



Global Results

**GENERATION**

**NOW**

**Survey**

World Services Group

# Introduction

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## GENERATION NOW SURVEY

The idea of this survey came to be during discussions encompassing the youngest professionals, millennials and the leaders in the service industry, managing partners and decision makers. There is no question that the up-and-coming workforce today has a different concept of work, industry and potential. The speed at which everything moves and the approach with which this generation of professionals and clients strategize has changed with enormous fervor compared to previous generations undoubtedly due to technology.

World Services Group is a network that was developed on the idea that the approach to independent law firm networks needed to evolve; the focus of which includes sustainability, management forecasting and expansion of opportunity. WSG has grown into the second largest network of independent firms in size and is globally recognized as leading in innovation and approach. The network leadership and activity spans over 19,000 professionals representing over 130 locations. However, true to WSG's distinct approach, innovatively, it became obvious that there was a connection between the executive decision makers, the clients and the incoming generation. This grew into a highly diversified and responsive survey providing perspective on how today's professionals and clients are approaching the service industry.

## WHY GENERATION NOW?

While studies on generational differences abound, likening millennial professionals, the largest incoming generation slated to take over management positions, to today's clients, most of which are technologically based by service or by process, is a less common approach to this analysis. Today, most firms function on preconceived notions about past generational gaps and differences. The problem is technology and information have made a significant impact on the mindset and expectations of not just the workforce, but also the clients. .

For example, it has been said that the millennial workforce: does not want to work as hard as the previous generation, is not committed, has their own personal agenda, and is not loyal, resulting in a constant struggle by firms to work with and retain millennial professionals. This is thought to be true for the generation now client as well. However, as shown by the survey responses, basic life experiences that include growing up with technology and accessibility to information more than any previous generation are the true culprits of what turns out to be positive, and many say, necessary change once further analyzed. To further prove or debunk these perceptions, a study was conducted to explore the truth behind these statements and learn more about this intriguing generation.

## HOW WAS THIS SURVEY CONDUCTED?

The WSG Regional Committee leadership presented the idea of needing to integrate the younger workforce further into the network to develop more opportunities. Subsequently, a group of four professionals and an advisor were invited to execute a study on the following two main focuses:

- Evaluate millennial professionals, the retention of talent, and the unique contributions for today's clients.
- Determine how to engage generation now clients; gain an understanding of the best way to provide services.

Both points take into consideration that their needs may be different from those of past generations and aim to understand that the current standpoint of the region may be different from the generalizations made by other studies and surveys.

The survey was launched through the WSG online platform. Target respondents were millennial professionals (*from the ages of 25-40*) in each of the member firms internationally. Respondents were asked to complete the survey anonymously. Approximately 3,500 millennial members were included in the survey with nearly 1,600 responses, received from members of leading independent firms across the world.

# The Results

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## Global Results

3,500+

GEN NOW  
PROFESSIONALS  
ACROSS THE WORLD

1,590+

SURVEY  
RESULTS

84

FIRMS ACROSS  
THE WORLD





# Generation Now Survey Results

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## **The Professional**

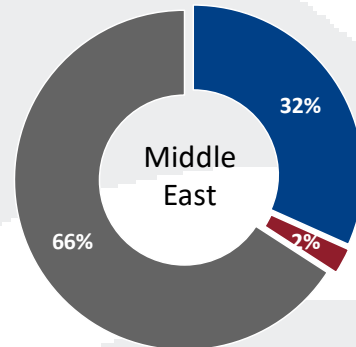
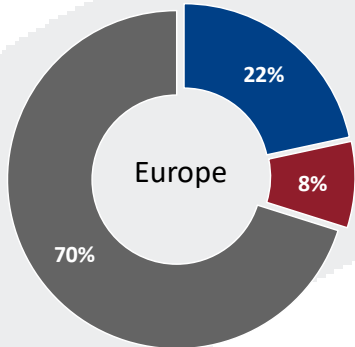
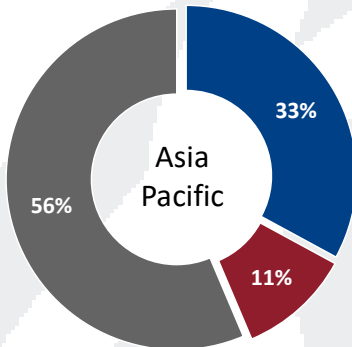
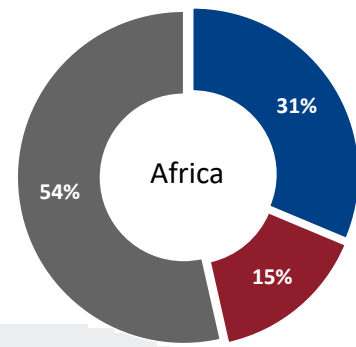
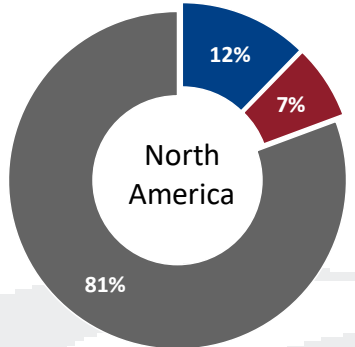
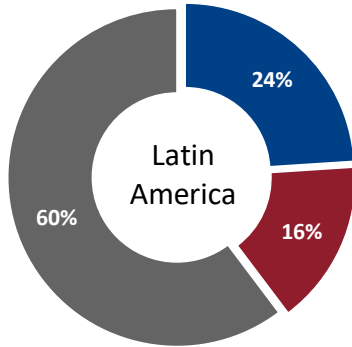
# What career expectation do you have from your firm?

## LEGEND

■ Advance your career for long-term professional opportunity elsewhere within the industry

■ Advance your career for long-term professional opportunity in a different industry

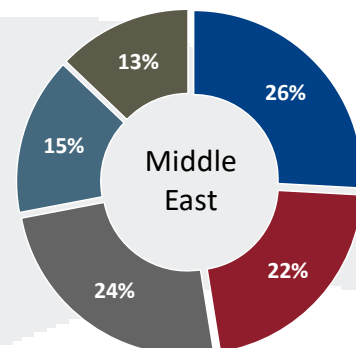
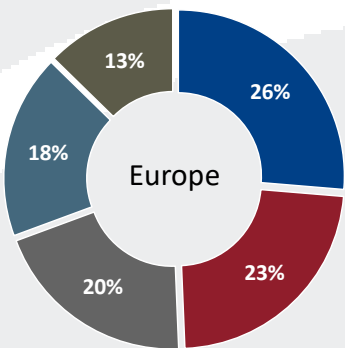
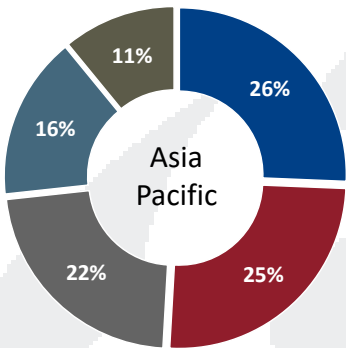
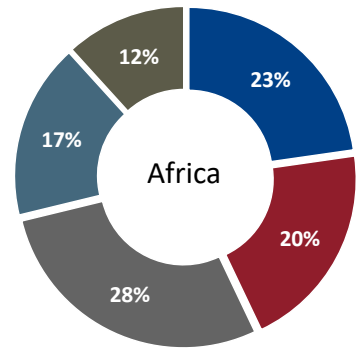
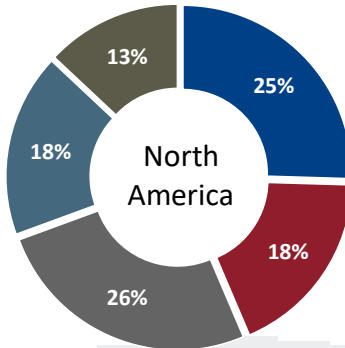
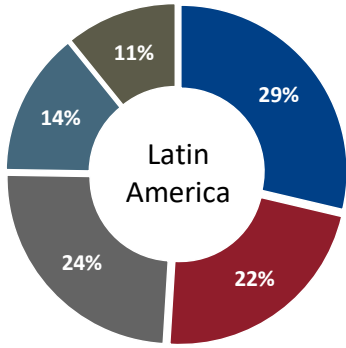
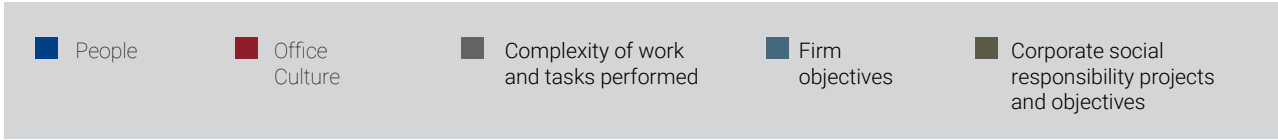
■ Build a career at this firm



Answer Choices	Latin America Responses	North America Responses	Africa Responses	Asia Pacific Responses	Europe Responses	Middle East Responses
Advance your career for long-term professional opportunity elsewhere within the industry	70	26	31	80	152	13
Advance your career for long-term professional opportunity in a different industry	46	15	15	26	58	1
Build a career at this firm	176	171	53	137	493	27
<b>Total</b>	292	212	99	243	703	41

# What do you like most about your job?

(Ranked by importance, 1st - 5th)

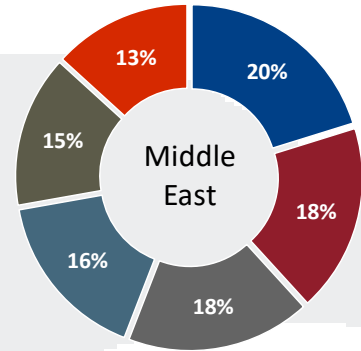
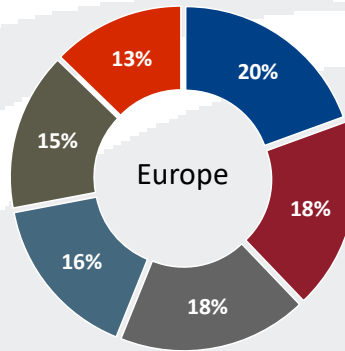
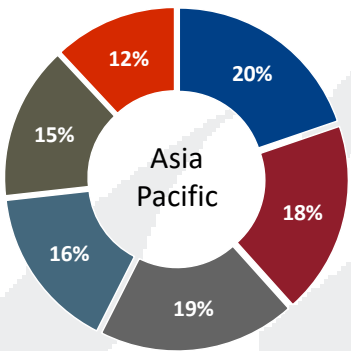
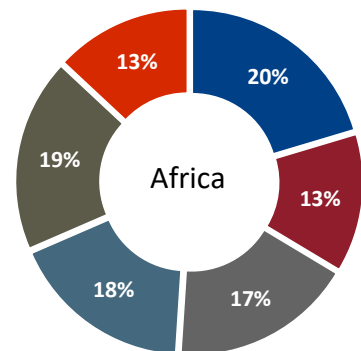
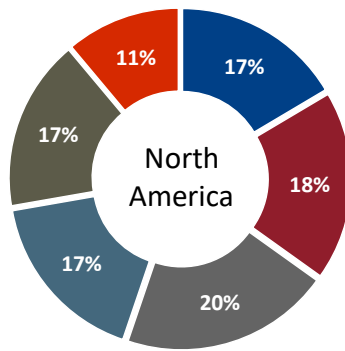
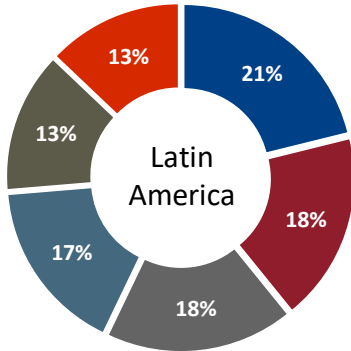
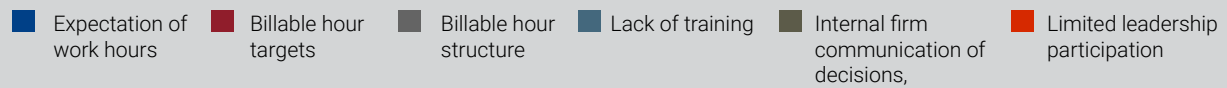


Answer Choices	Latin America Ranking Avg.	North America Ranking Avg.	Africa Ranking Avg.	Asia Pacific Ranking Avg.	Europe Ranking Avg.	Middle East Ranking Avg.
People	1st	2nd	2nd	1st	1st	1st
Office culture	3rd	3rd	3rd	2nd	2nd	3rd
Complexity of work and tasks performed	2nd	1st	1st	3rd	3rd	2nd
Firm objectives	4th	4th	4th	4th	4th	4th
Corporate social responsibility projects and objectives	5th	5th	5th	5th	5th	5th

# What do you dislike most about your job?

(Ranked by importance, 1st - 6th)

## LEGEND



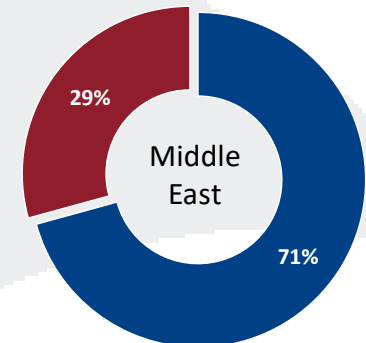
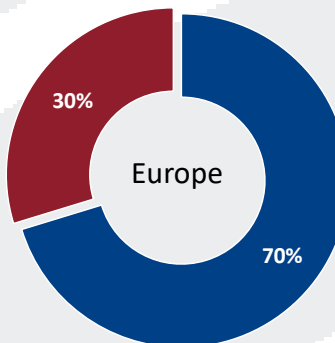
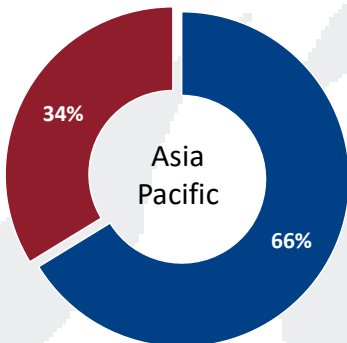
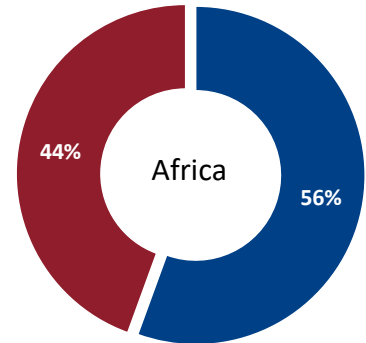
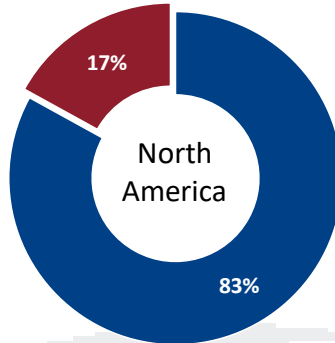
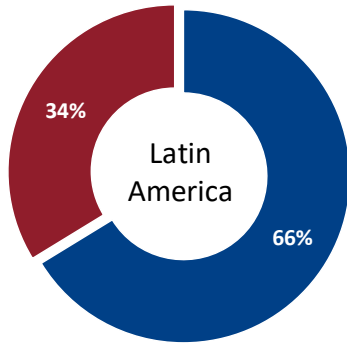
Answer Choices	Latin America Ranking Avg.	North America Ranking Avg.	Africa Ranking Avg.	Asia Pacific Ranking Avg.	Europe Ranking Avg.	Middle East Ranking Avg.
Expectation of work hours present in office, as opposed to value of work productivity	1st	3rd	4th	1st	1st	1st
Billable hour targets	3rd	2nd	5th	2nd	2nd	2nd
Billable hour structure	2nd	1st	6th	3rd	3rd	3rd
Lack of training with the expectation of responsibility	4th	5th	3rd	4th	4th	4th
Internal firm communication of decisions, expectations and results	5th	4th	1st	5th	5th	5th
Limited opportunities for professional leadership participation	6th	6th	2nd	6th	6th	6th

**MYTH:** Millennials don't want to work.

**FACT:** Millennials want to understand the objectives of their work; identify problems nobody else has identified and solve problems nobody else has solved while having fiscal security.

# Do you want to become a partner of the firm for which you currently work?

## LEGEND



Answer Choices	Latin America Responses	North America Responses	Africa Responses	Asia Pacific Responses	Europe Responses	Middle East Responses
Yes	189	176	55	161	494	29
No	103	36	44	82	209	12
<b>Total</b>	292	212	99	243	703	41

**MYTH:** Millennials are not loyal, don't accept authority or direction.

**FACT:** Millennials are considered the most loyal generation. Millennials want to be led by mentors; they want to be setup for success and then given room to succeed.

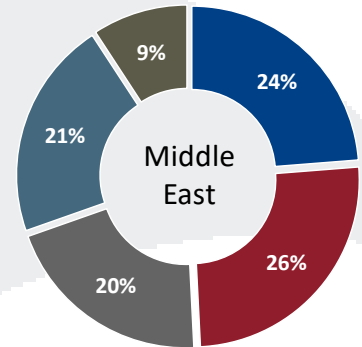
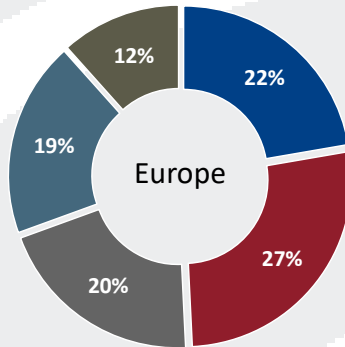
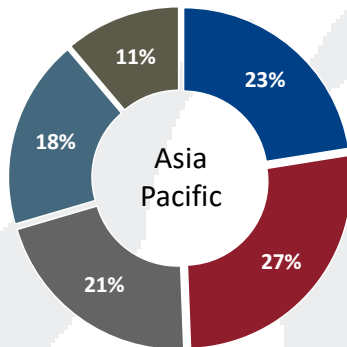
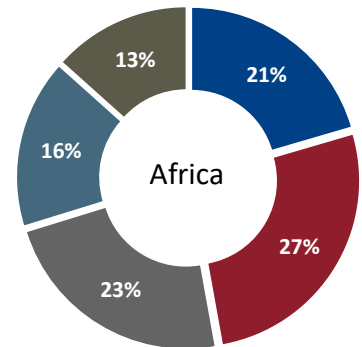
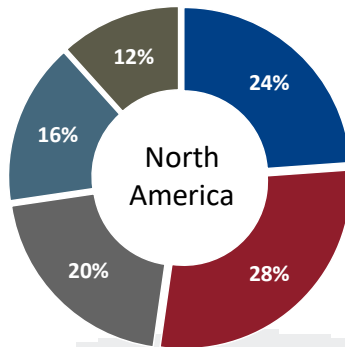
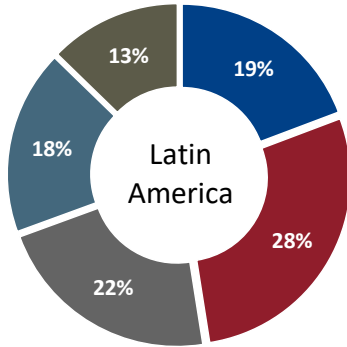


# Rank the priorities for your professional career.

(Ranked by importance, 1st - 5th)

## LEGEND

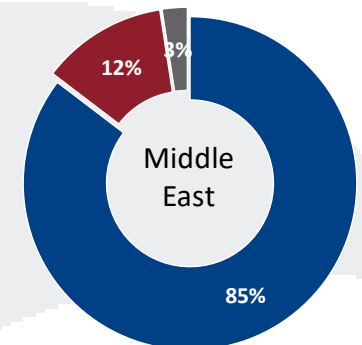
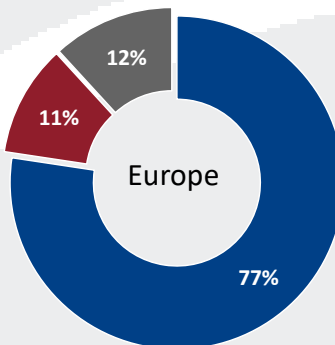
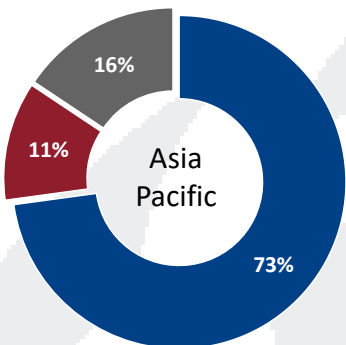
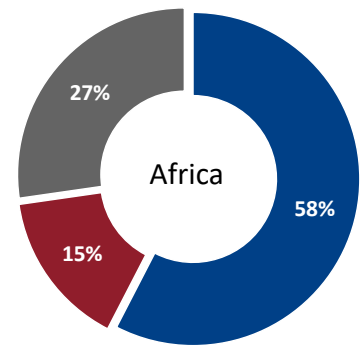
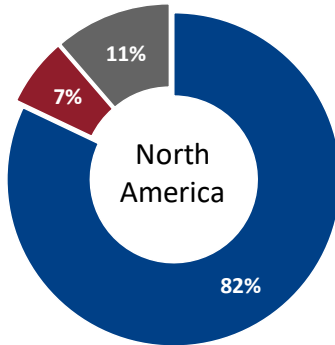
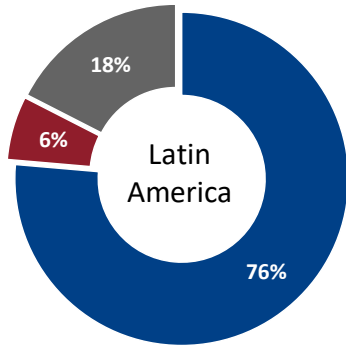
- Build Wealth
- Have a career that offers work life balance
- Professional leadership opportunities
- Senior position in a leading firm
- Participation in corporate social responsibility



Answer Choices	Latin America Ranking Avg.	North America Ranking Avg.	Africa Ranking Avg.	Asia Pacific Ranking Avg.	Europe Ranking Avg.	Middle East Ranking Avg.
Build wealth	3rd	2nd	3rd	2nd	2nd	2nd
Have a career that offers work life balance	1st	1st	1st	1st	1st	1st
Professional leadership opportunities	2nd	3rd	2nd	3rd	3rd	3rd
Senior position in a leading firm	4th	4th	4th	4th	4th	4th
Participation in corporate social responsibility	5th	5th	5th	5th	5th	5th

# Are you happy in your job?

## LEGEND



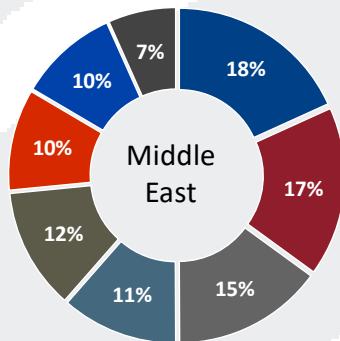
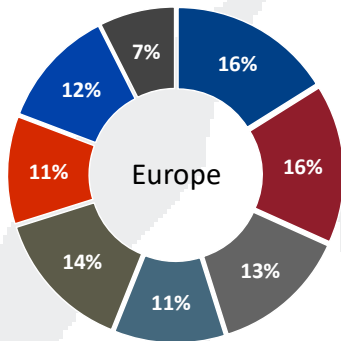
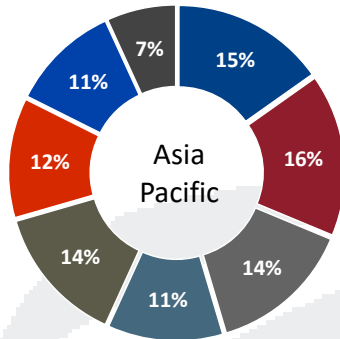
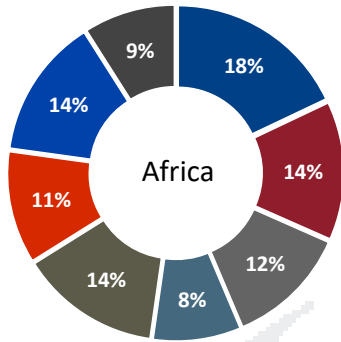
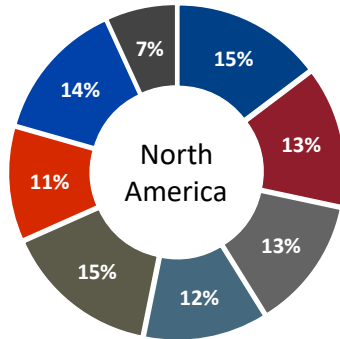
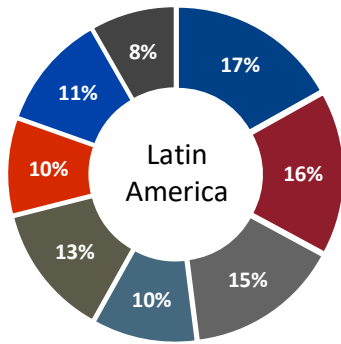
Answer Choices	Latin America Responses	North America Responses	Africa Responses	Asia Pacific Responses	Europe Responses	Middle East Responses
Yes	223	174	57	177	544	35
No	18	14	15	28	76	5
Indifferent	51	24	27	38	83	1
<b>Total</b>	292	212	99	243	703	41

**MYTH:** Millennials expect employers to make sure they're happy at work.

**FACT:** Millennials want to enjoy their work and their workplace. They want to be mentored, form personal connections, engage in challenging work and participate, which is good news for retaining your best people.

# What advances would you like to see implemented or further explored in your firm?

(Ranked by importance, 1st - 8th)



**LEGEND**

- A clear path of career development - Mentor Program
- Home office considerations
- Flextime considerations
- Zero Jerk Policy (i.e. zero tolerance for unpleasant people)
- Increased collaboration among team members and throughout all levels of the firm
- Increased use of technology within the firm
- A more inclusive participation of younger professionals in firm involvement
- Intentional focus on corporate social responsibility

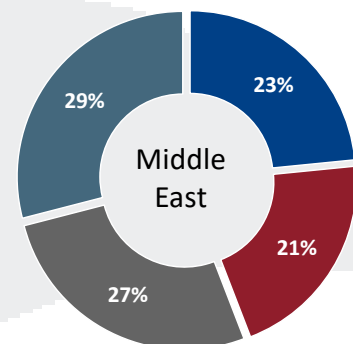
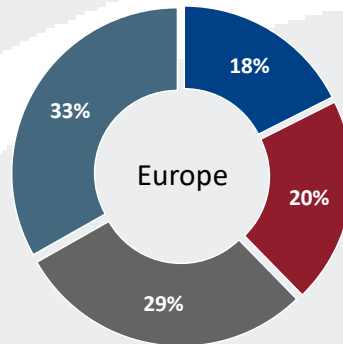
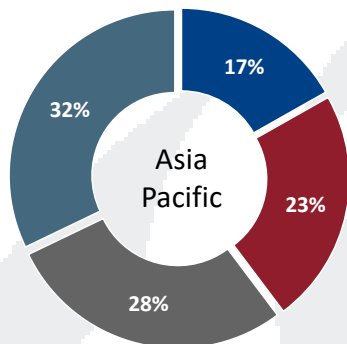
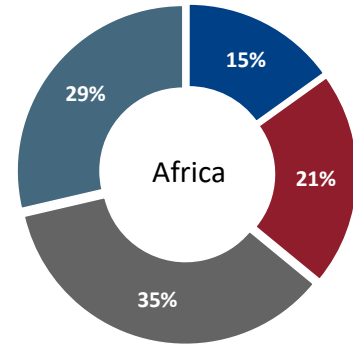
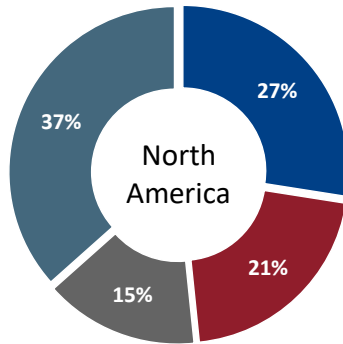
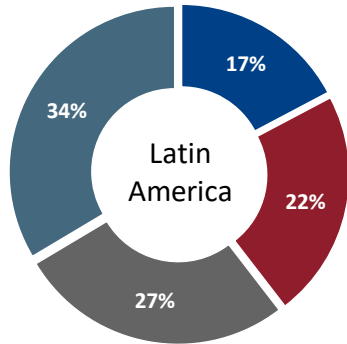
Answer Choices	Latin America Ranking Avg.	North America Ranking Avg.	Africa Ranking Avg.	Asia Pacific Ranking Avg.	Europe Ranking Avg.	Middle East Ranking Avg.
A clear path of career development - Mentor Program	1st	1st	1st	1st	1st	1st
Flextime considerations	3rd	4th	2nd	2nd	2nd	2nd
Home office considerations	2nd	5th	3rd	3rd	3rd	3rd
Zero Jerk Policy (i.e. zero tolerance for unpleasant people)	4th	6th	8th	5th	4th	4th
Increased collaboration among team members and throughout all levels of the firm	5th	2nd	5th	4th	5th	5th
Increased use of technology within the firm	6th	7th	6th	6th	7th	6th
A more inclusive participation of younger professionals in firm involvement	7th	3rd	4th	7th	6th	7th
Intentional focus on corporate social responsibility inclusive of community service, pro bono, and socially responsible clients	8th	8th	7th	8th	8th	8th

# Rank the fringe benefits that you would consider an added value to employment at your firm.

(Ranked by importance, 1st - 4th)

## LEGEND

■ Building perks    
 ■ Corporate discounts    
 ■ Continuing education    
 ■ Flexible office hours



Answer Choices	Latin America Ranking Avg.	North America Ranking Avg.	Africa Ranking Avg.	Asia Pacific Ranking Avg.	Europe Ranking Avg.	Middle East Ranking Avg.
Building perks (e.g. paid parking, corporate dining)	4th	2nd	4th	4th	4th	2nd
Corporate discounts (e.g. gym memberships, mobile phone, wireless)	3rd	3rd	3rd	3rd	3rd	3rd
Continuing education (e.g. specialized programs, exchange programs, masters programs)	2nd	4th	1st	2nd	2nd	4th
Flexible office hours	1st	1st	2nd	1st	1st	1st

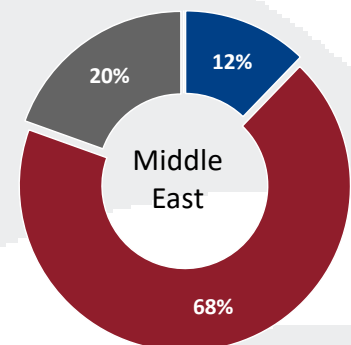
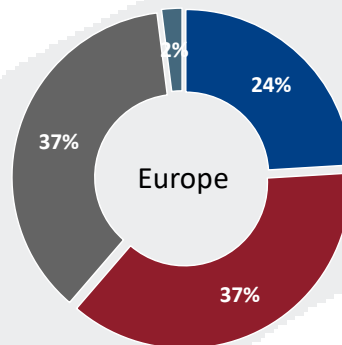
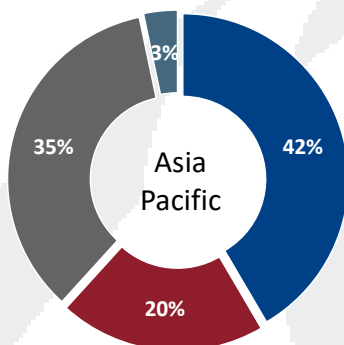
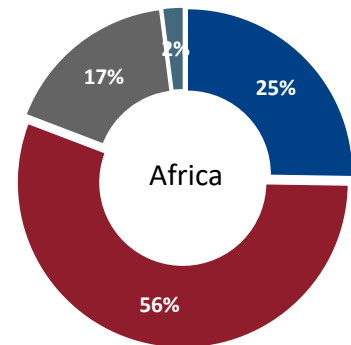
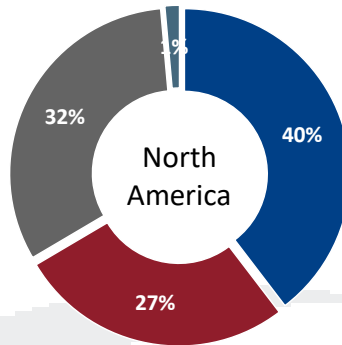
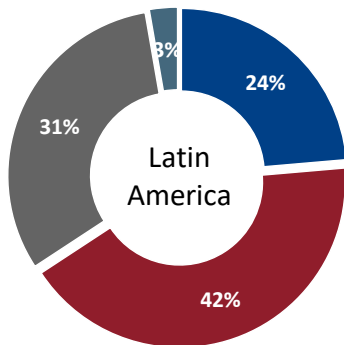
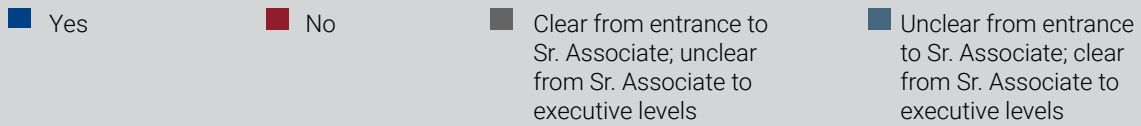
## Consider the Difference

Generation X believes in work life balance = "work hard, play hard."

Millennials believe in work life integration = "I can be productive anywhere wearing anything; the world has made this possible and I was born multitasking."

# Is the promotion structure in the firm clear?

## LEGEND



Answer Choices	Latin America Responses	North America Responses	Africa Responses	Asia Pacific Responses	Europe Responses	Middle East Responses
Yes	68	84	25	101	169	5
No	123	57	55	49	262	28
Clear from entrance to Sr. Associate; unclear from Sr. Associate to executive levels	92	68	17	85	258	8
Unclear from entrance to Sr. Associate; clear from Sr. Associate to executive levels	8	3	2	8	14	0
<b>Total</b>	292	212	99	243	703	41

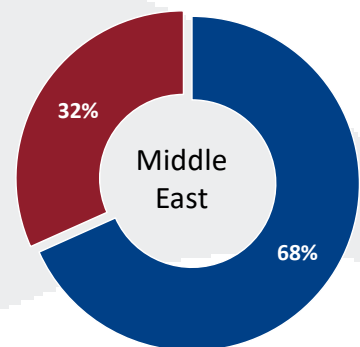
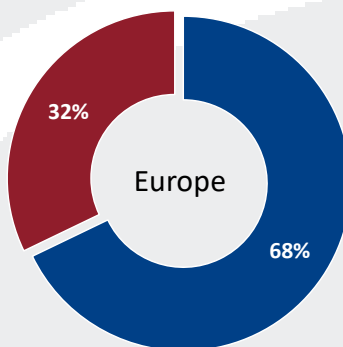
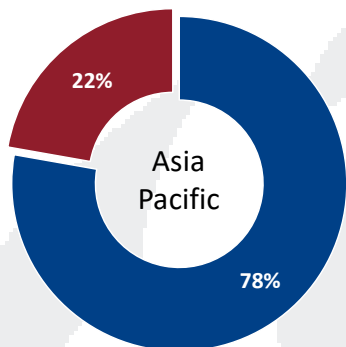
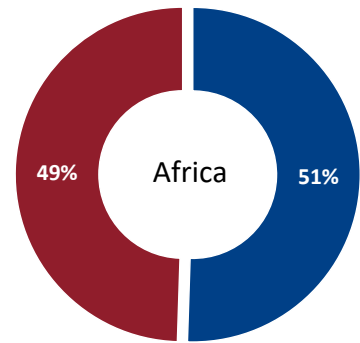
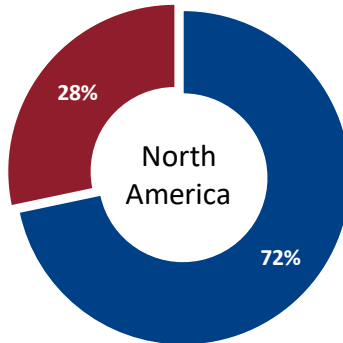
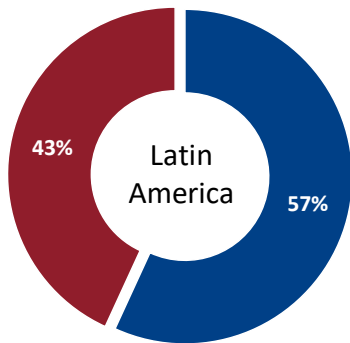
**MYTH:** Millennials expect to get promoted quickly without working hard.

**FACT:** Millennials want to work hard as long as they understand what the end result of their work will be.

# Do you consider that your firm has an ongoing strategy to evaluate and adapt to changing professionals and industry needs?

## LEGEND

■ Yes      ■ No



Answer Choices	Latin America Responses	North America Responses	Africa Responses	Asia Pacific Responses	Europe Responses	Middle East Responses
Yes	166	152	50	189	477	28
No	126	60	49	54	226	13
<b>Total</b>	292	212	99	243	703	41



# Generation Now Survey Results

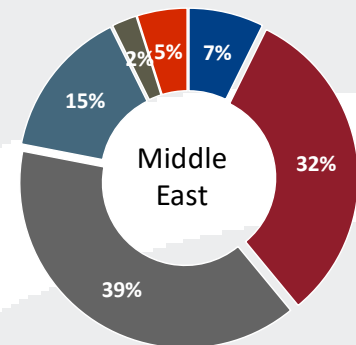
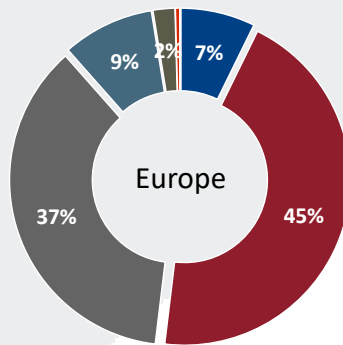
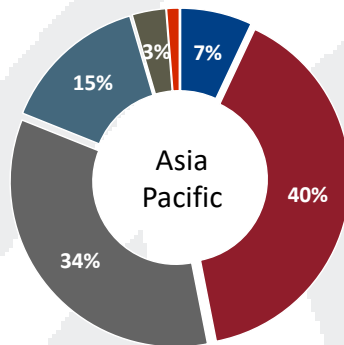
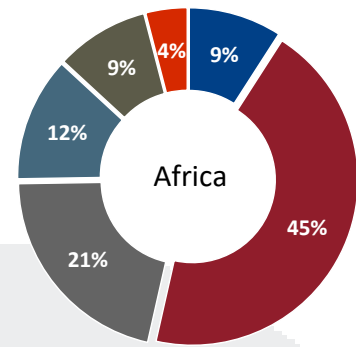
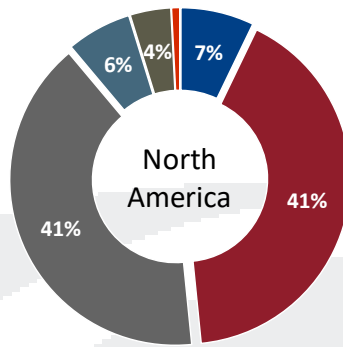
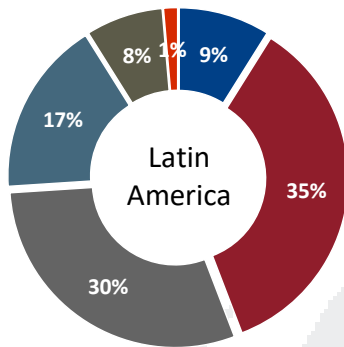
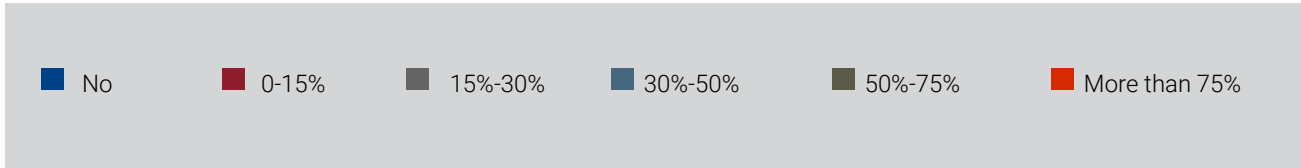
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## **The Client**

# Does your firm have clients (either business owners or main contact within the client's company) that would be considered Generation Now clients? If so, what percentage?

*(Generation Now clients being defined as young adults under 35 approx.)*

## LEGEND

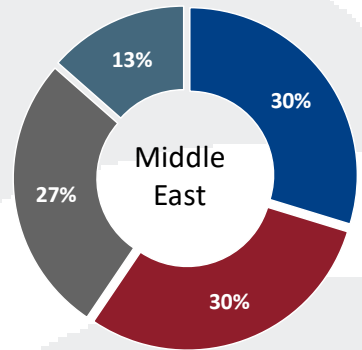
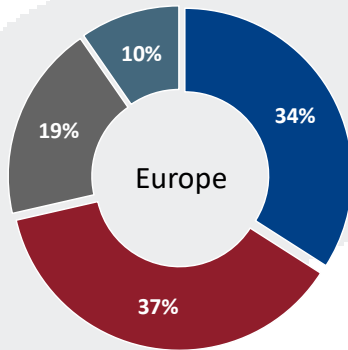
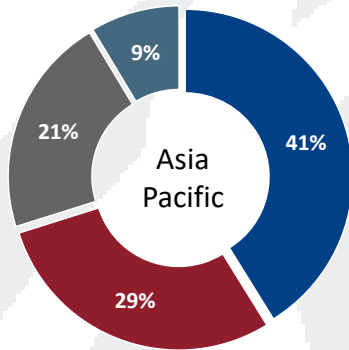
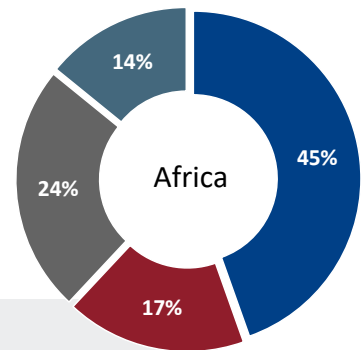
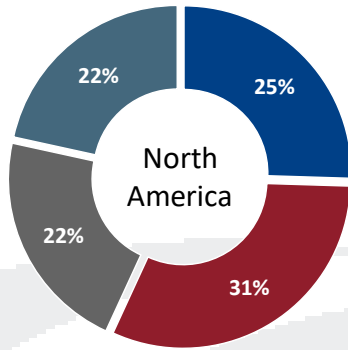
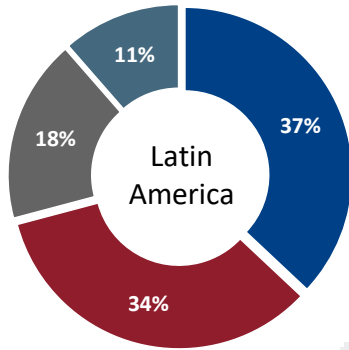


Answer Choices	Latin America Responses	North America Responses	Africa Responses	Asia Pacific Responses	Europe Responses	Middle East Responses
No	26	9	9	17	51	3
0 - 15%	103	52	44	97	314	13
15% - 30%	87	51	21	83	257	16
30% - 50%	50	8	12	35	63	6
50% - 75%	22	5	9	8	15	1
More than 75%	4	1	4	3	3	2
<b>Total</b>	292	126	99	243	703	41



# Of your firm's Generation Now clients, what percentage are repeat clients?

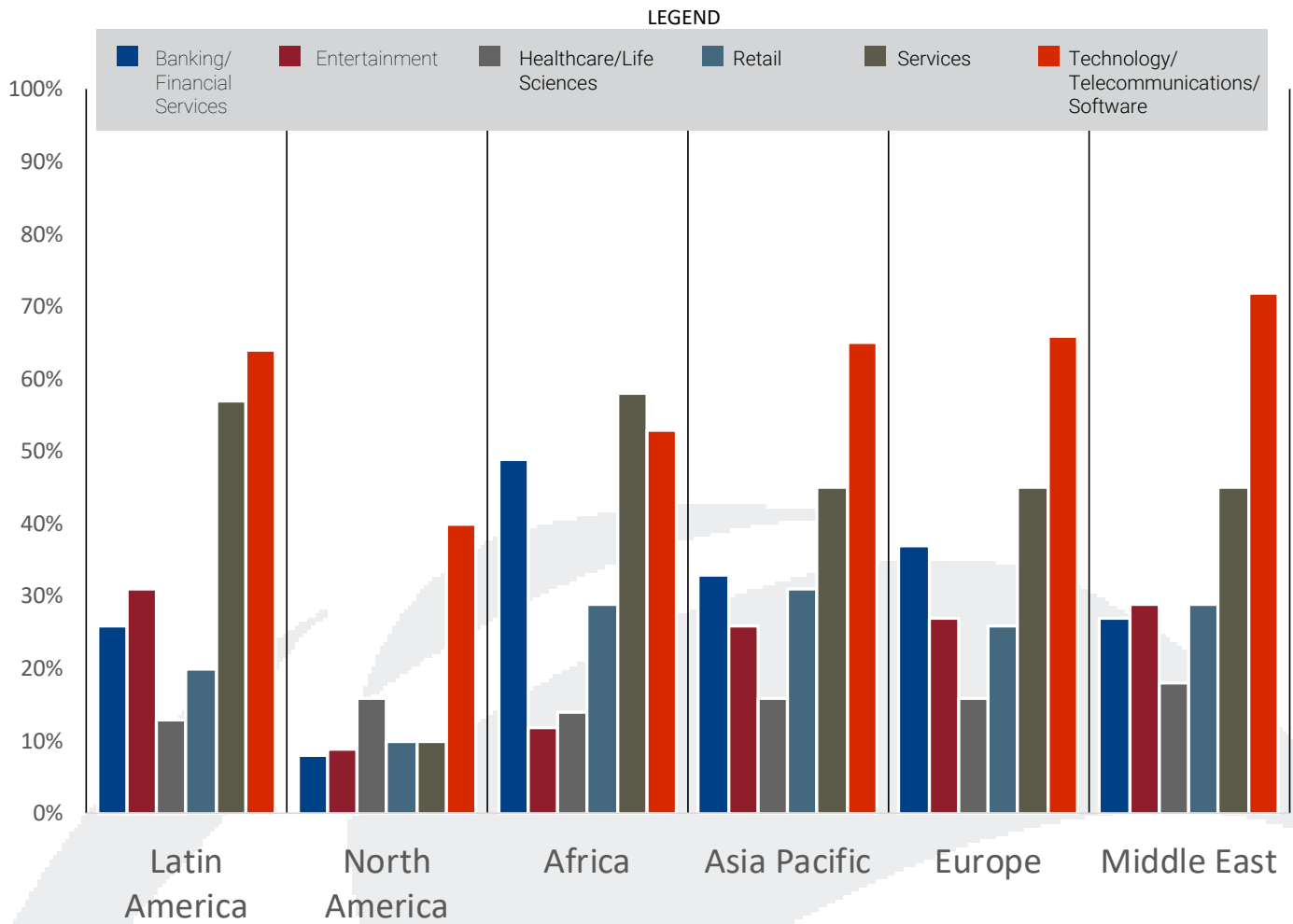
## LEGEND



Answer Choices	Latin America Responses	North America Responses	Africa Responses	Asia Pacific Responses	Europe Responses	Middle East Responses
0% - 25%	94	13	41	91	205	11
25% - 50%	83	16	16	64	225	11
50% - 75%	45	11	22	47	114	10
More than 75%	29	11	13	19	58	5
<b>Total</b>	251	51	92	221	602	37

# In what industry are your firm's Generation Now clients?

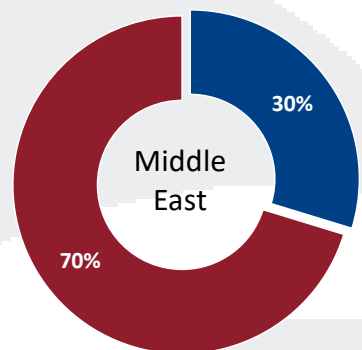
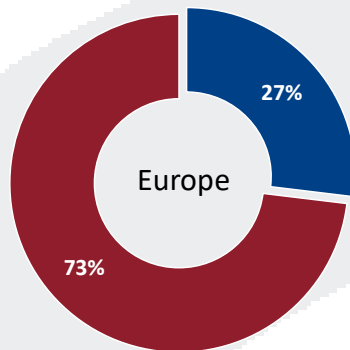
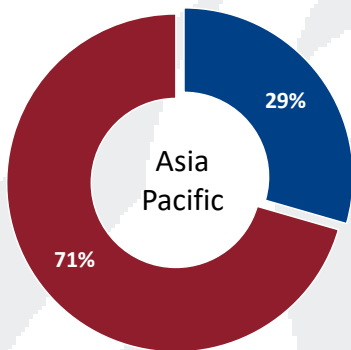
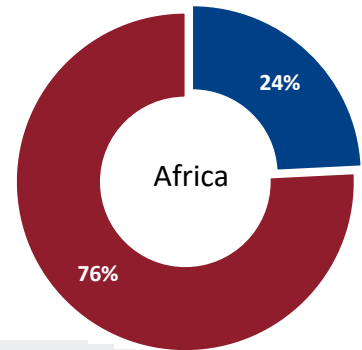
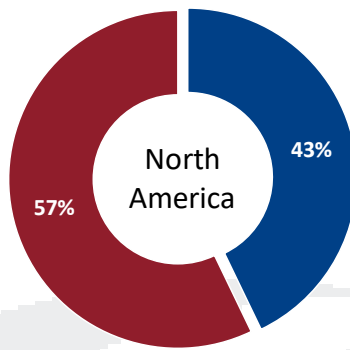
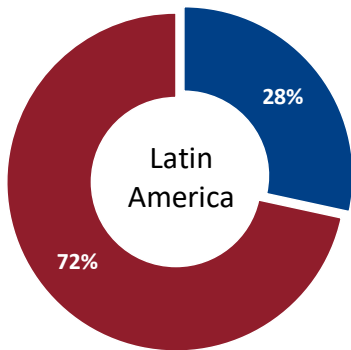
(Mark all that apply.)



Answer Choices	Latin America Responses	North America Responses	Africa Responses	Asia Pacific Responses	Europe Responses	Middle East Responses
Banking/Financial Services	26.07%	8.16%	49.47%	33.04%	37.19%	27.03%
Entertainment	31.52%	9.69%	12.63	26.34%	27.08%	29.73%
Healthcare/Life Sciences	13.23%	16.84%	14.74%	16.96%	16.31%	18.92%
Retail	20.62%	10.20%	29.47%	31.70%	26.75%	29.73%
Services	57.59%	10.71%	58.95%	45.09%	45.68%	45.95%
Technology/Telecommunications/Software	64.59%	40.82%	53.68%	65.18%	66.56%	72.97%

# Does your firm have a clear strategy regarding engagement, retention and/or provision of services to Generation Now clients?

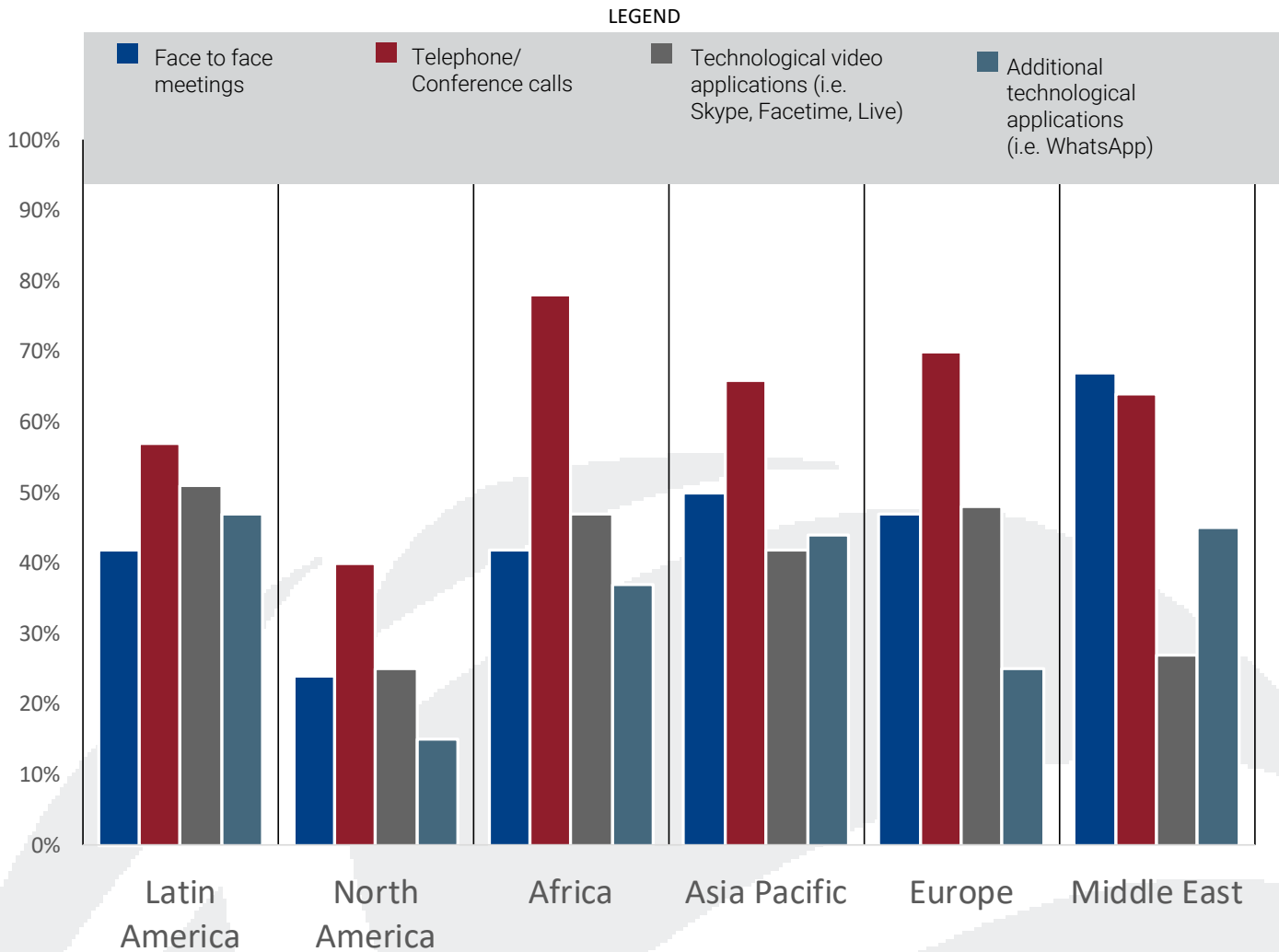
LEGEND



Answer Choices	Latin America Responses	North America Responses	Africa Responses	Asia Pacific Responses	Europe Responses	Middle East Responses
Yes	73	30	23	66	165	11
No	184	40	72	158	448	26
<b>Total</b>	257	70	95	224	613	37

# In your opinion, how do Generation Now clients prefer to communicate with your firm and its members?

(Mark all that apply.)



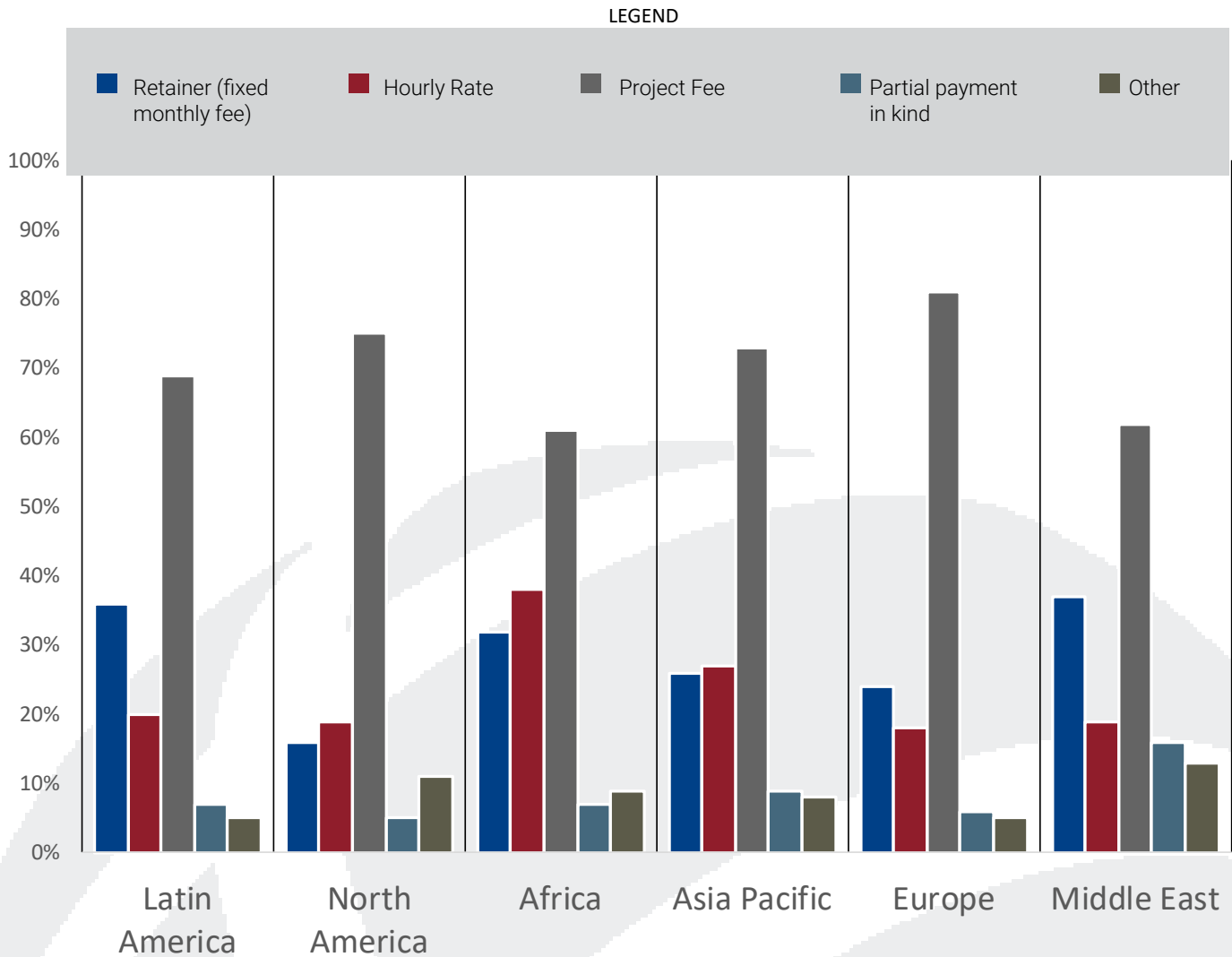
Answer Choices	Latin America Responses	North America Responses	Africa Responses	Asia Pacific Responses	Europe Responses	Middle East Responses
Face to face meetings	42.41%	23.98%	42.11%	50.45%	47.96%	67.57%
Telephone/Conference calls	57.20%	40.82%	78.95%	66.52%	70.96%	64.86%
Technological video applications (i.e. Skype, Facetime, Live)	51.36%	25%	47.37%	42.41%	48.12%	27.03%
Additional technological applications (i.e. WhatsApp)	47.47%	15.82%	37.89%	44.64%	25.77%	45.95%

**MYTH:** Millennials are addicted to technology and only want to do everything online.

**FACT:** Millennials often prioritize personal contact over digital options. There is a growing desire among many young people to engage in meaningful conversations and connections offline.

# How do you think Generation Now clients prefer to be charged for your firm's services?

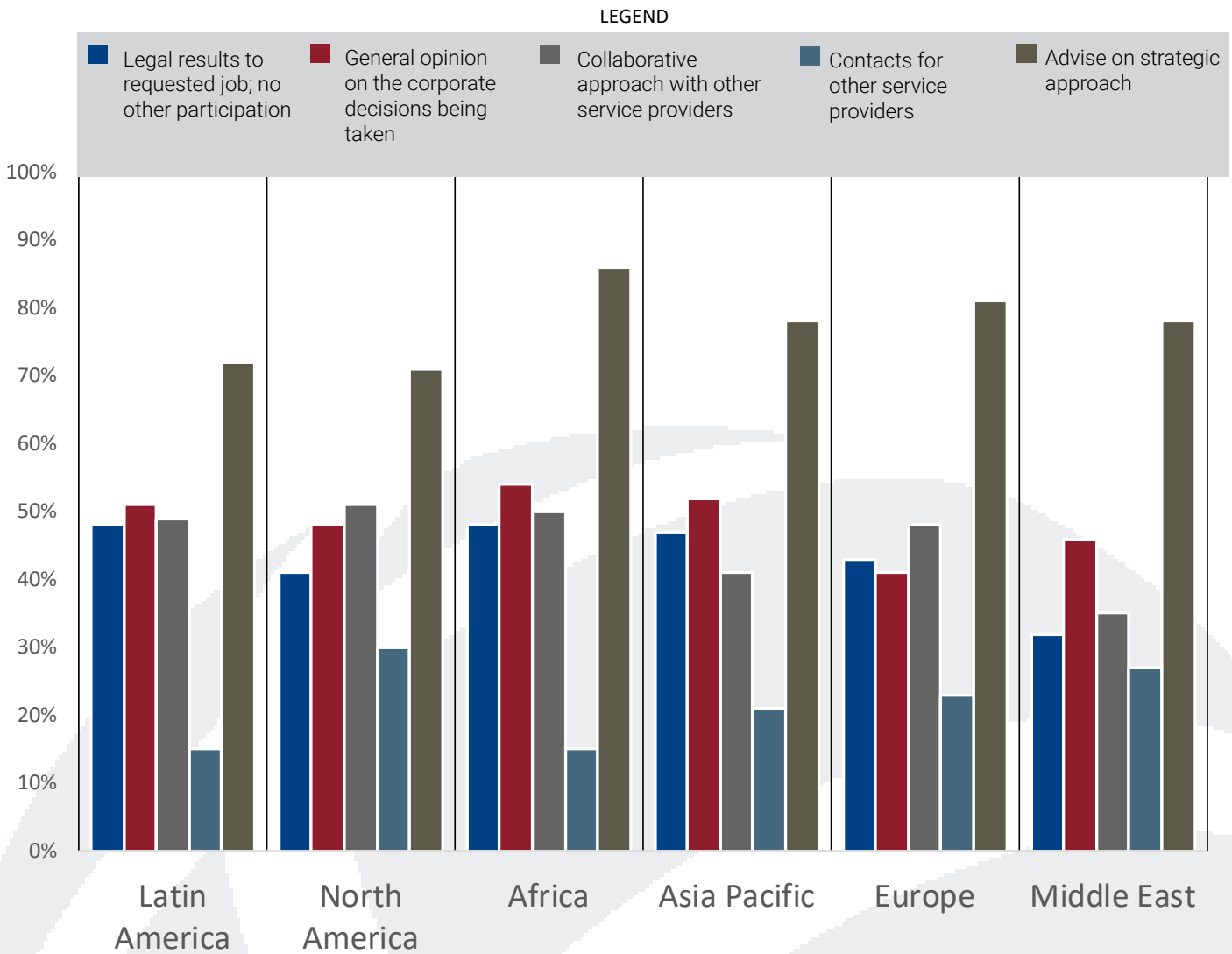
(Mark all that apply.)



Answer Choices	Latin America Responses	North America Responses	Africa Responses	Asia Pacific Responses	Europe Responses	Middle East Responses
Retainer (fixed monthly fee)	36.58%	16.33%	32.63%	26.34%	23.98%	37.84%
Hourly Rate	20.23%	19.90%	38.95%	27.23%	18.11%	13.92%
Project Fee	69.26%	75%	61.05%	73.66%	80.75%	62.16%
Partial payment in kind	7.39%	5.61%	7.37%	8.93%	5.87%	16.22%
Other	5.84%	11%	9.47%	8.04%	5.06%	13.51%

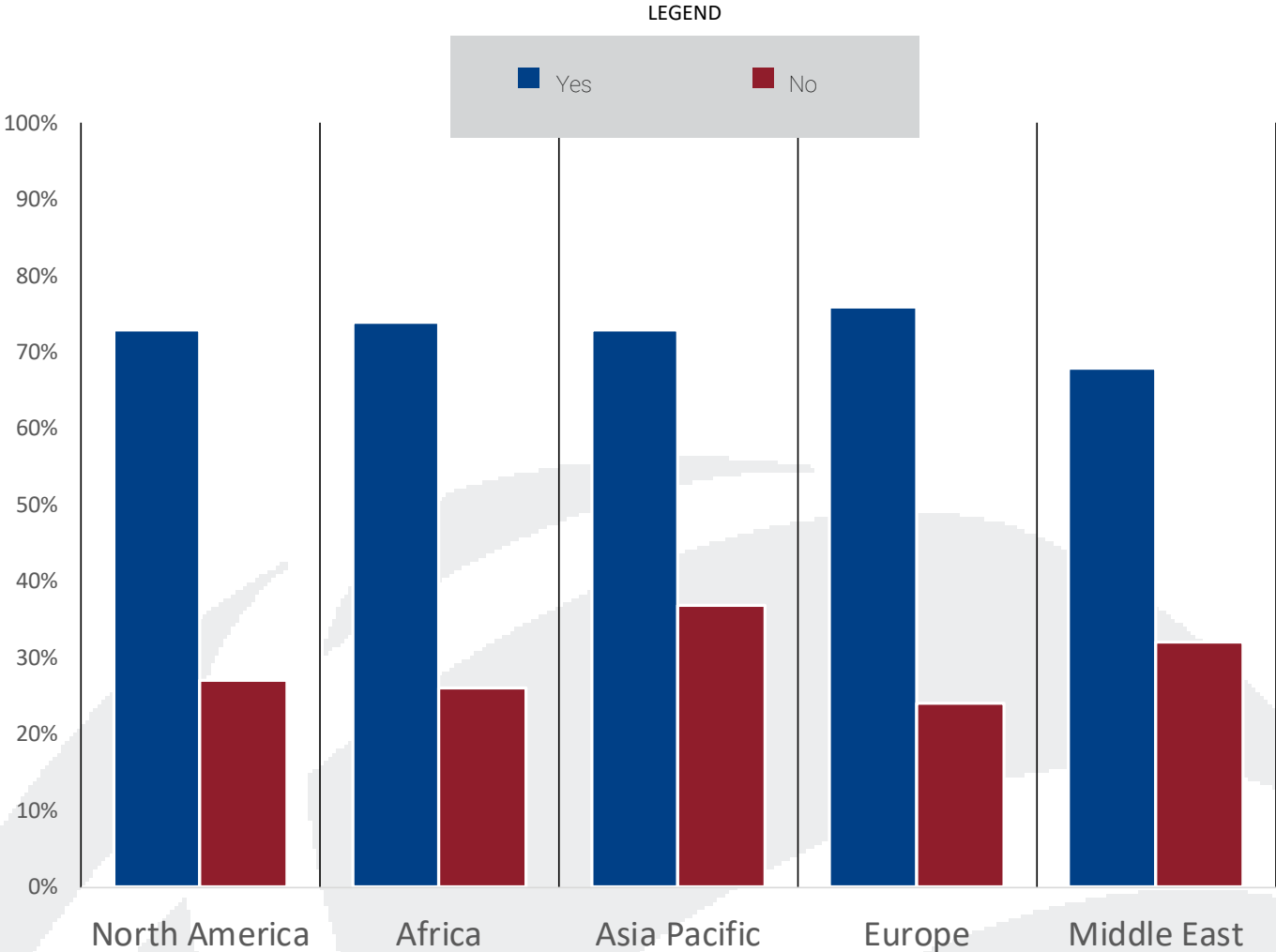
# What do you think Generation Now clients expect with regard to the services your firm provides?

(Mark your top three choices.)



Answer Choices	Latin America Responses	North America Responses	Africa Responses	Asia Pacific Responses	Europe Responses	Middle East Responses
Legal results to requested job; no other participation	48.83%	41.36%	47.87%	47.09%	43.19%	32.43%
General opinion on the corporate decisions being taken	51.56%	48.17%	54.26%	51.57%	41.54%	45.95%
Collaborative approach with other service providers	49.61%	51.31%	50.00%	41.26%	48.28%	35.14%
Contacts for other service providers	15.63%	29.84%	15.96%	21.97%	23.15%	27.03%
Advise on strategic approach	72.27%	71.20%	86.17%	78.92%	81.94%	78.38%

# Do you think there are key differences between Generation Now clients and traditional clients?

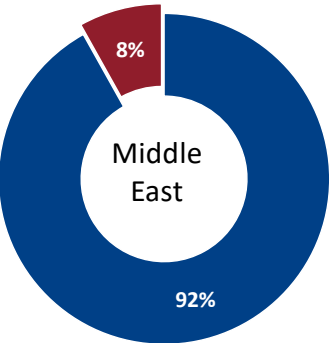
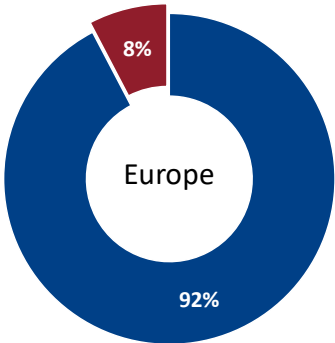
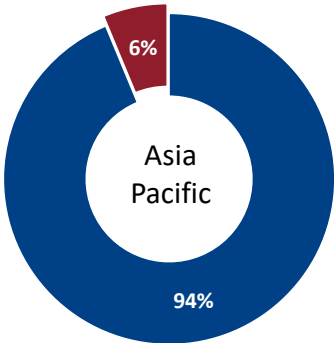
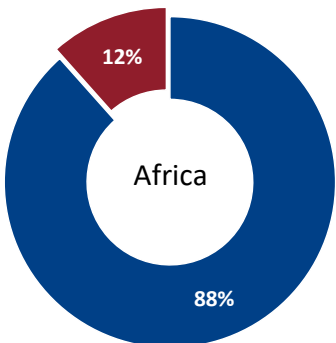
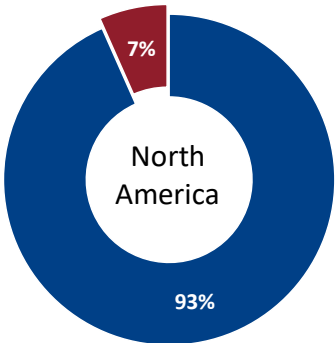
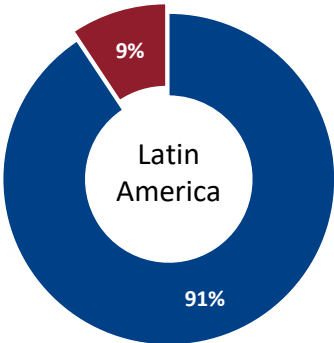


\* Latin America Region Survey Omitted

Answer Choices	Latin America Responses	North America Responses	Africa Responses	Asia Pacific Responses	Europe Responses	Middle East Responses
Yes	-	143	69	162	460	25
No	-	52	24	61	149	12
<b>Total</b>	-	195	93	223	609	37

# If you were a client, would you hire your current firm for your business?

LEGEND



Answer Choices	Latin America Responses	North America Responses	Africa Responses	Asia Pacific Responses	Europe Responses	Middle East Responses
Yes	233	183	84	210	566	34
No	24	13	11	14	47	3
<b>Total</b>	257	196	95	224	613	37



# About World Services Group

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World Services Group was created in 2002 and is a global membership network whose members are among the leading independent firms. Formed upon a unique approach to legal networks, WSG developed the idea that the premier independent law firm needed a more expansive and efficient global approach within the industry. The integration of knowledge, expertise and client service providers from the investment banking and accounting professions creates better opportunities for providers and clients alike. Additionally, through innovative access and technology, WSG offers members and clients immediate access to prospects, information and leading experts with a known record of superior, quality service.

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