

PRISM



ALANYC DIVERSITY &
INCLUSION



GENERATIONS IN THE WORKPLACE

WINTER 2020
ISSUE

ASSOCIATION OF LEGAL ADMINISTRATORS
NEW YORK CITY CHAPTER

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MEET YOUR 2020-2021 DIVERSITY & INCLUSION TEAM



ORIA L. APONTE
HODGSON RUSS LLP
TEAM LEADER

Diversity is the one true thing we all have in common... Celebrate it every day.
-Winston Churchill



JENNIFER APONTE
SULLIVAN & WORCESTER

We are fighting for an unapologetic movement for economic, social, and racial justice in the United States.
-Alexandria Ocasio-Cortez



MATTHEW FREDERICK
SEGAL MCCAMBRIDGE
SINGER & MAHONEY, LTD.

Change will not come if we wait for some other person or if we wait for some other time. We are the ones we've been waiting for. We are the change that we seek.
-Barack Obama



ELBA CORTES
COZEN O'CONNOR

If you are neutral in situations of injustice you have chosen to side with the oppressors.
-Ruth Bader Ginsburg



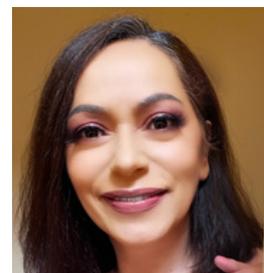
JULISSA KEENE
OGLETREE, DEAKINS,
NASH, SMOAK &
STEWART, P.C.

Fight for the things you care about, but do it in a way that leads others to join you.
-Ruth Bader Ginsburg



JOHN CONNOLLY
LDI COLOR TOOLBOX

I can see myself in all things and all people around me.
-Sanskrit Phrase



SANTA MEDINA
(MENTOR)
BRILL & MEISEL

Diversity is the mix; inclusion is making the mix work.
-Andres T. Tapia



LYNN CORVINO
FENWICK & WEST LLP

By building respect and inspiring love, business can change the world.
-Kevin Roberts



JANINE NEDD
MORRISON &
FOERSTER LLP

A diverse mix of voices leads to better discussions, decisions, and outcomes for everyone.
-Sundar Pichai

A Word from Diversity & Inclusion Team Leader, Oria L. Aponte

I joined the ALA when I first entered the legal industry over 10 years ago and it has been by far one of the most important decisions of my career. The organization has enabled me to meet other managers, attend seminars and countless events, all of which have enriched my professional and personal life. It is a great honor for me to have been elected Vice President of the NYC Chapter Board of Directors. When I was asked to lead the Diversity & Inclusion team, I accepted the role with great enthusiasm. Diversity has always been important to me and I've been blessed to have a life filled with it—both personally and professionally.

I remember back in my college years when I had the honor and pleasure of meeting people from all over the world. What I loved most was that both the student body and faculty were composed of diverse populations. My most memorable times include having lunch with my good friend from Columbia, break time pep talks with my buddy from Nigeria and engaging in debates with my pals from India.

The memories are endless and I could easily fill many pages with stories of the people I've had the pleasure of spending time with. Not only was my college diverse in cultures, but it was also diverse in age groups as well. I had friends that were attending right out of high school and then there were others who had decided to go back to school a little bit later in life because it's never too late. Regardless of age or ethnicity, we all had one thing in common—we were students ready and eager to learn. We learned a lot during these years and not just our lessons in the classroom. We learned about each other's different backgrounds, we shared our family traditions, we shared our food and most importantly, we shared plenty of laughter!

It was that positive experience which taught me to appreciate the differences found in our society and the world in which we live. I am grateful to have had such exposure early in life as it helped me become the person I am today. I learned that a life filled with diversity is a life that is truly enriched. In my humble opinion, a life without diversity would be uneventful, boring and completely unsatisfying.

It was a true pleasure to work with my team on this 5th edition of PRISM which focuses on the diversity of generations we encounter at work, at school, at home and just about everywhere life takes us. We are blessed to have experiences which can turn an ordinary day into an adventure. It was indeed a team effort filled with countless meetings and brainstorming sessions but all in all, we will not deny how much fun we had! Thank you to my team for their hard work and my mentors for their guidance. A special thanks to our editor Matt, who made sure every sentence was structured properly, that every punctuation point was where it needed to be and that the content was worthy of being published on behalf of our chapter. This has been his 5th year with us and quite frankly, we could not have done this without him. We hope you will enjoy this edition as much as we enjoyed putting it together for you!

Thank you,
Oria L. Aponte
Diversity & Inclusion Team Leader



Editor's Note

BY MATT FREDERICK

So much has transpired since we initially decided to revisit the theme of Generations in the Workplace for this year's issue of *PRISM*. While not a headline-grabbing area of concern due to recent disruptions, nevertheless, we've all been increasingly affected by changing workplace demographics. Due to socio-economic factors that encourage postponing retirement, we continue to have five generations in the workforce. And these conditions are likely to persist. My 85-year-old father still goes into the office every day, and even has a "side hustle" teaching Economics and Accounting online. While I aspire to follow his lead, it dawns on me that it's just as well, since my 401(k) projections tell me I probably won't have a choice.

Many of us in HR have been learning about this trend for a while now. When it first flared into awareness, alarm bells were being rung to warn of the onset of the Millennials as if a horde of locusts threatened on the horizon ready to chew up all the workplace structures we had been carefully constructing. Ironically, the initial critiques of Millennials—often made by Baby Boomers—were the same as those lobbed at Boomers themselves when they started assuming majority in the 1960's: a pack of self-centered, entitled, ignorantly confident ingrates who are dismissive of (or actively confrontational towards) established traditions, protocols, morals and systems.... Perhaps an unspoken reality was in part that the Boomers had practiced helicopter parenting and now their progeny were coming into their workplaces demanding the same attention and preferential treatment they'd been given at home.

The importance of the topic became apparent to me a few years ago when a trial attorney my age came into my office to discuss training on communicating across generational differences.

The lawyer had just returned from a post-trial jury survey, and queasily reported: "They said I looked like a... politician." I gasped, and knew this issue needed immediate, in-depth study. Trial attorneys were realizing that while they aged, the jury pool was getting younger. As a result, these attorneys are increasingly perceived as representatives of an Establishment they may have once protested. This may be an inevitable pitfall of aging: regardless of your mindset, you are perceived by youth as representing The System.

A Useful Perspective for Understanding

What's in a Generation? Over 100 years ago, Karl Mannheim posited generations as potentially useful sociological constructs to group individuals by their collective memories. In *Managing the Millennials*, Espinoza and Ukleja explain Mannheim's proposal that "A generational worldview could be shaped when people of a similar age (primarily adolescence) and geographical location experience sociopolitical events together." They add however, "Perhaps worldview is no longer limited by geography—technology is the new context for shaping a generation.... Millennials are the first generation that has not needed an authority figure to access information, and therefore, the dynamics of relationship to power have shifted...." A theoretic paradigm is useful as long as it is useful but will eventually break if stretched too far. While it can be helpful to get a wide-angle view of the similarities that mark each age group, we need to be careful not to over-generalize generations and remember to view individuals and their particular needs close up. If generations are merely turned into stereotypes, they'll have less accuracy or utility than astrological signs.

I Can't Even...

I've had Anne Helen Petersen's *The Burnout Generation* knocking around my Audible account since it came out a year ago, so when I saw the author expanded on the topic in a full length book with this fall's release *Can't Even: How Millennials Became the Burnout Generation* I knew it'd be helpful to explore this burgeoning cohort's experiences. More than eye-opening, it is a devastating indictment of the current state of the social and professional structures they have inherited. While many business publications' titles in this area suggest hand-wringing panic attending a clash of civilizations, this book offers moving testimonials and models an environment broken by increasing pressures that surprisingly, feels too familiar.

The Precariate

As a firmly self-identified Gen Xer, I thought I'd be able to use *Can't Even* to objectively analyze and defuse my (sometimes unproductive, knee-jerk) reactions to complaints from "kids of today." Not at all. Although the majority of the critique is aimed at the actions of the second largest population in the workforce, the Baby Boomers (again, not uncoincidentally, their parents' generation), I couldn't help but empathize and often identify with the fraught landscape many inhabit. As one in the initial wave of the Gen X population, and like the middle child I also am, I feel I can identify with those both before and after, but can also feel impinged, misrepresented or worse, ignored and unheard between the two behemoth demographic groups. While in the recent past I might have felt removed from the Millennial experience due to being more established professionally and relatively more secure financially, in this time of pandemic, we've all become (re)introduced to Precarity: a condition of existence without predictability or security, affecting material or psychological welfare. This word crops up repeatedly in *Can't Even*. New to me was the adjacent dictionary entry describing the sociological construct of The Precariate (a blend of precarious + proletariat) i.e., people, especially as a social class, living without security or predictability, especially job security. Sound familiar?"

A psychologist I know reported months into the pandemic that this intense insecurity was not limited to those with direct physical or economic impact—indeed those fortunate enough to still be holding onto stable jobs were also displaying extreme agitation, being unused to and unprepared for unprecedented instability. I was further struck when Petersen reported receiving feedback to her work from poet Tiana Clarke, who wrote a piece on the specifics of Black burnout in response, observing: "No matter the movement or era, being burned out has been the steady state of Black people in this country for hundreds of years. And while White Americans are attempting to reclaim economic security, that sort of security has always been elusive for Black Americans." Petersen claims in her introduction that COVID has been a great leveler, making even relatively privileged White, middle-class Millennials feel the precarity which for millions "has been a way of life for decades—to live in poverty, or to live as a refugee, is to be conditioned to it." Hopefully more decision makers will get it on a visceral level now that the recent pandemic has thrown many more people into a state of precarity.

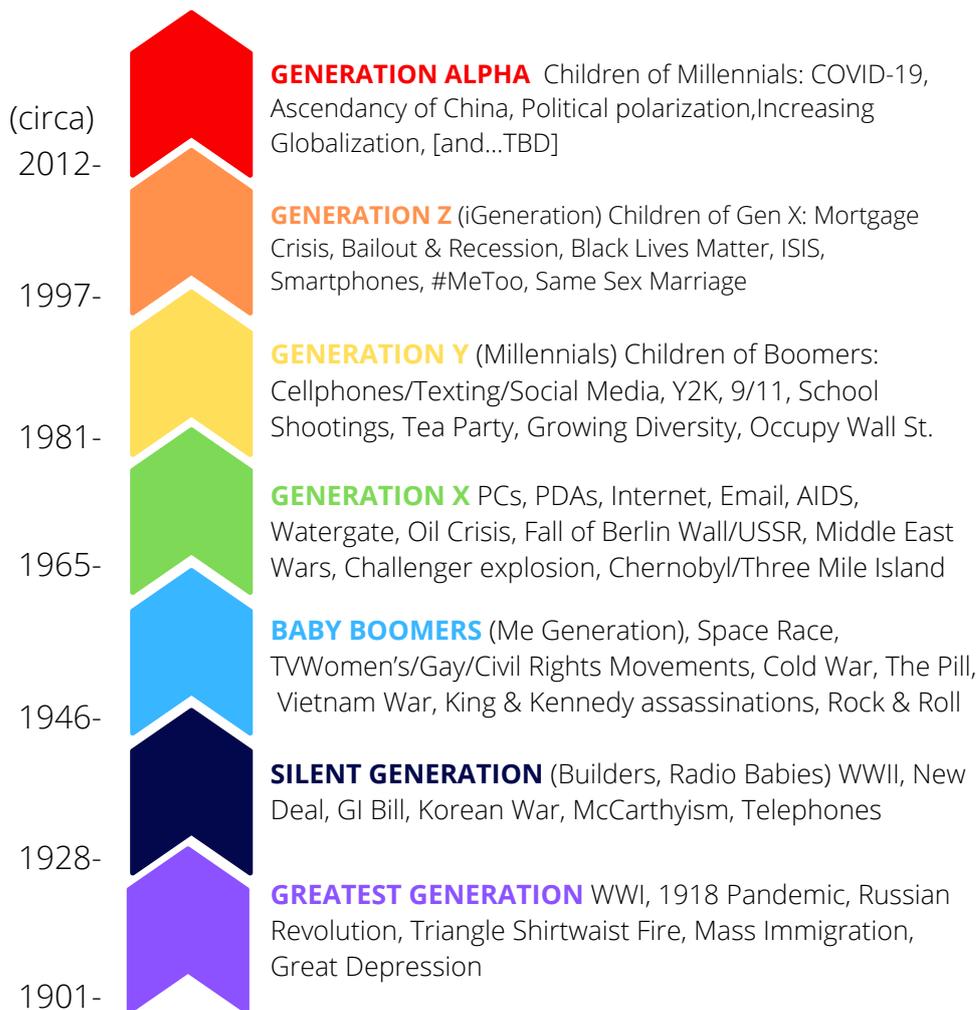
A lot has been happening. As new groups find their voices and articulate their experiences to wider audiences, we need to listen with compassion and learn from the important news they have to relate. Hopefully, the recent disruptions will enable us to make at least a little change for the better—the necessary maintenance to promote a healthier, inclusive update to the battered but redoubtable and ever-reformable American Dream.



Reading List:

- *Bridging the Generation Gap* by Linda Gravett and Robin Throckmorton, Career Press (2007).
- *Can't Even: How Millennials Became the Burnout Generation* by Anne Helen Petersen, Houghton Mifflin Harcourt (2020).
- *Clash of the Generations: Managing the New Workplace Reality* by Valerie M. Grubb, Wiley (2016).
- *Generations at Work, Managing the CLASH of Boomers, Gen Xers, and Gen Yers in the Workplace*, 2nd Ed., by Ron Zemke, Claire Raines, Bob Filipczak, Amacom (2013).
- *Managing the Millennials: Discover the Core Competencies for Managing Today's Workforce*, 2nd Ed., by Chip Espinoza and Mick Ukleja, Wiley (2016).
- "This is What Black Burnout Feels Like" by Tiana Clark on BuzzFeed.com, posted January 11, 2019, at 1:42 p.m. ET, <https://www.buzzfeednews.com/article/tianaclarkpoet/millennial-burnout-black-women-self-care-anxiety-depression>

US GENERATIONS & FORMATIVE FACTORS



Ageism and the COVID-19 Pandemic

BY SANTA MEDINA

The coronavirus disease 2019, abbreviated as COVID-19 ('CO' stands for 'corona,' 'VI' for 'virus,' and 'D' for disease) was confirmed in the U.S. in mid-January 2020, and the first recorded mortality here was on February 6, 2020. According to the CDC (cdc.gov), it was determined that COVID-19 was an importation from China and later from Europe. In March 2020, COVID-19 was declared a pandemic by the World Health Organization (WHO.org). China's first case was discovered in November 2019, and perhaps even earlier. Symptoms associated with the virus at the time were high fever, cough and shortness of breath.

As COVID-19 ravaged the country and infected communities, medical practitioners and infectious disease professionals found that various age groups were affected differently. Higher risk groups were soon determined to be those 60 years of age and older, those with underlying pre-existing medical conditions (such as a heart condition, high blood pressure, diabetes, asthma, cancer and other medical ailments (aamc.org)), underserved communities, those without medical coverage and those socially disadvantaged such as the homeless and mentally ill.

The pandemic exposed that ageism is prevalent towards the 60+ age group. Somehow it had become socially acceptable to view the elderly as simply old, with their illnesses attributed to old age (as if old age were a disease) and not to COVID-19. Some 60-somethings may have been undergoing physical therapy, rehabilitation therapy or residing in an elder care facility. Whatever the reasoning, the pandemic made it even more acceptable to isolate those elders. Such ageism is a bias we need to interrupt whenever possible.



Ageism is not just a bias that occurs to one in their 60s, 70s or even 80s. It can occur in reverse to a much younger person or group simply because they are seen to be in a specific age group. Ageist attitudes can affect one in any age group, depending upon where the person is and if what they want to do is not considered age-appropriate according to the society at large. Ageism is a bias we must counteract whenever possible for the good of our family, friends and society.

Everyone who has contributed to the workforce deserves to be acknowledged, valued and recognized as part of the whole. They have been the backbone of America. Many have worked in times before computers or even simpler machines were available to aid in work environments. Many served in the armed forces and fought for our freedoms; many were frontline workers before we knew what the term meant. Currently there are six generations of Americans in the workforce, and soon we will have seven. Each group has made contributions to society, the world at large and in the workplace. Inclusion means being part of something whether it's employment opportunities, health care or simply put, acceptance. Age diversity is something for which we should all strive, to ensure inclusivity for all ages.

Resources and Links:

www.nyc.gov/agingwww.ssa.gov

www.medicare.gov

www.benefits.gov

www.ncoa.org

www.aarp.com

Music — Transcending Cultural Boundaries Since the Beginning of Time

BY LYNN CORVINO

If there is one bastion of solidarity among us, surely it is music. From the moment we're born, music is part of our lives, in lullabies, movie soundtracks, television commercials, on our radios and in our homes and cars. There is a musical soundtrack to each of our lives—the music of our time, the music of our geographies, and the music of our parents, families and friends.

Music crosses all boundaries, not just cultural boundaries. If it sounds good to us, that's all that really matters. We hear it, we dance, we sway, we identify (or not) with the lyrics; we cry, we relate and we remember. There is a purity to the love of music and harmony that rises above the din and angst of everyday life. It's where many of us go to check out, to disconnect and to relax.

Many years ago, the Chairman of my law firm, a man of Jewish faith, lost his mother. Once a week, for an entire year, he and several others would seclude themselves in a room in our library and sing Hebrew songs together to honor her passing. Many of us would sit outside the room and listen because the songs were so intensely beautiful. And many of us were moved to tears.

For me, it was like church. None of us understood one word that was being sung (it was all in Hebrew) but their combined voices and the beauty of the music touched our very souls—and we were a veritable bag of Skittles as far as cultures go, all colors, all nationalities, and all religions or no religion at all.



It didn't matter—the music was beautiful to all of us. And so therein lies an example of the ethereal, untouchable, transcendent beauty of music.

Humans from all walks of life make music and always have. When we listen to a song or melody and decide if we like it or not, our opinion has absolutely nothing to do with who made that music or where it came from; our opinion and tastes in music have only to do with the pure sense of what we naturally like to hear. Our tastes may transcend all other boundaries.

Music binds us as we celebrate: it connects us in our marriages, in our social gatherings, and at our parties. It also binds us in our loss and sadness: at our wakes and funerals and in many prayers and houses of worship. It is the one language we all speak.

Many studies have been done on the effects of music on humans, but it doesn't take science to inform us of its gifts. Its magic is free to us all. In January 2018, The Harvard Gazette published an interesting article on the subject.

The article contains a fun quiz: go to <https://news.harvard.edu/gazette/story/2018/01/music-may-transcend-cultural-boundaries-to-become-universally-human/> to listen to four songs from around the globe, and see if you can determine which one is a healing song, a dancing song, a lullaby, or a love song. Have fun!

Mentorship Goes Both Ways

BY ROBERT MODICA AND RAYMOND NABHANI, TYSON & MENDES LLP

Every industry experiences challenges with multiple generations in the workplace, especially in the legal industry. When differences in communication styles, attitudes, and priorities are combined with (often negative) generational stereotypes, the ensuing frustration can make it easy to lose sight of the benefits of having such a diverse workforce—including the opportunity to learn from and mentor one another.

Most of us think of “mentorship” as older, more experienced professionals taking younger colleagues under their wing and guiding them through their early years by sharing real-world experiences and sage advice. But the younger generations have their own perspectives and insights to share, too. This concept, known as Reverse Mentorship, highlights the adage: You never stop learning.

Experience Brings Wisdom

Both of us have countless examples of things we learned from the seasoned professionals who helped shape our careers. Younger attorneys are often worried about saying or doing the wrong thing. With experience comes the poise, perspective, and confidence older attorneys need to avoid second guessing themselves at every move and help ease the fears of their younger colleagues. This includes knowing when to drive younger professionals to do things on their own—recognizing that handholding will only slow their progress.

Those older generations have also learned that despite the competitive nature of law school and law firms, the saying “you catch more flies with honey than vinegar” holds true—both in and out of the courtroom.

Not every situation requires the aggressive, competitive attitude we often pick up in law school and bring with us into our first law firms. You have to learn to pick your battles.

The Benefits of Youth

Most of us acknowledge that the younger generations have grown up with the internet, and their technological knowledge and research capabilities far exceed those of the older attorneys they work with. From whipping up a beautifully designed presentation in minutes to finding relevant case law and articles without having to sign in to Westlaw, younger attorneys can help their entire firm increase efficiency and focus on what is most important—lawyering.

Younger attorneys also bring fresh perspectives and new ideas to the table, something an office full of sometimes jaded, older professionals desperately need. And, with juries skewing younger and younger every year, it is the Millennial and Gen Z attorneys a trial team looks to for insights into the minds, attitudes and perceptions of their peers.

The Importance of Diversity

While technology skills and resourcefulness will always be of value, the most significant thing the older generations are learning from their younger colleagues is the importance of diversity and inclusion. In fact, the younger generations are demanding it.

Historically, the legal industry was very homogeneous, but the workforce has become so much more diverse in recent years, both by gender and ethnicity. Things still are not quite where they should be, but they are going in the right direction.

It is a pretty simple concept – the more diversity, the better. A workforce with diverse experiences allows for better dialogue and understanding, which ultimately helps the law evolve as we move forward.

Robert Modica is the New York Managing Partner of Tyson & Mendes LLP, and from Generation X. Raymond Nabhani is an associate attorney based in the firm’s New York office and part of the Millennial generation.

Baby Boomers Revolutionized Food

BY ORIA L. APONTE

Food is a great unifying force. It is definitely one thing that brings everyone together. Mealtime gives everyone the opportunity to talk, reminisce, collaborate, laugh, share in grief and fill our bodies with much needed nutrition. Families and friends all over the world celebrate with food. The diversity found in food is endless as all cultures incorporate spices and cooking techniques in their own way and continue to fuse them, constantly creating new delicacies.

Julia Child brought food to television in the early 1960s paving the way for other chefs such as Jacques Pépin and Emeril Lagasse. These chefs, among others, highly influenced the way Baby Boomers felt about food. Before diving into their food preferences, here's a little background on Baby Boomers. Today, there are over 76 million in America, representing one of the largest generations in our history. They are educated and relatively affluent. Together, their spending power is comprised of over \$2 trillion, making them extremely important to our economy. This generation lived through many monumental times such as the Cold War, the age of rock and roll, the Civil Rights Movement, and the creation of the suburbs.

This generation's dinner meal usually consisted of meat and potatoes such as the all-time favorite: meatloaf and mashed potatoes. Although this may sound boring and bland, it was not representative of what the Baby Boomers wanted on their plates. As their knowledge of food increased, so did their desire for more colorful and healthier foods that at the same time contained an assortment of different herbs and spices.



This generation wanted organic fresh fruits and vegetables along with a variety of different meats (not just beef). They wanted freshly baked breads, local cheeses and wines. Luckily, this generation had the means to spend quite a bit more on their foods beyond the prices found in our local supermarkets. The demand for these fresh local foods is responsible for the many local farmers' markets we visit today. Before the Boomers, these farmers' markets were typically only visited by true "foodies" and restaurant chefs.

While I am not a Baby Boomer, I do admit to being a true foodie and I can completely relate to and appreciate these local farmers' markets. I am usually unable to pass one by without stopping in. Not only do I enjoy the fresh and colorful fruits and vegetables, I find it hard to pass up their freshly baked breads and from time to time – their homemade desserts and jams!

Diversity in American Universities and Colleges

BY DYLAN G. CRUZ, COLLEGE STUDENT

Among the many different facets of contemporary American life, it seems that political, educational and business institutions are experiencing a kind of renaissance in terms of social awareness. As the vast majority of people are likely already aware, this movement of rising social awareness is primarily concerned with granting greater opportunity and representation to minority groups along with giving more attention to problems that may plague those minority groups more than others.

One of those issues faced mainly by minority groups is that, whether it be due to poor environment, education, or another combination of unfortunate factors, they fall into what is often referred to as “cycles of poverty.” Rather than achieving the ideal of an increase in socio-economic status for each successive generation, there is either a decrease between generations or a plateau. This isn’t to say that every member of a minority group is destined to be less successful than their parents, nor is it to say that this syndrome affects every type of minority group. Instead, the term is used to point out that while people of any denomination may fall into a generational poverty cycle, minorities are disproportionately affected.

One of the most obvious solutions to correct this issue has been to grant the children of certain minority groups preferential treatment in the college process, or what is widely known as affirmative action. The idea is that by granting minority students a boost in admissions, it will help correct the disproportionate levels of wealth and competency. In an effort for colleges and universities to seem up to date, progressive, and virtuous, statistics reflecting the diversity of the school are often advertised to prospective students.

My personal experience thus far with the American university system has been interesting to say the least. I came from a college preparatory high school that I’m supremely grateful to have had the opportunity to attend. The learning climate of the school, along with extracurricular activities, caring staff, and a student body with whom I was largely compatible made for a highly successful high school experience. This isn’t to discredit the role of the values with which I was raised long before I ever set foot inside the building. I will say that there were many students who had clearly differing and at times opposing values, and though they were not as successful, it is reasonable to assume that in a less privileged environment, they would have ended up worse off. The majority of students were white, with minorities such as black, Hispanic, and Asian making up significantly smaller portions of the student population.

While this may evoke a stereotype of an overly “preppy” environment where alabaster skin-toned students wearing trendy and overpriced clothing pompously discuss on which of their father’s yachts they should spend the weekend, this was not even remotely close to my experience. Although I’m sure this stereotype was the reality for at least a handful, I spent my time surrounded by a culturally and financially diverse set of friends and peers. In fact, within my extended friend group, one would be hard pressed to find two people of the same cultural background, yet we were still able to become as close as brothers.

It is only in retrospect, however, that I am able to see it through this lens. At the time, when I was deciding who it would be worth to pursue a friendship with, race and ethnicity were not at all a factor. Rather than valuing (or devaluing) other people based on their background, instead I collected from among my peers a group based on similar interests and values.

This is why when it came to the college application process and researching different schools, the weight placed on diversity and the way it was used as a selling point made little sense to me, though I was completely prepared to take advantage of it. I proudly listed myself as a Hispanic on the Common app (www.commonapp.org) while at the same time giving little to no regard for the diversity statistics of the schools in which I was interested. Would I not be able to find a group of friends with whom I shared values, hobbies, and a sense of humor if the school were predominantly white or even black for that matter? After all, in the progressive idealized world we are trying to build, why should race matter when picking friends and a learning environment? When it came time to enroll, I ended up picking a school that was largely white, though white students did not make up a high enough portion of the student body to be called the majority. Even so, this was not at all a factor when making my choice. When I got to school, I felt anxious and alone as I was in an unfamiliar city without knowing anyone other than my roommate who I had spoken to briefly over the summer.

Fortunately, it wasn't long before I formed a friend group with people who lived in my dorm. When comparing my high school friend group with my college friend group it seems almost the opposite of what was meant to happen: after one year, my closest friends were almost exclusively Hispanic and Latino. Besides finding it ironic, I never thought that I was doing something wrong or "going backwards" because just like in high school, I filtered friends without race or ethnicity being a criterion. So while trying to get students to experience other cultures and perspectives in a natural way by focusing on diversity is a goal, it can't really be guaranteed as people still have the freedom to sort their friends on their own and often times we just stick to what we know and agree with; the correlations between race and ethnicity end up meaning little more than coincidence and circumstance.

I believe that in a way, the goal of a diverse and inclusive community was somewhat missed. It is my hope that the push towards greater social awareness over time will be tempered more mindfully so the truest forms of diversity and inclusion can be reached.

The most significant focus of this effort must be on what occurs in the classroom because this is where the guarantee of a college tuition is placed. The faculty would not only need to be diverse in race and ethnicity, but also in beliefs. Many schools offer culturally-based clubs and invite speakers from different walks of life, but these are opportunities that require initiative to take advantage of, so the actuality of guaranteeing a diverse student experience is limited to what is demanded of the students in the classroom.

In my personal experience attending a large, private East Coast university, it appears that diversity of faculty backgrounds is reasonably well accounted for as student bodies push for more representation. Unfortunately, diversity of belief within faculty is not as easily found, especially in the Humanities. I believe that there is a kind of feedback mechanism at play where schools decide to hire professors who hold beliefs that are in line with those of the most vocal among the student body. With this dynamic, students' pre-existing ideas are validated without being presented with fair and reasonable opposition. It is in this opposition that people grow and learn to consider other points of view. Diversity of race and ethnicity is nothing more than a Pyrrhic victory if it doesn't also come with a diversity of ideas. The ones who suffer are the students, who may get indoctrinated into a particular worldview without getting the chance to explore and develop their own opinions.

True inclusion and diversity starts at skin color and culture, but it ends somewhere much deeper. The push for social awareness, particularly by youth at my level of education, seems to be quite misguided at times. The university is meant to be a place of dialogue between contrarians, where ideas are tested and refined, and where a healthy exploration of identity and self can be conducted. From my personal experience, the development of my character and worldview have benefitted tremendously from having the privilege of being placed into diverse environments. With this though, I still believe that administrations in the American university system would be doing a greater service to the current generation's student body by not only setting up policy and hiring to grant a sense of diversity that can be seen, but also one that can be heard in civil dialogue.

Communication Technology and the Generations of the Workplace

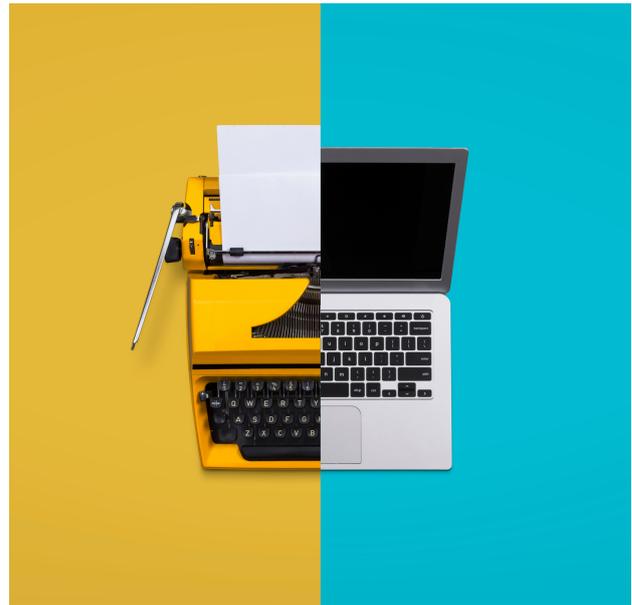
BY JOHN CONNOLLY, LDI,
ALANYS BUSINESS PARTNER

It is nothing short of amazing when you think of the evolution of technology over the last 50 years; starting with the first IBM computers and continuing to today's smart devices that can now seemingly do everything! And beyond the capability, you can't ignore how everything has become smaller, faster, and more portable.

Sometimes creativity and innovation fuels technology choices and many times technology fuels creativity and innovation. Adopting and embracing it is sometimes generational. Let's consider the five generations existing in today's workplace and the significance of technology in their lives:

Traditionalist/The Silent Generation: Born between 1928 and 1945, they grew up without today's technology and other modern conveniences taken for granted by younger generations. They're typically hard-working, fiscally responsible, and have solid core values.

Baby Boomers: Born between 1946 and 1964, baby boomers are known for their strong work ethic and goal-centric tendencies. They also tend to value face-to-face interaction. "Boomers" didn't grow up using computers, although they have had to embrace technology for job-related functions.



Generation X: Born between 1965 and 1976, squeezed between the Baby Boomers and Millennials, Gen Xers were shaped by the evolution of personal computers. They are viewed as self-reliant, hard-working, fiscally responsible and better educated than previous generations.

Generation Y/Millennials: Born between 1977 and 1997, they are the largest generation in today's workforce. Millennials grew up as the Internet revolutionized society, and they're more comfortable communicating digitally than previous generations. Nearly all own smartphones, and they tend to adopt new social media platforms more quickly. In the workplace, they may prefer to send instant messages, email, or texts rather than walk across the room to chat with someone, mainly because it's more efficient.

Generation Z: Born after 1997, they view smartphones and other devices as essential. Compared to previous generations, they can be more focused on the essence of a person (funny, smart, sincere) rather than race or ethnicity, due in large part to how technology has shaped their relationships. Student debt is a major concern which impacts much of their personal and professional decision-making.

Having a better understanding of the similarities and differences between these generations, including how they each consider and embrace tech in their personal and professional lives, can help us further appreciate the value of today's communication technology and how it helps us connect to, collaborate with, and better relate to each other. Let's look at some of the advantages it offers:

Effective communication facilitates innovation: Productive relationships in the workplace are developed and maintained when effective communication solutions are in place. When staff feel they can openly share ideas at work, innovation and cooperation follow. However, if communication technology is outdated, creativity and collaboration can be affected, causing the entire business to suffer.

It helps prepare and execute plans: Any kind of planning requires a wide spread of information and input to be gathered from a variety of sources and stakeholders. Without effective communication solutions, many projects and strategies never move past the planning stage. Clear communication strategies and quick, efficient communication channels are critical for the smooth preparation, circulation and execution of every business plan.

Good communication builds an efficient relationship: When using communication technology, you can discover and convey information to your employees or clients anywhere. If you need to contact your offsite employees, you can SMS or email their mobile devices instead of waiting for them to return to the office. You can also be in constant contact with your clients and give them real-time information on the status of any project.

New technology offers better sound quality: Communication technology is ever evolving and improving, especially sound quality. Much can go wrong when your clients and employees misunderstand each other. Wideband audio extends the frequency range and doubles the sample rate of telephone audio, making it easier to understand one another. Better sound quality allows for easier negotiations, better business to business communications, and improved filtering of background noise.

Embracing technology can help close the generation gaps: The potential for better communication can be increased by understanding what method your audience will most likely embrace. Then it no longer matters who or where you are or when you were born. All that matters is the message.

There are also disadvantages associated with today's technology, including its negative contribution to the lost art of conversation, the deterioration of language and communication skills, the lack of proper etiquette and the continual disruptions that are indicative of being so connected to our devices.

In summary, there is no doubt that technology has played a critical role in connecting us in our personal lives and in our business lives. The current pandemic has played a major part in accelerating the digital transformation, and technology is the main vehicle by which we currently communicate, educate our children, and bring news into our homes.

Are Boomers Really to Blame?

BY ELBA CORTES

If you were born between 1946 and 1964, you are a Baby Boomer. If you were born between 1981 and 1996, you are a Millennial and likely believe Baby Boomers are responsible for most of the things that are wrong with not only our country but the planet as well.

Baby Boomers have been blamed by Millennials for climate change, the rise in college tuition, the cost of housing, inflation, and pollution just to name a few. But the fact is that Baby Boomers back in the 1960s and '70s marched and protested against the Vietnam War, protested against nuclear power plants and are responsible for starting Earth Day and recycling.

In fact, most policies have been implemented by members of the Greatest (born 1901 to 1927) and the Silent Generation (born 1928 to 1945). Cuts in taxes on the rich, politicization of abortion, and deregulation were all implemented by members who at the time were members of the Greatest Generation and the Silent Generation.

Tuition at the University of California was free in the 1960's until then Governor Ronald Reagan (b. 1911) decided to implement an "educational fee." It was raised again in the 1980's by another governor, Jerry Brown (b. 1938) a member of the Silent Generation. At the time, Boomers were in their 20's and 30's. That was the beginning of the rise of college tuition. Millennials believe they are funding Boomers' retirements through social programs, i.e., Social Security, Medicare, and Medicaid. They blame Baby Boomers because it is believed Social Security will be depleted by the time they retire. The fact is, Baby Boomers have contributed for years to these social programs—probably more so than any other generation.



Millennials should come to the realization that it is up to them now to do something about all the things they see wrong with the current state of the country and world. It is time for them to take the reins. It is up to Millennials, Gen Xers, and Gen Zers to continue the fight that Boomers started. In reality most Boomers believed that what they started would continue, but most if not all these social issues have been politicized.

We need more activists like Greta Thunberg, a climate change activist who has made a name for herself in the media in recent times, more like David Hogg, a Parkland student turned activist after the shooting at his school which left 17 people dead. Unfortunately, sometimes we are not inclined to stand up and take action against social issues until we are affected by them. There is a general sense of apathy among us, either because we are not affected or we believe that nothing can be done and there is no sense in fighting.

Millennials must continue the fight that the Baby Boomers and other generations started. If they want to make lasting change, now is the time to stand up and fight for what they believe in. They have the power; they just need to exercise it. So, the next time a Millennial says to you, "I can't afford to live on my own," or "I am drowning in tuition debt," tell them to do something to effectuate change.

Ageism in the Workplace

**BY CHRISTINE VILLAVERDE,
DIRECTOR FOR STUDENT
ENROLLMENT, COMMUNICATION
AND MARKETING**

What does it say about the state of the modern workplace when your coworker at a traditional religious organization is more concerned with keeping his age a secret than his homosexuality?

I will never forget the day I met my now closest professional friend at a conference held by our employer. Within just a few minutes of conversation, it became clear to us both that the other one “got it,” i.e., that we both yearned to breathe new life into our centuries-old organization. As we moved along the buffet line already chatting like old friends, he mentioned having recently graduated from college, and I was taken aback to learn he was actually much younger than I expected—a full 12 years younger than I. Immediately, I became acutely aware of that age difference and was simultaneously impressed by how well this 23-year-old navigated the room of mid- to senior-level professionals. As time went on, I found that he and I would easily bridge that age gap over and over again—something I can rarely do with the ruling class of my past and current workplaces: Boomers.

My experience with America’s “Me” generation has run the gamut. From being gently rejected in the job hunt with the reassurance that “when you’re a little older, you’ll be a shoe-in,” to being coaxed repeatedly towards accepting positions beneath my experience simply because we Millennials “just expect to go right to the top.” In pursuit of my second and later third graduate degrees, many of my classmates were closer to my mother’s age than mine, and they never missed an opportunity to ask why I was in a rush to get so much education (to get it over with, perhaps?).

This is not to say that Baby Boomers haven’t helped me along the way—of course, some have—but many times it seemed more like a transactional relationship than a mentorship.

Always eager to expand my capabilities, I never turned down the opportunity to draft a proposal or write an analytical report to be used by my superiors in presentations that would never bear my own name. I came to believe this was (and apparently should be) the nature of the workforce. How else would those in my position ever “work their way up” if not through some warped “all work, no glory” methodology? Coming out of school just two years before the recession of 2008, I had grown accustomed to a perpetually over-saturated candidate pool and the persistent underemployment that plagued many professionals in the workforce. The combination of these factors, as well as the tendency of those 55+ to look down on overly ambitious 20- and 30-somethings like myself, led me to internalize the belief that Millennials in the workplace should be seen and not heard for fear of offending those at the top.

As I am approaching my 37th birthday, I can now say that much of the age-related tension I encountered in the earlier part of my career is finally waning. Unfortunately, I don’t think that’s a function of better relations across age groups but rather an indication of my own aging. When it comes to my Gen Z coworker, I was inspired to see the amount of important work he was assigned. When I was selected to serve on a committee he was heading, I marveled at his ability to transcend and to hold his own in a room where I was his closest contemporary. These encounters gave me hope that perhaps the tide is changing, and that age in the workplace would soon be nothing more than a number. Speaking from my own experience, I believe we as professionals stand to gain much more than we could ever lose by focusing diversity and inclusivity efforts not just around gender, sexuality and race/ethnicity, but also around age.

Checking in With a Current College Senior

**MATT FREDERICK INTERVIEWS
HEZEKIAH ORTIZ**

I first met Hezekiah Ortiz in 2017 when we chose him to intern at Segal McCambridge through the NYC Bar's Thurgood Marshall Diversity Pipeline Initiative. He had just graduated high school, and it was a memorable time because concurrently in the office we had an of counsel who earned his J.D. in 1964. Hezekiah had been accepted to Lawrence University in Appleton, WI, far from home. He returned to our firm for a second internship the next summer after his freshman year and related stories tinged with a bit of culture shock. Now he's back in NYC finishing up his degree, having chosen to complete his senior year remotely due to the pandemic.

Matt: So, it's great to reconnect with you, as I'm interested to hear from your perspective, as one about to graduate in a few months. How do you think things are going? What are your prospects? How optimistic or pessimistic are you are feeling? It's a turbulent time for anybody out of school and trying to find their way, but then you've got this pandemic and all on top of it....

Hezekiah: Yes, I can't believe it has just gone by like the blink of an eye. It seems just like yesterday I started at Segal and I was about to enter Lawrence—and it also feels like a lifetime ago: there has been so much transformation since I started school. I went in very bushy-tailed and bright-eyed, like I'm going into this major, then I'm going to have the top internship. I'm going to ace all of my classes and I'm going to get my degree and be out and go on this really big journey into my career, and on and on....' And it didn't happen that way, right? I was going headfirst and doing a lot of things without proper planning and having to face a lot of shortcomings and setbacks. I started seeing through many of my illusions.

Matt: What is your major?

Hezekiah: Initially, I started as an international relations major, but I went into global studies as it was more interdisciplinary and much broader. I discovered I am a broader thinker. I'm not a very detail-oriented kind of person. I see the vision—I see the forest more than the trees. Another thing I learned about myself in school was how to work with other people. I'm not naturally much of a group-oriented kind of person. I don't like a sense of restriction, feeling that other people are holding me back from what I really want to do. But, you know, you have to work with people, right? You can't do everything on your own. And it doesn't hurt at all to have people you can ask for help.

Matt: Absolutely, that's important in every stage of your career. So, I have to admit, I'm not sure what Global Studies actually means. What is that?

Hezekiah: Global studies is an interdisciplinary course looking at the social, political, and cultural aspects of the world around us. Lawrence is such an interdisciplinary school: within the major itself it's broken up into four tracks. There's arts and exchange, global cities, nations and identities and my track specifically is human security, focusing on the poverty, war and genocide, that have happened in our global history and altered the human experience. For one class we traveled to Hong Kong on a sustainability and livability project: first we had classes on campus, learning about the infrastructure of Hong Kong and its relationship with China. Then we actually traveled to Hong Kong and looked at the infrastructure, the impoverished areas and considered poverty there, how they think about sustainability, and how they live. We also visited different sites and explored ways they're trying to make Hong Kong more environmentally friendly.

Matt: That sounds fascinating. Do you have an idea of where you want to go with a global studies degree? You first came to our firm as an intern due to your interest in the law. Do you still have that interest or do you have a different plan for yourself now?

Hezekiah: I still have an interest in law. I'm still not 100% sure what I really want to do. I'm just learning where my interests lie.

Matt: Well, that's critical, to identify your interests. I don't have any agenda—I hope you find something that will be satisfying for you. I know you're probably thinking, these are horrible questions that make you want to cringe, like: 'What are you going to do when you finish school?' It's kind of like: 'What do you want to be when you grow up?' (Although it's easier to answer that question, you can just say: 'I'm going to be a firefighter or a mermaid or President.') But when it's more specific and you're supposed to be career-directed it's probably a lot tougher. The good thing is, you've got a lot of varied experience already; you've got a very interesting resume so far, and if there ever were time to really invent yourself, now's the time. There's so much disruption in the world, but also that's when a lot of opportunity can be found. It's so good that you're finding out where your interests are and, what you're good at. That will really help you find your way and it may take time. I mean, I still feel like I'm trying to find my way and I've been out in the work world, for—I hate to say it—thirty years at this point. Because things will come up that you didn't even consider, for instance this magazine, *PRISM*, is about diversity and inclusion. I didn't even know there would be such a thing 30 years ago. So now we're trying to help diversify the legal profession, and all professions, and really include everyone and promote equal access and input. It's fascinating to me as a movement, but it didn't exist, in the form it's in now. There's a lot out there, and even more unforeseen opportunities are going to open up. So, dare I ask you, do you have any specific plans to try to get an internship or go into a particular area or are you leaving that for later.

Hezekiah: I am looking into grad school overseas. I'm looking into programs in the UK and Australia. I'm gravitating towards Peace and Conflict Studies.

Matt: That sounds fascinating also, and I'm sure, very intense as well. I have another—probably annoying—question but how do you feel about getting out of school in the Spring and making your way in the present climate, or is it something that you're not even thinking about yet?

Hezekiah: I think about this every day and as it gets closer, the more I hear the clock ticking. I'm optimistic. As far as I'm concerned, optimism is always going to be around me, and I know that, no matter what. I'm always going to push to make sure that I can find something that at least gives me a basic sense of security. I don't have to be in a full-time position, it can be a part-time position and I can work my way up. As far as making it through to graduation, it's just like always, I've felt I've had to fight my way through the environment because courses have been so difficult, it always felt like I was falling behind. I've had to really cultivate a newfound sense of responsibility, I'm still finding my way through, and I'm always worried: 'What if I don't actually get to graduate in the spring?' So, I'm really working and pushing to make sure that I actually get the degree, so that's one thing that's really on my mind. I definitely know that there's always going to be another set of hurdles because we all have to face our conflicts to be our higher selves, right? I know it is going to be, again, a time of huge transformation. Because now I'll have to really establish the practical things of adulthood, such as seeking my own apartment.

Matt: 'Adulting,' as they say, right? Making your own life for yourself. Well, I wish you the best finishing up—you're so close to your degree. We're rooting for you to graduate and then move on to your next projects. I know midterms are going on now, so I really appreciate you taking the time to touch base. Best of luck, and keep in touch!

Hezekiah: Thank you so much!

For more about the NYC Bar's Internship program, visit: <https://www.nycbar.org/serving-the-community/diversity-and-inclusion/student-pipeline-programs/programs/thurgood-marshall-summer-law-internship>.

Engaging a Multi-Generational Workplace

BY JOSHUA EVANS, ORGANIZATIONAL CULTURE EXPERT

As the world and workplace are continually changing, so are the needs, expectations, and standards of the workforce. As Baby Boomers head towards retirement and Gen Xers begin taking the reins, it is obvious we are headed for a crossroads. An interesting point is that the majority of Millennials claim they are willing to work for less money if they feel their work has purpose. Couple this with the fact that Millennials are estimated to make up over 50% of the workforce by 2021 and all of a sudden, an employee's experience seems like a very important topic to address.

Since every company is unique and every employee is an individual, one's experience can vary significantly across organizations. With the increase in remote work and flexible office environments there is one thing that is still a necessity: engagement. We need to keep our team members engaged for the sake of productivity, longevity, continuity, and profitability. How can we do this with such a diverse working population?

The answer may be found in a very simple metaphor: a coat hanger. So, what does a coat hanger have to do with employee engagement in a multi-generational workforce?

All recent research has concluded that employees desire fulfillment in their work over higher wages. Contrary to media portrayals, fulfillment at work is not derived from free tacos on Tuesdays, ping pong tables in the break room, or unlimited PTO. True fulfillment is rooted in the employee's emotional connection to their contribution.



When team members find fulfillment in their work and feel like they are contributing to something bigger than themselves, it is easy for them to stay engaged. Every organization deserves engaged employees and every employee deserves to be engaged. It will no longer be enough to bribe employees with pay and benefits; they are going to need something more.

So where does the coat hanger come in? In our organizations we often focus on what someone's role is or what someone in that role does. While these are great for defining expectations, it is a terrible place from which to try to engage our teams. We know what someone's role "IS." Their role, or title, is written on their email signature, on their business cards, and on their LinkedIn profile. Talking about what someone's role "IS" does not foster engagement.

Instead let's try it with what someone's role "DOES." We know what someone in a specific role does. It's their tasks, functions, responsibilities, and their Key Performance Indicators.* Pretty much everything on their to-do list within a role. The problem with focusing on the "DOES" is that listing all the tasks someone needs to accomplish does not evoke engagement. In fact, many times focusing on what someone "DOES" in their role can have the opposite effect. We need to be focusing on something entirely different.

Cue the coat hanger:

Let's start with what a coat hanger is: it is a triangle with a hook on top. Exciting? Engaging? Compelling? Nope.

Let's talk about what a coat hanger does: it hold shirts, jackets, dresses, blouses, pants, etc. Exciting? Compelling? Still no.

I use this example to see how disengaging it can be for people to view their roles within their organizations. Talking about what a role is or what someone in that role does can be disheartening. If we want to engage our team members, we need to be focusing on what their role MEANS!

So, what does a coat hanger mean? A coat hanger means that at a moment's notice there is a clean, pressed piece of clothing ready to go. It means that someone can be confident in the way they look, garner respect from those they encounter, and put their best foot forward. What a coat hanger is truly providing is piece of mind.

It can be easy for an employee or staff member to forget what doing a great job 'means' to their colleagues, their organizations, and their clients. If we can help them understand what their role truly means they will not only stay engaged in the work they do, they will find fulfillment in that work.

It's not about what it 'is' or 'does.' True engagement, in any generation, is helping them realize what their work MEANS.

Ed. Note: *A key performance indicator (KPI) is a type of performance measurement which evaluates the success of an organization or of a particular activity (such as projects, programs, products and other initiatives) in which it engages. (Wikipedia.com)

Leading a Multi-Generational Workforce

**BY SHAKEMA T. APPLETON,
DIVERSITY DATA ANALYST**

Understanding the intricacies of the various generations is important to help leaders promote excellence in their organizations. Perceptions tend to vary by generation. However, these differences can be beneficial to managers. According to Macky, Gardner and Forsyth (2008), the reason that generational cohorts differ from one another in ways that matter to managers is that the differences among generations derive from major influences in the environment within which early human socialization occurs. These influences have an impact on the development of personality, values, beliefs and expectations that, once formed, are stable into adulthood.

Definitions or Stereotypes?

Unlike prior generations, Millennials have a different way of obtaining and processing information. According to Bragan and Mora (2011), Millennials appear to be better at multitasking, responding to visual stimulation, filtering out distractions and accessing relevant information on the web. In the workplace, Millennials prefer more flexibility and a work-life balance. They thrive on creating personal relationships.

Common perceptions of Baby Boomers, Sanner-Stiehr and Vandermause note, "include their self-appointment as moral authorities" and that they are "advocates for being team-players," with "a value on physical presence at work and strong organizational commitment and loyalty." (2017, citing Ernst & Young LLP, 2013). Gen Xers are known to be self-reliant, adaptable, pragmatic and resourceful, both in life and in the workplace.



Gen Xers in the workplace are perceived to be adaptable, effective managers and value work-life balance. "Millennials are often perceived as ladder jumping in the workplace expecting promotions, without the years of work and experience that Boomers and Gen Xers amassed to climb professional ladders," according to Groggan (2016).

"While some of these perceptions may be little more than stereotypes," Sanner-Stiehr and Vandermause add, "they may result in mutual resentment and impaired communication between the various generations." As S.W. Lester, *et al.*, indicated in 2012, employees from different generations have varying expectations of what becomes valued in the workplace. Each generation creates its own distinct management challenges.

Challenges and Opportunities

One of the biggest challenges is communication barriers. Generational differences can influence how individuals process and respond to communications. Another challenge comes from how employees view teamwork. Some groups may choose to work independently because of their generational norm while others value having guidance from their leaders when completing tasks. A final challenge is the value individuals put on the workplace. Older generations tend to self-sacrifice for financial stability and security. Younger generations put more focus on work-life balance.

Leading Multiple Generations

Leading multiple generations does not have to be a daunting task. Here are some bite-sized tips:

Understand your demographics. The most important aspect of leading an intergenerational workforce is actually understanding your workforce. Leaders should leverage data and analytics to identify trends in hiring, retention and turnover. Another important component is the use of employee engagement surveys and feedback mechanisms. All of this data can guide leaders to the areas that need more attention. In addition, this data can assist leaders in determining appropriate diversity training for managers so they may recognize generational differences and adapt. The idea is not to change the staff but rather to adapt to the environment.

Consider cross-generational mentoring. A mentoring program that pairs a person from one generation with a person from a different generation is ideal. Both individuals serve as the mentor and mentee simultaneously as both participants are learning from each other and growing professionally. Through mutual sharing of experiences and skills, the skills gap is essentially eliminated, allowing everyone to have the opportunity to work on the same playing field. From a diversity perspective, this also matches individuals who may not have worked together otherwise, as individuals unconsciously tend to work within a circle of people with whom they are familiar.

Be accommodating and flexible. Workers are typically in various stages of their lives and value different things from their careers. Referring back to the data-driven approach, understanding employees' needs and aspirations in their careers helps employers determine where they can make accommodations. Then they can focus on results rather than how the results are achieved. If there is no impact on systems or processes, employees should be given the opportunity to work in the ways they feel most comfortable. Everyone should have a voice and be able to move away from generational-based employee resource groups.

Alternatively, new groups can be created that intersect the generations to facilitate learning and development. Generational shifts are inevitable as people continue to work longer in their lives. Leaders must steer away from stereotyping to avoid legal and retention nightmares. They should be proactive leaders and consider training programs that accommodate various learning styles, have an open-door policy, remain flexible and focus on positive recognition.

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A Love Letter to PRISM

BY JENNIFFER BROWN



Dear PRISM,

I am bursting with pride as I write this letter and recall the many emotions that emanated on that warm July day back in 2015, when we first met. The anticipation that

swelled for nine months (October 2014–July 2015) had finally come to an end with your birth on July 6, 2015. And I was in love! My inexperience as the Diversity Committee Chair was eclipsed by my deep desire to achieve and be embraced by the team. What a team!

You've forced me to stretch my mind like no one else has. You've taught me to make myself uncomfortable and not settle for tolerance over acceptance. You've shown me that love conquers all and hatred has no place in our hearts. You've helped me understand the importance of inclusion, the meaning of in-groups (inliers) and out-groups (outliers) and that racial injustice is real. As an immigrant who had no such experience, some of these lessons were rather peculiar. I found it incredible that some could hate others because of their race, skin color, origin, culture, and those fundamental physiological characteristics with which one is born.

You've quietly but assertively taught me to accept my fellow man/woman as my brother or sister. You've taught me immeasurable love for mankind. And do you know what else I love about you? Your selflessness and breadth of knowledge! Over the last five years, you've taught my colleagues and me how to embrace other cultures and value each other's differences. You've brought Dean Silverberg, Esq. to educate us about changing laws and how they affect our current and prospective employees and impact our responsibility as gatekeepers of our firms.

You've brought us diversity experts like Paula T. Edgar, Esq., of Inclusion Strategy Solutions; Mauricio Velásquez of The Diversity Training Group; Paula J. Schauwecker, Esq., Principal at Beveridge & Diamond P.C. and so many others, to help us understand the true meaning of unconscious bias, recognize the value in hiring members of the differently-abled population, understand the impact of discrimination, and learn how to become more strategic allies of diversity and inclusion. How I wish we all possessed your sense of sharing and caring. I just love that you're teaching others the same lessons I've learned from you, such as how to overcome my shyness and find my voice to speak on a panel with the likes of Ritu Bhasin of Bhasin Consulting.

PRISM, you made me use ALA's Diversity Scorecard as my bible back in the days when I had no experience but only the presence of mind to search! You forced me to step outside of my comfort zone time and time again and in so doing, I met diversity practitioners like Leah Smiley, CDE, President of The Society for Diversity and Harvey Hubble, V, Director of Dislecksia, the movie that introduced ALANYC to neurodiversity.

Through the years, you've given us Nadia, Angela, Marcia, Matthew, Santa, and Sharon, along with our teams, and now Oria! I don't know how I was living in this wonderfully diverse world prior to knowing you. You came into my life and poured so much understanding, empathy, compassion, and simplicity in me that although we're no longer together, I will continue to bask in the knowledge that your presence in ALANYC continues to educate members and the community forever! Oria and her team are taking good care of you. How I miss you! Happy 5th birthday Prism!

From Jenniffer with Love

Jennifer A. Brown is the firm administrator of Weiner, Millo, Morgan & Bonanno, LLC, a NYC law firm. She is past president of ALANYC (2018-2019), inaugural chair of ALANYC's Diversity Committee (2013-2016), creator of PRISM and past chair of ALA's Committee on Diversity and Inclusion (2016-2017).

Messages to PRISM



LUCILLE A. SHYTI
ALANYC PRESIDENT 2020-2021

Celebrating its 5th year of publication, we are so proud to announce that *PRISM* has won an ALA National Idea Award for 2019-2020. Thank you to Past President Jenniffer Brown for the vision and inspiration that brought *PRISM* to life for the ALANYC chapter, and to Santa Medina and the entire *PRISM* team for your continued collaboration on the insightful and relevant articles that provide us all with the tools we need to be leaders at our firms in the area of diversity and inclusion. We have all learned, and continue to learn, so much from our award-winning *PRISM* newsletter.



DEBRA ELSBURY, CLM
ALA PRESIDENT 2020-2021

Happy 5th Anniversary *PRISM*!

PRISM is the epitome of innovation, development, engagement, and advancement in the legal community and is the reason why this publication was awarded ALA's I.D.E.A. Award.

This publication provides a unique glimpse into diversity and inclusion topics beyond the typical workplace relationship. ALA is proud of the New York City Chapter's efforts and applaud their continued success. As we all continue to further our own personal and professional growth, I highly recommend this publication as a must have tool in your toolbox. #ALAishere



JESSICA MAZZEO, CHAIR, 2020-2021,
ALA COMMITTEE ON DIVERSITY EQUITY
INCLUSION & ACCESSIBILITY

Dear *PRISM*,

Congratulations to the New York City Chapter on receiving a 2020 IDEA Award for your progressive and innovative diversity focused newsletter – *PRISM*. On behalf of our entire Committee, we want thank each and every one of you for your dedication and resilience in advancing diversity and inclusion in our profession and our Association. Your efforts on prioritizing D&I should be applauded – and replicated – by every chapter in ALA. Bravo!

Diversity & Inclusion Resources

ALA Resources

Diversity and Inclusion Resources
www.alanet.org/about/diversity/resources

ALA Diversity Toolkit
www.alanet.org/about/diversity/ala-diversity-toolkit

General Articles

The 1619 Project - *The New York Times Magazine*
www.nytimes.com/interactive/2019/08/14/magazine/1619-america-slavery.html

Robin DiAngelo: How "white fragility" supports racism and how whites can stop it
www.cnn.com/2020/06/07/health/white-fragility-robin-diangelo-wellness/index.html

2020 Has Been Difficult For The Black Community. Discrimination At Work Only Adds Insult To Injury:
Forbes
www.forbes.com/sites/maiahoskin/2020/05/27/2020-has-been-difficult-for-the-black-community-discrimination-at-work-only-adds-insult-to-injury/?sh=408197d59ac2

Books and Reading Lists

How to be Anti-Racist by Ibram X. Kendi
www.ibramxkendi.com/

Me and White Supremacy by Layla Saad
www.meandwhitesupremacybook.com/

White Fragility by Robin DiAngelo
www.robindiangelo.com/publications/

Book Recommendations for Leaders – Diversity Inc.
www.diversityinc.com/diversityinc-book-recommendations-for-leaders/

7 Anti-Racist Books Recommended by Educators and Activists, *New York Magazine*
nymag.com/strategist/article/anti-racist-reading-list.html

Diversity and Inclusion Initiatives

How to Develop a Diversity and Inclusion Initiative – Society for Human Resources Management

www.shrm.org/resourcesandtools/tools-and-samples/how-to-guides/pages/how-to-develop-a-diversity-and-inclusion-initiative.aspx

Viewpoint: Building a Business Case for Diversity and Inclusion – Society for Human Resources Management

www.shrm.org/resourcesandtools/hr-topics/behavioral-competencies/global-and-cultural-effectiveness/pages/viewpoint-building-a-business-case-for-diversity-and-inclusion.aspx

Syllabus: 21-Day Racial Equity Habit-Building Challenge©

www.americanbar.org/groups/labor_law/membership/equal_opportunity/

Model Entity Evaluation Self-Assessment Tool (ABA)

www.americanbar.org/content/dam/aba/administrative/diversity-portal/aba_div_selfassess.pdf

7 Anti-Racism Educators Your Company Needs Now – *Forbes*

www.forbes.com/sites/janicegassam/2020/06/12/7-anti-racism-educators-your-company-needs-now/?sh=438822a13d72

Podcasts

Floodlines from *The Atlantic*: An audio documentary about the aftermath of Hurricane Katrina.

www.theatlantic.com/podcasts/floodlines/?gclid=CjwKCAiAwrf-BRA9EiwAUWwKXv6JJ_87eAoFkWYIJyEADasvDZjWGeN1XShyKlr_CTLcDpU8BIUxoCNocQAvD_BwE

1619 from *The New York Times*: Pulitzer Prize winner Nikole Hannah-Jones, chronicles how black people have been central to building American democracy, music, wealth and more.

<https://www.nytimes.com/2019/08/23/podcasts/1619-slavery-anniversary.html>

Intersectionality Matters! from The African American Policy Forum: Hosted by Kimberlé Crenshaw, a leading critical race theorist.

podcasts.apple.com/us/podcast/intersectionality-matters/id1441348908

Throughline from NPR: Rund Abdelfatah and Ramtin Arablouei “go back in time to understand the present.”

www.npr.org/podcasts/510333/throughline

NPR’s Codeswitch: Hosted by journalists of color discuss race, ethnicity and culture.

www.npr.org/sections/codeswitch/

HBR’s Women at Work: HBR editors and guest experts untangle some of the knottiest issues around being a woman at work.

hbr.org/2018/01/podcast-women-at-work

Making Gay History: Focuses on the hidden history of the LGBTQ Civil Rights Movement.

makinggayhistory.com/

LeVar Burton Reads: LeVar’s narration and gorgeous soundscapes to bring stories to life.

<https://www.levarburtonpodcast.com/>

Films and Documentaries

13th: Director Ava DuVernay covers mass incarceration, Jim Crow and slavery.

www.avaduvernay.com/13th

I Am Not Your Negro: Narrated by the words of James Baldwin with the voice of Samuel L. Jackson, the film connects the Civil Rights Movement to Black Lives Matter.

www.iamnotyournegrofilm.com/

Whose Streets?: Explores the 2014 killing of 18-year-old Michael Brown by police in Ferguson.

www.amdoc.org/watch/whosestreets/

LA 92: Covers the Los Angeles riots following the police beating of Rodney King.

www.netflix.com/title/80184131

Teach Us All: Over 60 years after Brown v. Board of Education, American schools are still segregated. The film explains why that is.

www.lowellmilkcenter.org/curriculum/teach-us-all

Black America Since MLK: And Still I Rise: Henry Louis Gates, Jr. chronicles the last 50 years of black history through a personal lens.

www.pbs.org/weta/black-america-since-mlk-and-still-i-rise

Webinars

A New Understanding of Workplace Diversity and Inclusion, Society of Human Resources Management/Association of Corporate Counsel
www.shrm.org/learningandcareer/learning/webcasts/pages/0620shrmacc.aspx

Diversity Inc. Gender Parity, New York Life and PricewaterCoopers
www.diversityincbestpractices.com/webinar-gender-parity/

The Color of Law - Teaching Tolerance
www.tolerance.org/professional-development/webinars/the-color-of-law

Equity Matters: Confronting Implicit Bias
www.tolerance.org/professional-development/webinars/confronting-implicit-bias

Implicit Bias Resources

Harvard Implicit Bias Test
implicit.harvard.edu/implicit/education.html

Society for Human Resources Management Tips for Rooting Out Hidden Bias
www.shrm.org/hr-today/news/hr-magazine/pages/1214-hidden-bias.aspx

Implicit Bias Videos and Toolkit
www.americanbar.org/groups/diversity/resources/implicit-bias/

"Interrupting Racial and Gender Bias in the Legal Profession" research report
www.americanbar.org/groups/diversity/women/publications/perspectives/2018/october-november/new-you-cant-change-what-you-cant-see-interrupting-racial-gender-bias-the-legal-profession/

Implicit Bias Initiative, American Bar Association
www.americanbar.org/groups/litigation/initiatives/task-force-implicit-bias/

Joint Committee on Fighting Implicit Bias in the Justice System
www.americanbar.org/groups/judicial/committees/fighting_implicit_bias/#:~:text=The%20Joint%20Committee%20on%20Fighting,bias%20in%20the%20justice%20system.

LGBTQ Resources

Ally Toolkit Page
www.americanbar.org/groups/diversity/sexual_orientation/resources/how-to-be-an-ally-toolkit/

Womens' Initiatives and Gender Equality

The Grit Project – American Bar Association
www.americanbar.org/groups/diversity/women/initiatives_awards/grit-project/

The Women of Color Research Initiative Program
www.americanbar.org/groups/diversity/women/initiatives_awards/women_of_color_research_initiative/

Gender Equity in Partner Compensation
www.americanbar.org/groups/diversity/women/resources/toolkit_for_lawyer_compensation_achieving_gender_equity/

Power of the Purse – How General Counsel Can Impact Pay Equity
legalleadersfordiversity.com/wp-content/uploads/2018/03/Power-of-Purse.pdf

Accessibility

Planning Accessible Meetings and Events
www.uwyo.edu/union/reservations/accessible_meetings_toolkit.authcheckdam.pdf

Age Discrimination

How to Remove Age Bias from Your Job Descriptions – AARP
www.aarp.org/content/dam/aarp/work/employers/2020/09/apwj-39195-wj-remove-bias-v3.pdf

Educating Youth and Families

What Do Lawyers Do?
www.nalp.org/what_do_lawyers_do

Pro Bono

Practising Law Institute Pro Bono Scholarship CLE Courses
www.pli.edu/probono/pbscholarship

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www.alanyc.org/newsletter

Visit the ALA Committee on Diversity and Inclusion:

www.alanet.org/about/diversity

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