



ALM Intelligence's 2021 Mental Health and Substance Abuse Survey

- **73.4%** reported work conditions were contributing to their anxiety, depression, substance abuse, or other mental health problems.
- The majority of respondents cite four workplace issues negatively impacting their mental well-being: always on call/can't disconnect (**72.0%**); billable hour pressure (**63.6%**), lack of sleep (**58.6%**), and client demands (**58.8%**).
- **63.6%** of respondents struggle to use all their vacation time; and when on vacation, **72.5%** feel unable to disconnect.
- **60.6%** of respondents believe their firm has a sincere concern for their mental health, yet only **36.8%** believe that concern translates into changes to the firm's practices and business model.
- **67.0%** reported work caused personal relationships to suffer.

11th Revision of the International Classification of Diseases (ICD-11)

Occupational Phenomenon: Burnout



Definition:

A syndrome conceptualized as resulting from chronic workplace stress that has not been successfully managed. It is characterized by three dimensions:

- Feelings of energy depletion or exhaustion;
- Increased mental distance from one's job, or feelings of negativism or cynicism related to one's job; and
- Reduced professional efficacy.

MASLACH

Unmanageable workload: You feel like you're treading water with your workload management and at any moment you could sink.

Lack of recognition: You receive little to no positive feedback, very little recognition.

Lack of community: You don't feel a sense of belonging or good teaming at work; you don't feel cared about or supported by your leaders and team members.

Unfairness: You may notice instances of favoritism, arbitrary decision-making, closed-door meetings where you aren't kept informed about decisions, lack of clarity about your work roles and assignments, and a lot of organizational red tape that hinders your ability to work effectively.

Values disconnect: What you find important and value about work doesn't match what your organization finds important and values about work.

Lack of autonomy: You don't have the perception of choice about your work and day-to-day tasks; you don't have much say in how or where your work tasks are performed.

NON-NEGOTIABLE EXPECTATIONS

- 1) PH is an AmLaw 20 law firm. You're in the big leagues, which is a privilege, act like it.
- 2) We are in the business of **client service** – you are the concierge at the Four Seasons, a waiter at Alinea. The client always comes first and is **always right**. If a client wants a mountain **moved, we move it. No questions.**
 - As a junior, your "clients" are the associates and partners on the deal team.
- 3) **You are "online" 24/7.** No exceptions, no excuses.
- 4) Timelines/Quality: clients expect everything to be done **perfectly** and delivered **yesterday.**
- 5) Someone is paying \$850+ for one hour of your time. Think about that in everything you do. All communication and work product needs to be prompt, professional and polished.
- 6) Take ownership of everything you do. Once you touch a document/work stream, you own every mistake in it – **fair or not.**
- 7) WFH is a luxury. Don't take advantage of it. Buy a full home setup (2 monitors, docking station, keyboard/mouse and a working phone) or come into the office. No poor connections. No excuses. See #3 and #5.
- 8) **No questions until you've tried to figure something out for yourself** (Google unfamiliar concepts, search the DMS, read statutes, read the instructions, etc.). Still can't figure out the answer? Talk to your classmates.
- 9) **"I don't know" is never an acceptable answer.** See #6 and #8.
- 10) This is YOUR career. Embrace that reality and always put your best foot forward, if not for the Firm or your deal team, for yourself. At the end of the day, **it's your reputation that will carry you** – whether that's here or in-house or elsewhere. Make it count.

So, is this quality work?

Scientists say the ideal daily working time is around 6 hours, and these should be concentrated in the morning.

Productive work refers to the amount of output realized within a specified time vis-a-vis what the organization aimed to achieve. It also entails elements of the quality of the completed work and the **cost at which workers attain results**.

Pushing beyond the limits of productivity to merely mark the time may easily lead to burnout and frustration in the workplace. (And pissed off clients.)

Price Quality Relationship

At low prices, small changes in price correspond to large changes in quality. At higher prices, small changes in price correspond to smaller changes in quality. In all cases, however, higher prices correspond to higher levels of the quality.