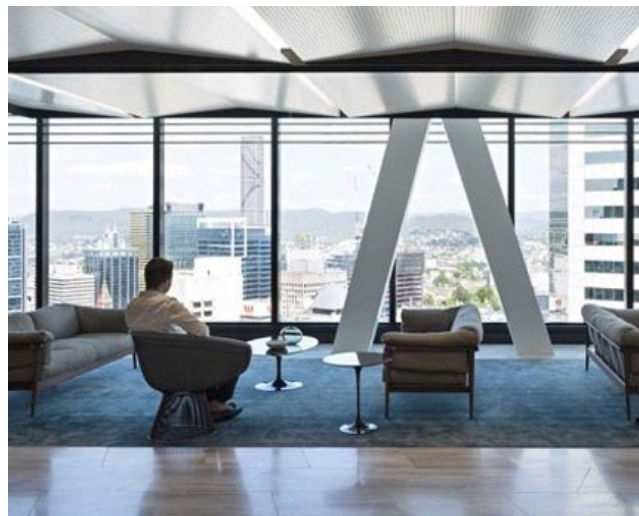
New York, NY
10,881 sq. ft. / 23 people
Designed by Gloria
Zalaznick Designs



Latham & Watkins

One of the world's most prestigious law firms with locations in 14 countries.

London, United Kingdom



Corrs Chamber Westgarth

An independent Australian commercial law firm founded in 1841. Its clients include national and international corporations, governments, banks and financial sponsors.

Brisbane, Australia



Baker & McKenzie

A leading multinational law firm with 78 offices in 46 countries.



Mexico

Knoll Workplace Research

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Generation Z: Arriving to the Office Soon



To learn more on Generation Z or other research resources, visit [knoll.com/research](https://www.knoll.com/research)

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Thank you!