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# Sandpiper Partners LLC

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Invites You to a NEW *Complimentary* Zoom Roundtable

## **WORKING DIFFERENTLY: Change in the Hybrid Work Environment**

**Thursday, July 21, 2022  
9:00 a.m. – 11:30 a.m. EDT**

[CLICK HERE TO REGISTER--COMPLIMENTARY](#)

### **The “Never Normal” Hybrid Work Environment**

What was accepted as the norm in firms for years is now out. Hybrid working is here to stay. There is a premium on new agile working models. No more mandated five-day weeks in the office. Why did the new concepts sweep across America so quickly but not stick?

The pandemic mentality is fading, and the new reality is we must live with endemic risk worldwide and adapt to a society where technology and market forces change the way we work.

#### **Here Are Some of the Key Issues Our Panel Will Address**

- What are some strategies for getting partners and associates back to the office?
- Would a four-day work week work?
- Should firms have a regional strategy of offices outside urban centers?
- Should firms let staff—partners, associates, business executives--work from anywhere?
- Assuming agile, flexible working is here to stay, what are best practices longer-term to keep staff motivated and infused with the firm culture?

#### **Competition for Top Talent—Associates and Partners—is Hotter than Ever.**

The challenges of managing remote and in office workers are still being sorted out. Tracking who’s in office and who’s remote is fraught with privacy concerns. Work allocation models are just being developed. Methods of supervision and measurement of results are still being tested and tried.

Where does the new talent want to live? What are the “hot” geographic markets of the new “work from anywhere” worker? Will firms follow the talent to different geographies?

We do not yet know the longer-term impact of the hybrid work environment on firms' bottom lines. So many variables make attendance at this timely conference worthwhile.

### **Among the key topics are**

- How to prepare short and long-term plans to keep the partners, associates and staff engaged, empowered and staying at the firm.
- Attrition is rampant and expensive so many firms' now exceed 50-60% new hires over the last two years. Attrition is challenging as firms' work to stem the losses and replace those who leave.
- Because talent comes and goes at a high rate, more management time and effort must be spent on hiring and developing people resources.
- How to communicate new policies and procedures to monitor and analyze ways of working.
- Will firms need to call back to the office remote workers when a recession hits home?
- How are firms re-examining space needs and using metrics on where partners, associates and staff want to live.
- Where are the new markets developing?
- Competitive pressures are intense and will in time be "top of mind".
- Making assumptions on where to live and work are fraught with danger signs as other firms move there too. Are data analytics in decision making helpful in determining where to go?
- Will COVID fatigue continue to fuel the lateral hiring market?

### **FACULTY:**

#### **Leaders of Firms of Different Sizes, Perspectives Offer Their Ideas, Insights, Experiences:**

**Kevin E. Broyles**, Managing Partner, FisherBroyles, LLP, Atlanta, GA

**Amy Flanagan Bogle**, Director of Human Resources, Clifford Chance US LLP, New York

**T. Mark Flanagan**, Chief Operating Officer and Partner, Dentons, Washington, D.C.

**Dwight Floyd**, Chief Operating Officer, Eversheds Sutherland (US) LLP, Atlanta, GA

**Allison V. Friend**, Managing Director for Talent Development, O'Melveny & Myers LLP, Washington, D.C.

**Kasey Garcia**, Senior Director, CBRE, Los Angeles

**Darren R. Guy**, Head of Legal Operations – Global Legal, Compliance and Regulatory, AIG, New York

**Clare Hart**, Chief Executive Officer, Williams Lea, New York

**Travis A. Larson**, Senior Director, Firm Operations, Morgan, Lewis & Bockius LLP, Chicago

**James Sherer**, Partner, BakerHostetler, New York

**Brian E. Sprague**, Chief Operating Officer, Akin Gump Strauss Hauer & Feld LLP, New York

**Allan Thompson**, Chief Administrative Officer, Mayer Brown, Chicago

### **THE AGENDA:**

#### **I. Geopolitical and Economic Headwinds**

- A. Political upheaval: Impact of politics and world culture on firms
- B. Younger lawyers demand firms take positions on social and political change
- C. ESG as an example of climate and social change facing clients and firms of all sizes
- D. Inflation pressures

**II. Talent**

- A. Recruiting lateral partners and associates in the white hot competitive race for talent
- B. Attrition and retention of associates
- C. Retention of partners
- D. Where does the talent want to live? Commuting is not attractive to many associates anymore
- E. Building and leading teams
- F. Attorney development and mentoring

**III. Client Working Relationships**

- A. Collaboration with clients
- B. How to mesh corporate culture and law firm culture
- C. Virtual meetings and initiatives
- D. What has to be done in person?
- E. Requesting or requiring diverse teams from law firms used by client companies and financial institutions
- F. Working with multiple law firms on the same client matter

**IV. Impact of Hybrid Working: Short-term and Long-term**

- A. Strategic plans
- B. Operational plans
- C. Budgeting
- D. Expense management
- E. Staffing plans for associates and partners
- F. Are the challenges different for medium and large global and regional firms?
- G. Wellbeing, burnout and other staff issues
- H. Does remote work help or hurt women advancing in careers?
- I. Fallout from COVID

**V. Real Estate**

- A. What footprint is best in the agile working environment?
- B. Design including more collaborative spaces
- C. Remote and home offices; more regional and area offices closer to home and shorter commutes
- D. Work from anywhere
- E. Making the office a great place to work

**VI. Using Data Analytics and Metrics in Decision Making**

- A. Work allocation, work assignments
- B. Productivity--Is it more or less productive to work from home?
- C. Diversity scorecards and metrics
- D. Data management and data protection

**VII. Policies and Procedures for Hybrid Working**

- A. Benefit plans
- B. Medical plans
- C. Cybersecurity concerns

## D. Firm ESG policy

### About the Organizer:

**Sandpiper Partners** of Clifton, N.J. is dedicated to helping law firms, companies and non-profits achieve greater success in their endeavors including expanding existing activities and entering new lines of business. For 15 years Sandpiper has led the way in innovative business management solutions and education in the postgraduate legal field including running as many as 50 events a year for clients on various aspects of the business of law and substantive law topics. Its clients are located throughout the United States and Europe, and it has completed projects in more than a dozen U.S. cities, London, Brussels, Paris, Amsterdam, Frankfurt and Milan.  
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