

This edition of Voices of Excellence examines generational diversity in the workplace. Today's workforce is truly multigenerational, with five generations represented: the silent generation, baby boomers, Generation X, millennials, and Generation Z. Each generation has different ways of communicating and working as well as different expectations of employers. These differences can create challenges but can also create significant opportunities for diversity of thought and growth.

QUOTE OF THE QUARTER

"We need to remember across generations that there is as much to learn as there is to teach."

- Gloria Steinem

2019 DIVERSITY PARTNER COMMITTEE MEMBERS



Sheila Gaddis, Committee Chair
Rochester



Jerry Mackey, At Large
Rochester



Bob Heary, At Large
Buffalo



David Cost
Albany



Jennifer Leonardi
Buffalo



Courtney Merriman
Syracuse



Mark Whitford
Rochester

Interview: Different Generations, Same Team

Contributors

David Liddell, Partner
Silent Generation

Patty Naughton, Partner
Baby Boomer

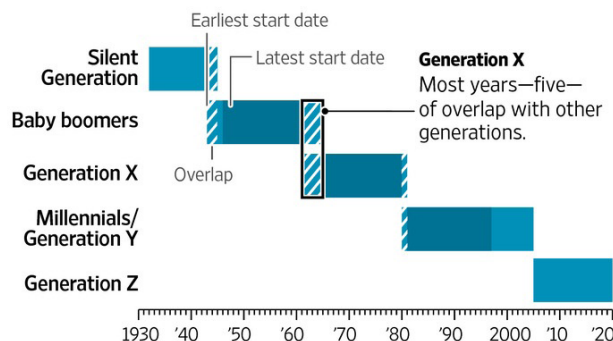
Pierre Salazar, Business Process and Application Analyst
Generation X

Anneliese Aliasso, Associate
Millennial

Erica Thompson, Legal Secretary
Millennial

Blurred Lines

Generations refer to people associated with a distinct era of history based on their birth years, but the cutoffs are fuzzy.



Sources: Pew Research Center, Social Security Administration, United States Office of Personnel Management, *Generations: The History of America's Future*

THE WALL STREET JOURNAL.

What is the biggest issue facing your generation (e.g., burnout, retirement, disability, elder care, parental leave, work-life balance, retirement, student loans)?

DL: Reflecting from the snowy mountaintop of 70-plus years, when to retire and how to determine responsibility for long-standing clients are largely in focus.

PN: Many of us have aging parents at the same time our children may be having children. We want to be more present in all of their lives, which leads to work-life balance issues resurfacing—something that had lessened as our kids grew up and left home. Another issue is retirement. For myself, it is difficult to imagine not working at all but also difficult to imagine keeping a full-time pace up indefinitely.

PS: Retirement and saving for kids' college.

AA: All of the above—just kidding! We were brought up thinking we can have it all, and to some extent, we can, but that isn't always the case right out of school. There's a delayed gratification to entering the workplace, and younger generations that were brought up on Netflix, text messages, and other forms of instant media don't seem to do very well with that—myself included. I think the mental shift required when entering the workplace is also quite challenging to adjust to and leads to younger generations wanting more work-life balance.

ET: Student debt. There's an idea that going to college guarantees a job, which isn't necessarily the case. And even if you do get a job, many times, the pay isn't enough to meet the demands of student loan payments and living expenses. It can put young professionals underwater before they even get started.

What advice would you give to your younger professional self?

DL: Develop strong professional relationships.

PN: Be brave, you've got this! Worry less and take more risks—I still give myself this advice.

PS: Live within your means financially, and invest as much money as you can in the stock market.

ET: Be financially smarter while in college; don't spend frivolously.

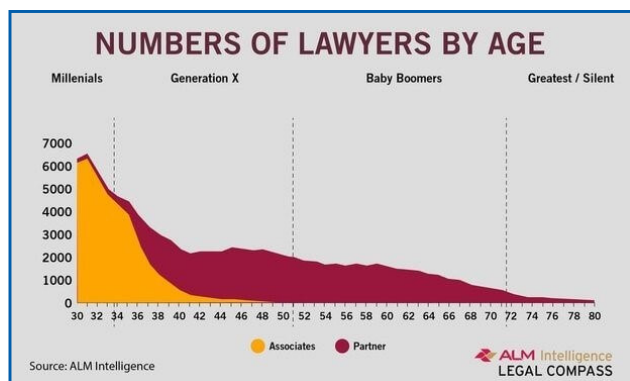
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Interview: Different Generations, Same Team (continued)

What is your perspective on how the legal industry has evolved from the time you were a newly admitted attorney or entered the workforce?

DL: It used to be a white-male-dominated environment that created a false sense of entitlement. Additionally, the practice of law has evolved to larger law firms adopting a business-development strategy instead of focusing solely on existing client relationships.

PN: The legal industry has become increasingly specialized. When I first started practicing, we did all sorts of litigation—health care, employment, intellectual property, and regulatory. It was a great education, but it was also overwhelming to be constantly operating in new areas of law all the time.

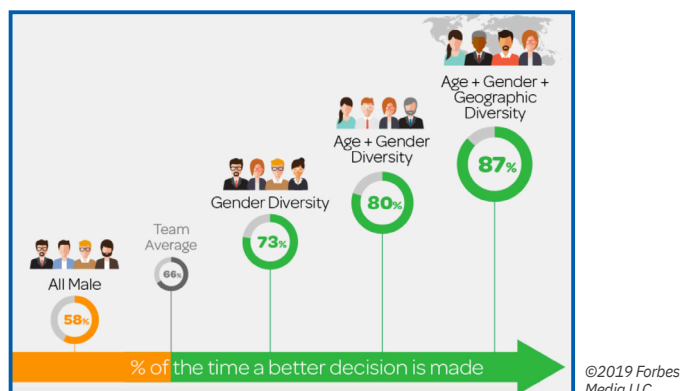


How have you seen diversity evolve within the workplace throughout your career?

DL: Looking back over 50 years, there has been a dramatic increase in gender and cultural diversity. This has benefited everyone.

PN: I've seen diversity increase in the legal workplace over the last 39 years, but not nearly at the pace I expected. I think diversity—gender and otherwise—has been a little late in coming to Upstate New York. I am still astonished by how often I am surrounded by a sea of white, male attorneys in court. During a recent Fourth Department trip, I counted one woman attorney for every four men, which is hardly the 50-50 blend we've seen in law schools for the past few decades. I think implicit bias—something we all have—is also something that we need to be continually mindful of and work to overcome.

PS: Slowly but surely, I have seen diverse employees get promoted and now in more executive-level positions. Progress has taken a while, but you can see it happening today more than ever.



What are your communication preferences?

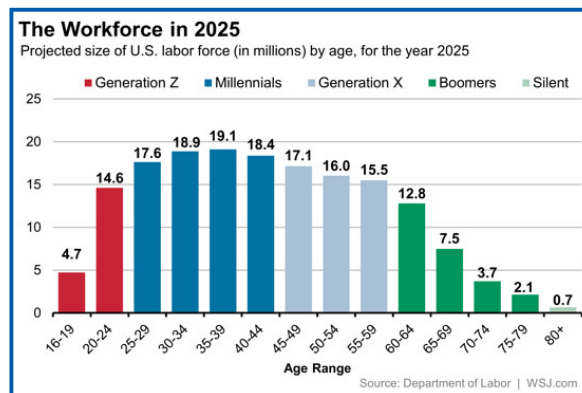
DL: In person or by telephone. They seem to be more nuanced forms of communication.

PN: In person or on the phone. It is more personal, facilitates a deeper discussion of whatever the issue is with less room for misunderstanding, and permits the resolution of complex issues more efficiently.

PS: Email first, then, if an issue persists or if I do not hear a response, I call and leave a message.

AA: I personally hate talking on the phone when it's a stranger but will be the first one to do so with my friends or family. For example, I can't order a pizza without some level of panic, but I call my mother twice a week. If I can say it via email or texting, I will. The workplace has challenged this preference, though, and I am becoming more comfortable with picking up the phone and talking to colleagues and clients and will regularly—possibly too often—pop in to ask questions or discuss cases with colleagues. However, I still text some of my younger peers who are two floors down to get coffee and check in, so old habits haven't completely died.

ET: In person. Email and phone calls can skew connotations and intentions. Our generation's preferred way of communicating is more frequently shorthand, and the difference between professional and personal conversations varies so drastically—it's much easier to reduce misunderstandings by speaking face to face.



What builds loyalty to a workplace?

DL: Honest relationships and speaking truth to power.

PN: Loyalty is built through a rational, fair, and respectful work culture where each employee feels valued for their contributions to the overall enterprise. This culture emanates from firm leadership, is expressed in firm policies, and includes the expectation that all employees treat one another courteously, professionally, and compassionately.

PS: If the employer is loyal to the employee and treats the employee with respect and dignity, it is likely that the employee will, in turn, be loyal to the employer.

ET: Feeling like you're not disposable, employers acknowledging that you're human and recognizing mental well-being as a legitimate medical need, getting recognition for a job well done, and having room for growth and an ability to move up in the firm.

What are ways in which you think the generational gap can be bridged within the workplace?

DL: Two words: respect and understanding.

PN: It's important to reflect honestly on what it felt like to be a young and developing attorney—having your work constantly evaluated while trying to negotiate the demands of a personal life. I also think that social events, especially informal ones, go a long way in helping us feel that we're in this together.

PS: The generation gap can be bridged with a willingness to let go of old ideas and embrace new ones and processes so we can grow.

AA: Patience, respect, and recognizing the strengths and weaknesses of a certain generation. I love being asked to join face-to-face client meetings. While I prefer to send emails like some of

my other millennial counterparts, I understand the baby-boomer communication preference tends to yields better results, so I've forced myself to adapt to actually speaking to people. Personal interaction is key to maintaining client relationships. As millennials begin to be the point of contact for clients, especially in up-and-coming industries, there may be more of a collective preference to interact electronically. This is really where millennials will shine. The same is true with embracing new technologies to aid the practice of law. Letting each generation do what it does best and then collaborating for the benefit of the client is the key to success.

PRO BONO

Barclay Damon will celebrate National Pro Bono Week in October. Thank you to all who volunteer their time to give back to the communities we serve. For the third year in a row, the firm aims to have 100-percent participation in our pro bono program among all full-time attorneys. Please get your time in by the end of the year!

CELEBRATE

PRO BONO

www.celebrateprobono.org

National Pro Bono Celebration

October 20-26, 2019

New Faces Around the Firm

(Through August 30, 2019)

ALBANY

Brenda Baddam, *Associate*
Jennifer Cruz, *Law Clerk*
Benjamin Wilkinson, *Counsel*
Georgina Diggs, *Legal Office Assistant*
Kadeem Wolliaston, *Associate*

BUFFALO

Aleece Burgio, *Special Counsel*
Larry Koehler, *Technical Support Specialist*
McKenna Murray, *Marketing Project Manager*
Oliver Young, *Of Counsel*

ROCHESTER

Lauren Haas, *Paralegal*
Shawnike Harden, *Receptionist*
Georgia Streeter, *Legal Secretary*

SYRACUSE

Catrice Adu, *Receptionist*
Bridget Bellardini, *Billing Coordinator*
Gabrielle Figueroa, *Associate*
Marquita Johnson, *Administrative Assistant*
Danielle Katz, *Associate*
Kim Lewis, *Talent Recruitment Coordinator*
Jessie Root, *Associate*
Kathryn Virgadamo, *Collections Coordinator*

BOSTON

Dan Blake, *Partner*
Makayla Brown, *Legal Office Assistant*
Ben Carroll, *Partner*
Jim Carroll, *Partner*
Karen Carroll, *Paralegal/Legal Secretary*
Justin Goncalo, *Paralegal*
Siobhan Tolan, *Associate*
Gillian Woolf, *Partner*

NEW HAVEN

Lizz Acee, *Partner*
Charles Andres, *Partner*
Deke Bowerman, *Partner*
Michael Caldwell, *Partner*
Maria Cenkus, *Legal Secretary*
Brian Donnell, *Partner*
Daniel Elliott, *Partner*
Niclas Ferland, *Partner*
Ilan Markus, *Partner*
Penny Mason, *Partner*
Laurie Peccini, *Receptionist*
Jacob Pylman, *Associate*
Frances Ruggiero, *Legal Secretary*
Catherine Siegel, *Legal Secretary*
Robert Wonneberger, *Partner*
Shaleem Yaqoob, *Associate*

NEW YORK

Michael Case, *Partner*
Rob Gross, *Partner*
Janice Grubin, *Partner*
Mary Shields, *Billing Coordinator*

Office Updates

ALBANY OFFICE

Community Day



The Albany office held its annual Community Day in July, partnering with Capital Roots. The organization works to reduce the impact of poor nutrition on public health in the Capital Region by creating community gardens, increasing access to nutritious food, offering nutritional and horticultural education programs for all ages, and coordinating urban-greening programs in Albany, Rensselaer, Schenectady, and Southern Saratoga Counties. The Barclay Damon team helped prep a vacant lot to become a community garden by clearing brush, mowing, and weed whacking.

Jeans Days

The Albany office hosted three jeans days in support of South End Children's Cafe, the National Alliance on Mental Illness, and the Pride Center of the Capital Region.

2019 Diversity 1L Summer Associate Program

The Albany office was thrilled to have Albany Law School's Carol Sanchez at the firm this summer as part of the Diversity 1L Summer Associate Program. Amongst other educational opportunities, Carol was able to spend a week with firm client GLOBALFOUNDRIES, working with their in-house law department.

Pro Bono News

The Albany office will begin a new partnership with Albany Law School as part of the firm's pro bono initiative, sending attorneys to staff the Albany Law Clinic and the Justice Center Community Development Clinic.

Office Updates (continued)

BUFFALO OFFICE

Corporate Challenge

Over 20 walkers and runners participated in the annual J.P. Morgan Corporate Challenge on June 13, and multiple attorney and staff members came out to celebrate and hang out at the firm tent. Approximately 13,800 entrants from 427 Buffalo-area companies participated, with J.P. Morgan Chase donating event proceeds to the Beverly Gray Business Exchange Center. The resource center serves small businesses located on Buffalo's East Side and throughout Western New York. A special thank you to Sarah O'Brien, Bridget Steele, and Ryan Altieri, all associates, and Madison Schwarzer, legal office assistant, for coordinating registration and logistics!

Community Day



The annual Buffalo office Community Day event was held on June 15 in partnership with client Harmac Medical Products' Bailey Green initiative, a project focused on revitalizing the long-neglected Bailey Green neighborhood on the city's East Side. Attorney and staff volunteers worked

together to clean up vacant lots and sidewalks, sweeping up debris and filling plenty of garbage bags with removed trash.

Backpack and School Supply Drive

The Buffalo office held its annual backpack and school supply drive in August, contributing a trunk's worth of donations to the Boys & Girls Clubs of Buffalo. A special thank you to Meghan Dwyer, counsel, and the rest of the Buffalo office Diversity Leadership Team for coordinating the drive!

Spirited Athletes Bold at Heart (SABAH) Kickstock

The Blue Crew stepped onto the field at Wilkeson Park on July 13 to participate in the annual SABAH Kickstock kickball tournament, with proceeds going toward adaptive recreation services for those challenged by disabilities. The team went on a Cinderella run, kicking its way into the championship game. Unfortunately, the glass slipper fell off with a 5-0 loss to Kickstock's three-time defending champion, but we were still thrilled to give back to such a worthy cause—the event raised nearly \$40,000 for SABAH. A special thank you to Bridget Steele and Sarah O'Brien, associates, and Aleece Burgio, special counsel, for coordinating!



ROCHESTER OFFICE

CHORDS Event

The Rochester office was a sponsor and donor for the inaugural CHORDS: Concert to Honor Our Rochester Diversity event on May 17 at Martin Luther King Jr. Memorial Park. The event was developed by Anthony Lynch, World of Inquiry School student, for his senior capstone project, an initiative the firm has supported for years. After speaking with the Rochester office Diversity Leadership Team, Anthony coordinated the event and secured clearance and support from the City of Rochester. All proceeds were donated to the Wilmot Cancer Center. We are proud to support young leaders and innovators like Anthony!

Lunch 'n' Learn: Judaism

The Rochester Diversity Leadership Team was pleased to host a lunch 'n' learn on July 9 featuring Meredith Dragon, Jewish Federation of Rochester CEO, presenting on Judaism, including a discussion on the evolution of anti-Semitism in the United States and around the globe as well as efforts by the federation and other organizations to curb bigotry and promote mutual respect among people of different faiths.

SYRACUSE OFFICE

Law Day Career Fair

As part of the Onondaga County Bar Association's Law Day Career Fair, Renato Smith, partner, volunteered at Fowler High School's career fair on May 3, meeting with both high school students and teachers to discuss the process of becoming an attorney as well as different types of attorneys and legal career paths.



Pride 2019 Networking Reception

Barclay Damon hosted and co-sponsored the Onondaga County Bar Association Diversity & Inclusion Committee's Pride 2019 Networking Reception on the Barclay Damon Rooftop Terrace on June 10. Celebrating the 50th anniversary of Stonewall, the event gave LGBTQ+ individuals and allies in the legal community an opportunity to come together and celebrate five decades of progress!



Third Annual Diversity Potluck Lunch

The Syracuse office hosted its third annual diversity potluck lunch on June 20, featuring a variety of international cuisine offerings. Proceeds from the event went to In My Father's Kitchen, a local not-for-profit that provides food and other necessities to homeless individuals.

Pump It Forward



As part of the United Way of Central New York's third annual Pump It Forward campaign, Syracuse office attorneys and staff volunteered to pump gas and clean windshields at a local Byrne Dairy to raise money for those in need in the CNY community.

Jeans Days

The Syracuse office hosted three jeans days in May, June, and July, raising over \$800 in support of the Association for Frontotemporal Degeneration, On Point for College, and Seven Generations of Stewards.

Corporate Challenge

Fourteen walkers and runners participated in the annual J.P. Morgan Corporate Challenge, and multiple attorneys and staff members came out to celebrate and support the participants at the firm tent.

2019 Diversity 1L Summer Associate Program

The Syracuse office was pleased to have Lisa Liu, a 1L student at Syracuse University College of Law, join us this summer as part of the Diversity 1L Summer Associate Program. Among other educational and professional opportunities, Lisa was able to spend several days with firm client National Grid working with their in-house law department.

FIRM WIDE

Lunch 'n' Learn: Lived Experiences of Transgender Professionals

The Diversity Partner Committee hosted the "Lived Experiences of Transgender Professionals" lunch 'n' learn on June 18, featuring Rochester's Milo Primeaux, Syracuse's Mallory Livingston, Buffalo's Roberta O'Toole, and Albany's Kym Lee Dorsey sharing their experiences and perspectives as transgender professionals, clarifying LGBTQ+ terms, and discussing reasonable workplace safety accommodations for trans individuals.