Tiny Fractures: Leading Organizational Alignment Around Return-to-Office Plans
Welcome
The legal industry is returning to work at a higher rate than other industries.

**NATIONAL OCCUPANCY**

- **62.0%**
  - AVG. OCCUPANCY
  - LAW FIRMS
- **49.0%**
  - AVG. OCCUPANCY
  - ALL INDUSTRIES

**FOUR CITY SPOTLIGHT**

**Washington D.C. metro**
- **51.0%**
  - LAW FIRMS
- **45.9%**
  - ALL INDUSTRIES

**New York City metro**
- **55.2%**
  - LAW FIRMS
- **47.8%**
  - ALL INDUSTRIES

**Chicago metro**
- **65.5%**
  - LAW FIRMS
- **46.2%**
  - ALL INDUSTRIES

**Houston metro**
- **69.9%**
  - LAW FIRMS
- **58.6%**
  - ALL INDUSTRIES

Through the Kastle Back to Work Barometer, we’ve been tracking the anonymized activity of 341,000 unique office credential holders in major cities, 31,582 of which are in the legal industry and featured in this analysis.

These major city averages are comprised of data from 7 cities where the legal industry had more than 1,000 swipe and 10 cities where all industries had greater than 1,000 during peak office occupancy times in February pre-pandemic.

* In August 2022, as office occupancy levels across all types of workplaces begin to settle into a more regular hybrid working routine, Kastle refined the Legal Barometer data reference methodology to show the weekly attendance levels based on averaging the daily occupancy ratio across each day of the given week.
10-CITY OCCUPANCY INSIGHT

Recent data shows office attendance on Fridays is much lower than other days, compared to pre-pandemic.

*Figures in this chart reflect the percent of workers in the office compared to typical, pre-pandemic levels, using a baseline of three weeks in February of 2020. The use of a baseline that includes this kind of natural variability means that it is possible to see numbers slightly above 100% in the resulting ratios.*
### Past, Current, Anticipated, and Preferred Employee Work Locations for Remote-Capable Jobs

<table>
<thead>
<tr>
<th></th>
<th>Pre-pandemic 2019</th>
<th>February 2022</th>
<th>June 2022</th>
<th>Expected future location in 2022 and beyond</th>
<th>Preference</th>
</tr>
</thead>
<tbody>
<tr>
<td>Exclusively remote</td>
<td>8%</td>
<td>39%</td>
<td>29%</td>
<td>22%</td>
<td>34%</td>
</tr>
<tr>
<td>Hybrid (≥10% to &lt;100% remote)</td>
<td>32%</td>
<td>42%</td>
<td>49%</td>
<td>55%</td>
<td>60%</td>
</tr>
<tr>
<td>On-site</td>
<td>60%</td>
<td>19%</td>
<td>22%</td>
<td>23%</td>
<td>6%</td>
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</tbody>
</table>
Panelists

Anthony Davies, Chief Revenue Officer, Forrest Solutions

Michael R. Orce, Chief Operating Officer, Robinson & Cole LLP

Laura T. Sears, Chief Administrative Officer, Gould & Ratner LLP

Anna Thea Bridge, Chief Operating Officer, Outten & Golden LLP
What are the biggest resistance factors you have experienced in getting your people back into the office?
Gallup asked 70 million U.S. employees why they’d rather not come in anymore,
- To avoid commute time
- It’s better for my wellbeing overall
- It works better for my family
How has the firm been impacted by people working from home (positive and negative)? What are the biggest risks?
What are some of the tactics and strategies you have tried or plan to try to get people into the office? What is working and what is not?
Recent Big Hand survey found that 49% of North American respondents and 35% of UK respondents were actively ignoring in-office mandates, describing the situation as a standoff.
Are we asking the right question when it comes to the idea of bringing people back into the office? What are the problems we are trying to solve by bringing people back into the office?
How do we know we are successful?
What are our measurements?
What are some ways you have pivoted that are beneficial for the firm and employees as a result of the pandemic or return to office conversations?
How has work from home or hybrid working impacted your firm culture?
How are your firms engineering the human side of pandemic-era work with so many disparate voices in the fold? How have you had to change how you lead and manage people within your firm?
Power (aka Soft or Professional) Skills are Critical!
Q&A
Moderator:
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Stay in touch!