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TALKIN' 'BOUT MY G-G-G-GENERATION¹: LEVERAGING MULTIGENERATIONAL DYNAMICS OF PARALEGALS

An original examination of the ethical, supervisory, and strategic implications of multigenerational paralegal teams in the modern legal profession.

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The modern legal workforce is more generationally diverse than at any other point in the profession's history; yet the multigenerational nature of the paralegal workforce remains largely unexamined in legal scholarship. This oversight is consequential because paralegals are integral to the legal profession. Knowledge silos, miscommunication, and uneven technology adoption can increase inefficiency, undermine supervision, and heighten ethical risk.

Accordingly, this article addresses that gap through doctrinal analysis of professional responsibility obligations governing delegation and oversight of nonlawyer assistants, combined with an interdisciplinary examination of multigenerational workforce dynamics and their effects on service delivery, case management, client communication, and legal technology adoption within the paralegal profession.

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Dr. Garza bridges practice with academic scholarship in the broad range of courses she teaches. Her scholarly interests focus on children's issues, pedagogy, and ethics. For V.L.G. and S.V.G. Copyright © 2026 Mari Garza.

INTRODUCTION

For the first time, up to five generations, ranging from the Silent Generation to Generation Z, work alongside one another in law firms, courts, government agencies, and legal education programs. While legal scholarship and professional commentary have begun to examine multigenerational dynamics among attorneys, far less attention has been paid to the paralegal profession, despite paralegals comprising a substantial and indispensable segment of the legal labor force.

Paralegals are no longer merely clerical support staff; they are *integral* to the legal profession for service delivery, case management, client communication, and increasingly, legal technology and innovation. Paralegals matter now, more than ever, considering access-to-justice initiatives, increasing cost-benefit pressures on legal services, and the continuing need for human judgment that automated technologies cannot replicate.

This article argues that multigenerational paralegals constitute an underutilized strategic asset in the modern legal landscape. Law firms, legal departments, and paralegal education programs that fail to intentionally leverage generational diversity risk institutional knowledge loss, reduced client service quality, and supervisory failures. Conversely, organizations that adopt structured, cross-generational strategies — such as formal mentorship and reverse mentorship, adaptive communication frameworks, and technology-inclusive training — can enhance operational efficiency, ethical compliance, workforce retention, and access to justice. This perspective is grounded in professional practice and informed by existing legal, interdisciplinary, and industry-based research, rather than a traditional empirical study within the legal scholarship canon.

This article proceeds in five parts. Part I situates paralegals within the broader multigenerational legal workforce, examining the defining characteristics of each generation and the limitations of generational labeling. Part II traces the evolution of the paralegal profession, from its clerical origins to its modern regulatory, ethical, and educational frameworks. Part III analyzes how generational differences manifest among paralegals in workplace norms, communication styles, and technological proficiency. Part IV proposes a strategic framework for optimizing multigenerational paralegal teams through mentorship, supervision, workplace culture, and technology adoption. Finally, Part V concludes by urging legal educators and employers to move beyond generational stereotypes and instead intentionally harness generational diversity as a means of strengthening the paralegal profession and the legal services it supports.

I. THE MULTIGENERATIONAL LEGAL WORKFORCE

In today's legal workforce, five generations, all influenced and shaped by vastly different historical and world events,² are working together as lawyers, paralegals, court staff, and in

governmental agencies. While research often cites to six distinct generations, given increased life spans in the United States, the “Greatest Generation,” or those born before 1928, are likely no longer part of the working population.³ An overview of each generation helps illustrate key differences among the demographics.

1. THE SILENT GENERATION

The Silent Generation is comprised of individuals born roughly between 1925 and 1945.⁴ This generation came of age during some of the most transformative periods of the 20th century, including the Great Depression, World War II, the Korean War, and the early Cold War era.⁵ Formative years for the Silent Generation were marked by economic hardship, wartime sacrifice, and a societal emphasis on duty, respect for authority, and conformity.⁶ Their experiences shaped a cohort known for resilience, loyalty, and a strong work ethic.⁷ The term “Silent Generation” emerged from the perception that, unlike the vocal and activist generations that followed, this group was comparatively cautious, civic-minded, and inclined toward working within the system rather than challenging it.⁸ Known for their traditional and civic instincts,⁹ many members of this generation were taught to “keep their heads down,” work hard, and avoid drawing attention to themselves, especially in political or controversial matters.¹⁰ If any of this population remain in the workforce, they made up about 3% in 2019.¹¹

2. BABY BOOMERS

In the aftermath of World War II, birth rates spiked worldwide.¹² During the timeframe of 1946 to 1964, seventy-six million babies were born in the United States; the Baby Boomer generation comprises the second-largest age group, second only to their children (Millennials).¹³ This group was born during the golden age of television and many are veterans of the Korean and Vietnam wars.¹⁴ Baby Boomers are living, and *working*, longer than ever before.¹⁵ As of 2024, this generation represented approximately 25% of the workforce.¹⁶ By 2030, all Boomers will be over sixty-five years of age; yet, many will choose to continue working past the traditional retirement age¹⁷ for various reasons. Baby Boomers will soon reach another milestone: In 2026, the oldest members of this generation will turn eighty.¹⁸ However, when Boomers do decide to leave the workforce, the legal landscape may experience “brain drain.”¹⁹ Baby Boomers, undeniably, continue to shape the U.S. economy and will do so for years to come.²⁰

3. GENERATION X

Juxtaposed with the Baby Boomers is Generation X, the smallest generation resulting from declining birth rates.²¹ Born between 1965 and 1980, this generation is bookended by the Baby Boomers and Millennials, the two largest generations.²² Sandwiched in between, consequently, Gen X is often the forgotten generation.²³ Gen X lived during the Watergate scandal²⁴ and later the AIDS crisis,²⁵ growing up in the age of Nintendo and MTV.²⁶

Often depicted as tech savvy, arising from the advent of the personal computer,²⁷ and entrepreneurial, many Gen Xers are currently in their prime earning years, in the middle of their careers, or preparing for retirement.²⁸ Considered an independent generation that values their own personal and professional development over job security, many suffered major setbacks during the

Great Recession of 2007 to 2009.²⁹ Today, those in Generation X are assuming leadership roles, and the future success of many law firms and legal departments will depend on this generation.³⁰ As of 2024, Gen X represented 31% of the workforce.³¹

4. MILLENNIALS

Millennials, sometimes referred to as Generation Y, came of age at the turn of the new millennium.³² Born between 1981 and 1996,³³ this generation was shaped by the profound U.S. tragedies of 9/11³⁴ and the Iraq War, Hurricane Katrina,³⁵ and increasing violence in schools.³⁶ Millennials are soon projected to surpass Baby Boomers as the largest group, with growing influence in society, the workplace, and politics.³⁷ Currently, the Millennial generation is the most racially diverse in U.S. history.³⁸

While a third of Millennials have a four-year college degree or advanced degrees, this generation also entered adulthood saddled with record levels of student debt.³⁹ Additionally, many older Millennials were stung by the 2008 financial crises as they entered the workforce.⁴⁰ Millennials are risk takers⁴¹ and “digital natives,” most born with or having early access to computers and emerging technology, and only having to slightly adapt to newer technology.⁴² In the workplace, Millennials are becoming managers and developing into the next leaders, placing value in meaningful work and work/life balance.⁴³ Slower to leave their family, or home, of origin and marry, this group comprises 35% of the workforce, as of 2024.⁴⁴

5. GENERATION Z

Generation Z was born online,⁴⁵ and is sometimes referred to as iGen.⁴⁶ Born between the years 1997 through 2010-2012,⁴⁷ and in some research from years 1997 and onward,⁴⁸ “Gen Z” are often the children of Gen X. This generation received copious and indulgent attention from their parents and Gen Zers are known for their passion and connectivity,⁴⁹ particularly, a digital connectivity to society.⁵⁰ Gen Z may lack loyalty and will seek others with similar beliefs.⁵¹ This generation came of age during the COVID-19 pandemic,⁵² which reshaped the world socially, politically, and economically.⁵³ Researchers have begun to notice differences in these young people’s social patterns, including more time spent alone, and higher rates of depression and anxiety;⁵⁴ adversely, this generation also experienced greater exposure to violence⁵⁵ in schools and as disseminated in multimedia. Gen Z is more racially and ethnically different than other generations, and Gen Zers are more likely to be the children of immigrants.⁵⁶

Gen Zers are entering the legal field with a radically different view of what they want their work life to look like,⁵⁷ which includes higher preferences for fully remote or hybrid work environments and exclusive electronic or digital communication. They have strong values and want to make an impact on the world.⁵⁸ Gen Z is not a generation that will sit back and accept the status quo—in short, this generation, though currently representing about 5% of the workforce,⁵⁹ will change the way the legal field works.⁶⁰

FUTURE GENERATIONS

Looking at future generations and their classifications, research and scholarship diverge. For example, the Pew Research Center claimed they will only do generational analysis when historical data is available that allows comparison of generations at similar stages of life.⁶¹ This is because prevailing definitions may be too broad and arbitrary to capture differences that exist among narrower cohorts: for example, a typical generation spans fifteen to eighteen years, and as many critics of this research call attention to, there is great diversity of thought, experience, and behavior *within* generations.⁶² Even with historical data, the Pew Research Center avowed to attempt control for other factors beyond age in making comparisons moving forward.⁶³ Acceptance of real differences across generations means that people who were born around the same time share certain attitudes or beliefs, influenced by external forces, such as social changes, economic circumstances, technological advances, or political movements, that uniquely shaped them during formative years.⁶⁴ The importance behind this consideration is that it is difficult to isolate those external forces from events or circumstances that have affected *all* age groups, not just one generation.⁶⁵ For example, COVID-19 likely affected all age groups, though only Gen Z experienced the event during their formative years. Pew Research calls these types of forces “period effects,” citing the Watergate scandal⁶⁶ as an example of a period effect, which reduced trust in government among all age groups.⁶⁷

When younger adults have differing views as compared their older counterparts, Pew Research Center has found that may be driven by demographic traits rather than the fact that a group belongs to a particular generation.⁶⁸ Changing demographics within the United States as playing a key role in patterns that at first impression appear like generational differences.⁶⁹ In recent decades, the United States has become more racially and ethnically diverse, with both race and ethnicity linked with certain key social and political views.⁷⁰ Ultimately, even when data exists to study groups of similarly aged people over time, Pew Research Center will not default to using standard generational definitions and labels, finding that while labels can be simple and catchy, there are other ways to analyze age cohorts.⁷¹

On the other hand, some research has designated a new generation: Generation Alpha.⁷² Coined for the generation born after 2010, Generation Alpha has, by some scholars, been identified as that age group born saturated with digital devices and social media, stemming from the adverse impacts of being isolated or shut-in from the COVID-19 pandemic.⁷³ Key characteristics of this generation include a value of skills training and risk aversion with preferential texting over voice communications.⁷⁴ Though many from this age group are not yet workforce-age, those older are turning sixteen years and very shortly will be entering into some form of higher education or employment.

II. THE EVOLUTION OF THE PARALEGAL

A brief historical grounding on the emergence of the paralegal role ties into why multiple generations now coexist in the same role. “The history of the paralegal profession is rooted in the need to enhance access to legal services while reducing costs for clients.”⁷⁵ The paralegal, after legal training, could perform certain legal functions under the supervision of licensed attorneys.⁷⁶ Stemming from early clerical origins, expansion into formal training in paralegal services started

during the late 1960s.⁷⁷ In the United States, paralegal programs, including education, certification, and advanced degrees, exist at many colleges, universities, and law schools, as well as at private training institutions, government agencies, and bar associations.⁷⁸

Though paralegals cannot engage in the unauthorized practice of law,⁷⁹ recently certain states have permitted limited licensed legal paraprofessionals—mostly, paralegals—to advance their career in legal work after meeting educational and experiential requirements.⁸⁰ To address the access to justice gap, paralegals in those states can seek approval of a limited license that allow non-lawyers to provide viable alternatives to hiring a lawyer for uncomplicated legal needs when a litigant cannot afford a lawyer, all while maintaining professional standards required by each state.⁸¹ This flexibility in paralegal career progression highlights the evolving nature and significance of the paralegal role in the legal profession.⁸² In addition to the regulation and certification guidelines, paralegals are also held to ethical boundaries of the legal profession. Professional responsibility is at the core of competent and effective legal services; paralegals thus, are expected to obey the ethics rules by which their lawyer employers or supervisors are also bound.⁸³

Today, the paralegal workforce has experienced a shift toward specialization, though many paralegals are comprehensively responsible for all general legal tasks and duties, including conducting legal research, preparing legal documents, discovery, trial preparation, and assisting attorneys.⁸⁴ Some paralegals may be deemed the “intake specialist,” the “discovery paralegal,” or “litigation support,” but with fast paced transformations in technology and emergence of Artificial Intelligence,⁸⁵ it likely the field will begin to see the “technology or AI specialist” paralegal emerge.

In 2024, paralegals and legal assistants held about 376,200 jobs in the United States.⁸⁶ Despite a projected limited employment growth from 2024 to 2034, about an average of 39,300 openings for paralegals and legal assistants are projected each year, over the decade.⁸⁷ Most of those openings are expected to result from the need to replace workers who transfer to different occupations or exit the labor force, such as to retire.⁸⁸ This statistic is pertinent to the multigenerational aspect of this article, including the Baby Boomer generation, slated to “brain drain” or retire in the upcoming years.⁸⁹

The U.S. Bureau of Labor Statistics suggests employment growth for paralegals may be limited by advances in technology, including artificial intelligence (AI), claiming these technologies are expected to make paralegals and legal assistants more efficient at tasks such as conducting research and preparing documents, which may reduce demand for these workers.⁹⁰ This article disagrees. There needs to be a paralegal behind the machine; thus, for Baby Boomers and Gen X, learning and mastering new technology, including AI, or being a digital native will only make paralegals more marketable and competitive in the workforce.

III. DIVERSE SKILL SETS ACROSS GENERATIONS

The distinctive groups bring complementary strengths to their workplace. For coworkers, supervisors, and paralegal educators, understanding each generation’s unique perspectives

strengthens the legal, and particularly the paralegal profession, thereby allowing better reach for legal services, representation, and access to justice.

Multigenerational blending can help paralegal education and legal teams adapt to cutting-edge technology and traditional legal standards alike. Marketing, recruiting, and supervising can be more effective when adjusted for these differences.⁹¹ While some of mastering the interdisciplinary studies of organizational psychology⁹² or management and leadership theories⁹³ may help in adaptation; the strategic implementation of recognizing values across all ages when collaborating with co-workers, staff, and clients will result in success.⁹⁴ This section focuses on the differences for those in legal support roles the office/workplace, in terms of distinctive work norms, communication styles, and technological fluency.

DISTINCTIVE WORK NORMS

Considered overall as hardworking, loyal, and respectful, those in the Silent Generation that are still in the workforce will prefer paper and low-tech tasks.⁹⁵ Baby Boomers, with their strong work ethic, loyalty to employers, and professionalism⁹⁶ will excel in time-tested legal practices, client interaction, and nuanced judgment calls. Baby Boomers are most likely to value the hierarchy of a workplace⁹⁷ and their attire may be more formal.⁹⁸ Even if sometimes resistant to change, they value the personal connections they receive from coworker and client interactions.⁹⁹ Baby Boomers assisting legal clients of their same generation may be apt at estate planning and domestic or family law issues, including planning for special needs.¹⁰⁰ Baby Boomers and Gen X, alike, will bring deep substantive legal knowledge, procedural experience, and institutional memory to the table, many having years of legal experience.

Millennials, or Gen Y, places value on diversity, praise, professionalism, and remote work.¹⁰¹ Gen Z values autonomy, health, honesty, and stability in their profession.¹⁰² Generations X, Y (i.e., Millennials), and Z will all seek a balanced work/life balance as compared to their older counterparts.¹⁰³ The instantaneous nature and, at times, impatience of younger generations may risk thoughtful and careful deliberation about matters of substance.¹⁰⁴ For Gen Z, ideal work culture encompasses non-negotiables in flexible schedules and genuine work-life balance; expected modern legal technology, reducing busywork and streamlining workflows; purpose-driven work and meaningful mentorship prioritized over traditional prestige or hierarchical structures; consistent feedback; and diverse career paths beyond traditional tracks.¹⁰⁵ Gen Z is also the most likely to “speak up” unafraid to make asks of their employers, from supplies to policy changes, such as for standing desks, allowing music or television in the office, policies highlight mental health and decompression, and even rethinking parental leave guidelines.¹⁰⁶

In a 2020 report from the National Association for Law Placement,¹⁰⁷ which focused on the attorney role, not paralegals, insight on intergenerational attitudes was revealing:

The partners had less rosy views of their associates. While a majority of partners regarded the associates as talented lawyers, an even larger majority declared that their associates did not work as hard as they had when they were coming up through the ranks. (As mentioned previously, only a bare majority, at 56%, of partners

thought the associates were just as good at their jobs as they had been. Gen X partners were particularly critical. Only 29% strongly agreed or agreed that their associates worked as hard as they had, and just 50% thought they were just as good at their jobs as young lawyers.) Also, a substantial minority of partners felt that their associates expected too much from the firms and put their own needs ahead of their work.¹⁰⁸

The same should be deduced when applied to the paralegal role, with this data indicating that reconciling these perceptions would result in a more harmonious workplace, where each generation can appreciate the strengths of others without bemoaning the differences.

COMMUNICATION STYLES

Many factors contribute to how communication and communication error occurs among people, regardless of generation, and in differing environments, like the workplace. Understanding generational differences as one of those factors can help to leverage communication dynamics amongst legal colleagues and for client interaction. The Silent Generation, for example, were brought up in the age of the written word, tending to communicate with a high level of formality when it comes to their written and oral communication.¹⁰⁹ Baby Boomers value personal communication, opting to make a call or walk over to a coworker's office instead of emailing and having a back-and-forth email chain of communication.¹¹⁰ While such personal touch is inviting on many levels, especially when building rapport, earning and maintaining trust (with both coworkers and clients), and fostering long-term relationships, lacking a paper trail or documentation in certain circumstances can be disadvantageous. Baby Boomers are more likely to leave a voicemail and use fax machines,¹¹¹ even though such machinery is over time becoming more obsolete.

Keeping in mind Gen X as independent and self-sufficient, they prefer communicating by email and, quite often, are the bridge between Boomers and Millennials when it comes to communicating¹¹² likely a result of being at ease with multiple communication methods. Millennials' communication tends to be short and sweet, expecting instant response when it comes to communication, likely a result of growing up with information at their fingertips.¹¹³ As for Gen Zers, they do not remember a time when the Internet did not exist; as a result forty percent admit to being addicted to their smartphones.¹¹⁴ Expectations for Gen Z communication should be heavily rooted in electronic communication (i.e., email, text, instant message), voice memos, talk-to-text apps, and even linguistics and terminology differences.¹¹⁵ Gen Z is also more comfortable conveying messages with usage of emojis, memes, and the like.¹¹⁶

TECHNOLOGICAL APTITUDE, FLUENCY, AND MASTERY

Generation X did not grow up with the Internet but can easily adapt to technology quickly.¹¹⁷ Gen Z is proficient with social media, smartphones, and tablets, accustomed to using virtual assistants like Alex, Cortana, and Siri.¹¹⁸ This proficiency should be fruitful in terms of marketing, branding, reach of clientele, and accessibility. Both Gen Z and Millennials are often strong with tech tools, possession knowledge of e-discovery platforms, legal research and online

databases, and automation software, productive for modernizing workflows and introducing efficiencies. Millennials were the first generation to use the Internet at an early age of life, loving and valuing technology, efficiency, and speed.¹¹⁹ As a result, they strive to use their knowledge of technology to optimize productivity and make their workload much more efficient.¹²⁰

Baby Boomers, though perceived tech-averse, are open to learning new technology, especially when communication necessitates. In their personal lives, many Baby Boomers have moved past initial reservations and are using technology, especially to stay in touch with their children, grandchildren, and great-grandchildren.¹²¹

IV. OPTIMIZING MULTIGENERATIONAL DYNAMICS

1. TWO-WAY MENTORSHIP AND KNOWLEDGE TRANSFER

The multigenerational workplace and classroom, for paralegal educators, can benefit from two-way mentorship and knowledge transfer, where older generations and more experienced paralegals can mentor newer ones on certain aspects and where younger generations can do the same. For example, a paralegal with extensive experience can train the newcomer on court and office procedure and etiquette, the nuances of document drafting, and strategies/tips for case management. Meanwhile, younger paralegals can coach seasoned paralegals on legal tech tools, remote collaboration platforms, and analytics and research shortcuts.

Though the following data stems from lawyer statistics, it can be inferred that paralegal mentoring, feedback, and training looks quite similar in the legal field.¹²² Formal institutionalized mentorship became a cornerstone for most firms, with 77% of associates reporting a mentor or sponsor looking out for their careers in 2020.¹²³ A whopping 90% of Millennial partners reported they had mentors while they were associates, though those percentages drop to 72% for Generation X and 53% for Baby Boomer partners.¹²⁴ Mentoring, it appears, has increased significantly in the past thirty years within the legal field, and would be beneficial to the paralegal role and other legal support roles.

Two-way mentorship, in this regard, can build stronger, more versatile legal teams, and the paralegal role. Investing in meaningful mentorship and sponsorship programs, both internally and externally, should be prioritized.¹²⁵ Training should concentrate on regular meetings, setting mutual expectations, and embracing such relationships between mentors and mentees.¹²⁶ Each generation should be open to new perspectives and encouraging two-way, or reverse, mentorship will allow for the intergenerational flow of ideas.¹²⁷

1. WORKPLACE CULTURE AND RETENTION

Workplace culture and retention can be achieved through a more inclusive and engaging workplace, leading to a happier, harmonious existence. One area where all generations can agree this can be realized is through a work/life balance and meaningful career. Firms and paralegal education programs with general harmony can boost retention, which in terms of the workplace can prove very valuable given the cost of turnover. Having built many successful firms, many off the sweat and sacrifice of their family or other individual needs, the Silent Generation and Baby

Boomers deserve praise for their strong work ethic and career dedication.¹²⁸ However, Gen X, Millennials, and Gen Z are more reluctant to make the same personal sacrifices as their older counterparts as they shape their career paths.¹²⁹ To address this concern, paralegals should be encouraged and respected in taking time off from work, and if necessary, without explanation. Burnout is a colossal, and unresolved, issue within the legal field¹³⁰ and time off from work may prevent burnout, even though many legal professionals, paralegals included, find it difficult to unplug from work.¹³¹ If one paralegal finds it difficult to disconnect, they should respect their colleagues who elect to use PTO, go on vacation, or spend time with families,¹³² whether it is for sick leave, mental health days, or for no reason at all. Furthermore, firms and companies should consider other benefits to encourage holistic well-being, such as mental health resources, gym memberships, fertility, family support and childcare, to encourage paralegal well-being.¹³³ Additionally, as discussed above, mentorship opportunities increase employee satisfaction.

Rewards and recognition programs are not motivating to every generation; thus, recognizing and understanding the core motivations of each group can help develop programs and provide incentives.¹³⁴ For younger generations, flexibility in working hours and stated, clear pathways for career advancement, such as salary guidelines and career progression, may be extremely motivating factors for retention.¹³⁵

1. OVERCOMING COMMUNICATION STYLES

Overcoming varying communication styles among the generations is germane to both the workplace, in other words, coworker communication, and with client interaction.

With Millennials, providing feedback and action directional verbs will be appreciated; for Gen Xers, short sound bites and straight talk will suffice; and Gen Zers prefer quick and constant communication,¹³⁶ likely through programs like Teams or Slack. Baby Boomers speak directly and may focus attention on body language,¹³⁷ both of which should be mirrored by other generations. The other older generations may still prefer formal memos or traditional phone calls. For the Silent Generation, face-to-face interaction remains deeply valued, not only for its role in building strong professional relationships, but also as a hallmark of legal culture and mentorship.¹³⁸ Younger generations should take a page from the Silent Generation, putting aside their preferences at times where personal interaction and connecting directly is constructive to the job. For example, when drafting, editing, and revising, though redlines may be ideal for efficiency for Gens X, Y, and Z, choosing to talk through revisions, taking time to explain requested changes and the reasoning behind the edits can open the door to two-way knowledge transfer.¹³⁹ Paralegals and lawyers alike (or paralegal and educator, in the classroom) should both have the opportunity to ask questions and listen.¹⁴⁰ Another occasion where it may be important to speak face-to-face or on the phone versus communicating online, by email, text, or instant message, would be to help quickly resolve issues and reduce misunderstanding and miscommunication.¹⁴¹

When it comes to performance reviews, provide real-time feedback instead of waiting for an annual review. Younger generations, who value instant and constant communication, may find themselves frustrated to receive feedback in a review for the first time, when they have never heard it before, or contemporaneous with the event or circumstance; if it is important enough to include in such a review, feedback should be addressed in a respectful manner in real time.¹⁴²

Clients vary in expectations and their communication and tech preferences, which may be generational determinative, but not absolute. Younger clientele may be likely to engage with law firms by phone, website, and social media¹⁴³ and may be inclined to text, email, or use case management software for communication. Older clientele will email but may also request written correspondence through mail or in person meetings only. Paralegals who respect differing communication styles and client needs can improve service and satisfaction. On an ethical note, ensuring the client is informed about their case can be accomplished by adapting to client communication preference.¹⁴⁴

2. ADAPTING TO A SHIFTING LEGAL MARKET

No single generation has the right or wrong answer; each simply approaches work differently.¹⁴⁵ The legal professional should let go of the notion that there is only one and “right” way to practice. Adopting this principle will best serve the paralegal profession and shifting legal market. The population of those in need of legal services is also rapidly changing. As discussed herein, the “silver wave or silver tsunami”¹⁴⁶ of older generations, the Silent Generation, Baby Boomers, and Gen X are likely needing assistance with estate planning, elder law, elder abuse, succession planning in businesses, and probate. Some Baby Boomers, Gen X, and Millennials, are facing issues with divorce, child custody issues, and estate planning—often “sandwiched” between caring for children and aging parents.¹⁴⁷ Gen Z may be engaged in seeking legal services, possibly those who have started business or are in entertainment, for example, popular influencers.¹⁴⁸

With the legal world evolving fast, paralegal education and the paralegal workforce should consider how multigenerational teams’ values of different ideas and working styles can be intertwined to achieve success. Of utmost importance is leading by example. Leaders in paralegal education and the legal workforce should encourage and facilitate active engagement between supervisors, staff, and across the board. Providing access to top leaders, usually older generations, younger generations can feel seen and heard.¹⁴⁹ In terms of key leadership positions, appointment of multigenerational legal staff from different backgrounds with the appropriate training to prepare for these roles, paralegals included, represents the legal team of the workplace and illustrates commitment to the practice.¹⁵⁰

For younger generations, remote and hybrid work remains a high priority component in job searches and retention. After COVID-19, the legal profession—law offices, courts, alternative dispute resolution centers, administrative agencies, legal programs, and the like—all transitioned to remote practice. Though much of the legal profession has returned to in-person, remote work still is heavily utilized, as are hybrid environments. Work flexibility permits new opportunities for those paralegals who are parents, caregivers, people with disabilities, and who may not be able to work a traditional 9-to-5 schedule from the office.¹⁵¹

Paralegals must be equipped to learn and master Artificial Intelligence (AI) tools that can assist with legal research, legal drafting, templates, discovery, and other legal-related tasks,¹⁵² as well as project- or case-management platforms,¹⁵³ many of which have become mainstream in the legal field over the last decades. Paralegals who embrace AI tools and upskill will see enhanced career opportunities, with new roles emerging and that command higher salaries.¹⁵⁴ Automating

routine paralegal tasks should free up time to focus on strategic, high-value work that really requires human judgment, creativity, and client relationship skills.¹⁵⁵ AI-savvy paralegals will become indispensable through delivering efficient, cost-effective legal services.¹⁵⁶ A team with varied perspectives is better positioned to *evaluate, adopt, and optimize* office culture, communication, and emergency technology tools and workflows, such as AI.

a. CHALLENGES TO NAVIGATE

The benefits of multigenerational dynamics within the legal field does not come without hurdles. The differences in communication styles, both interoffice and with client interactions, can lead to communication gaps and communication error. Overcoming these issues can be met with adequate training on interactive communication styles and offering dispute resolution techniques and training.

Mentorship opportunities can also help navigate these barriers. Implementation of flexible work policies can help manage different expectations about work hours and flexibility.¹⁵⁷ This can help avoid resentment or perceived faults with coworkers, especially when a hybrid or remote work environment is utilized by younger generations, where older generations may still prefer to be in-office. Mentorship and options for instruction can address the varying comfort levels with technology. Gen Z, and likely those from Gen X and Gen Y (Millennials), will prefer a more relaxed dress code for the office.¹⁵⁸

For the retiring population, succession planning should be extensively employed;¹⁵⁹ allowing for paralegal development so incoming workers can fill key positions when paralegals retire and managing knowledge transfer and retention to successor paralegals. With the legal profession standing at a generational crossroads, relying on the assumption that future leaders and paralegals will simply adopt “the way it’s always been” is a flawed and limiting bias.¹⁶⁰

ETHICAL AND SUPERVISOR IMPLICATIONS OF MULTIGENERATIONAL PARALEGAL TEAMS

Ethical and supervisory implications are central to any serious examination of modern legal practice. Communication failures, inconsistent training, and uneven technological competence among paralegals do not merely affect workplace efficiency; they can result in concrete client harm and expose supervising attorneys to professional discipline, malpractice exposure, and reputational risk. As legal services become increasingly technology-driven, disparities in technological fluency, particularly with respect to emerging tools such as artificial intelligence,¹⁶¹ carry heightened ethical significance.

Communication errors and failures can lead to client harm.¹⁶² Gaps in technological competence among the paralegal pool can also raise claim to ethical violations or violating rules of professional responsibility, such mandates which do exist in isolation. Model Rule 1.1(8) provides that to “maintain the requisite knowledge and skill, a lawyer should keep abreast of changes in the law and its practice, *including the benefits and risks associated with relevant technology*, engage in continuing study and education and comply with all continuing legal education requirements to which the lawyer is subject.”¹⁶³ It follows the same mandate applies to any nonlawyer under the lawyer’s supervision, which includes paralegals. This directly ties into

Model Rule 5.3,¹⁶⁴ which governs attorney responsibilities regarding nonlawyer assistance. “[A] lawyer having direct supervisory authority over the nonlawyer shall make reasonable efforts to ensure that the person's conduct is compatible with the professional obligations of the lawyer”¹⁶⁵ Paralegal educators and law firms must ensure all paralegals, regardless of generation, are trained and competent in technology, which includes AI.

[A] lawyer shall be responsible for conduct of such a person that would be a violation of the Rules of Professional Conduct if engaged in by a lawyer if (1) the lawyer orders or, with the knowledge of the specific conduct, ratifies the conduct involved; or (2) the lawyer is a partner or has comparable managerial authority in the law firm in which the person is employed, or has direct supervisory authority over the person, and *knows of the conduct at a time when its consequences can be avoided or mitigated but fails to take reasonable remedial action.*¹⁶⁶

Failure to do so risks creating ethical blind spots in which generational differences are mistaken for benign preferences rather than potential sources of professional misconduct. These differences are ethically neutral only if supervision is adequate.

Generational tech gaps are *not neutral differences*, they are ethically salient, and more disciplinary authorities have increasingly recognized that inadequate supervision of nonlawyer assistants can constitute professional misconduct even absent intentional wrongdoing. Accordingly, paralegal educators, law firms, and legal departments must treat technological competence and communication alignment as ethical imperatives,¹⁶⁷ not optional professional development initiatives. Intentional supervision, uniform training standards, and cross-generational mentorship are not merely best practices; they are essential mechanisms for fulfilling lawyers’ ethical obligations in a legal landscape increasingly shaped by technology, delegation, and diversity.

Though being a “digital native” is a considerable strength in the legal profession, paralegals should never lose the art of in-person relationship-building, where reliability, professionalism, and trustworthiness are fostered through real-world interactions.¹⁶⁸ “Being tech-savvy makes [the paralegal] efficient. Being people-savvy makes [the paralegal] influential. Together, they make [the paralegal] indispensable.”¹⁶⁹ With intentional leadership and professional development, the goal of turning each generation’s differences into strengths can be achieved. “True progress requires stepping back, challenging assumptions, and making space for different perspectives and thereby paving the way for stronger, more inclusive decision-making.”¹⁷⁰

3. CONCLUSION

Generational diversity exists, but whether legal institutions will continue to treat it as a source of friction or reconceptualize it as an operational and ethical imperative embedded within professional responsibility itself is the challenge. In 1963, Leon C. Megginson wrote, “[a]ccording to Darwin’s Origin of Species,¹⁷¹ it is not the most intellectual of the species that survives; it is not the strongest that survives; but the species that survives is the *one that is able best to adapt and adjust to the changing environment in which it finds itself.*”¹⁷² Supporting this sentiment is H.G. Wells: “Adapt or perish, now as ever, is Nature’s inexorable imperative.”¹⁷³

The multigenerational composition of today's paralegal workforce is not simply a demographic observation; it directly shapes how legal work is performed, supervised, and experienced. Differences in communication styles, technological fluency, and workplace expectations influence core paralegal functions, from client communication and document preparation to case management and the use of legal technology. When these differences are not addressed, they can contribute to inefficiencies, miscommunication, and gaps in supervision. When understood and intentionally leveraged, however, they can strengthen collaboration, improve workflow, and support more effective and responsive legal services.

For paralegal educators and legal employers, generational dynamics should not be peripheral concerns, but practical considerations embedded in training, supervision, and daily practice. Mentorship structures, communication strategies, and technology training are mechanisms, and not merely professional development tools, that shape competence, consistency, and ultimately, the quality of legal service delivery.

In the realm of paralegal education and the paralegal role, educators, attorney supervisors, and colleagues should adapt and adjust to the multigenerational composition of the modern legal landscape to strategically leverage success and support the evolving demands of the profession.

Viewed through this lens, even cultural expressions of generational identity speak to a practical truth for the profession. The best advice is simple: Do not “try to put us d-down (talkin’ ‘bout my generation).”¹⁷⁴ Respect each generation, their strengths, preferences, and priorities, even when “things they do look awful c-c-cold (talkin’ ‘bout my generation).”¹⁷⁵ Newer generations may prefer digital communication and different workplace norms, but they are not going to “f-fade away;” rather, legal professionals must “try to dig what [other generations] all s-s-say.”¹⁷⁶ With this level of intentional understanding, the paralegal workforce presents not a source of division, but a catalyst for a more adaptive, collaborative, and effective legal profession.¹⁷⁷

¹ THE WHO, *My Generation*, on MY GENERATION (Brunswick Records 1965).

² Nicole Su & Stephanie M. Jones, *The Five Work Languages*, 88 TEX. B.J. 705, 705 (Oct. 2025); see *Millennials in Adulthood: Detached from Institutions, Networked with Friends*, PEW RSCH. CTR. (Mar. 7, 2014), <https://www.pewresearch.org/social-trends/2014/03/07/millennials-in-adulthood/>; see also, JEAN M. TWENGE, *GENERATIONS: THE REAL DIFFERENCES BETWEEN GEN Z, MILLENNIALS, GEN X, BOOMERS, AND SILENTS — AND WHAT THEY MEAN FOR AMERICA’S FUTURE* (2023).

³ *Defining Our Six Generations*, PEW RSCH. CTR. (Feb. 8, 2019), <https://www.pew.org/en/research-and-analysis/data-visualizations/2019/defining-our-six-generations> (suggesting this generation saved the world, winning World War II) [hereinafter *Defining Our Six Generations*].

⁴ *Id.*; Su & Jones, *supra* note 2; Michael Dimock, *Defining Generations: Where Millennials end post-Millennials begin*, PEW RSCH. CTR. (Mar. 1, 2018), <https://www.pewresearch.org/short-reads/2019/01/17/where-millennials-end-and-generation-z-begins/>.

⁵ *Defining Our Six Generations*, *supra* note 3; Dimock, *supra* note 4.

⁶ Su & Jones, *supra* note 2.

⁷ *Id.*

⁸ *Id.*

⁹ *Defining Our Six Generations*, *supra* note 3.

¹⁰ Su & Jones, *supra* note 2.

¹¹ April Dawn Davenport, *Communicating in a Multigenerational Workplace*, ABA (July 16, 2019), <https://www.americanbar.org/groups/litigation/resources/newsletters/diversity-inclusion/communicating-multigenerational-workplace/> (The Silent Generation was called “Traditionalists” in this article).

¹² *Id.*; Kevin Pollard & Paola Scommegna, *Just How Many Baby Boomers are There?*, POPULATION REFERENCE BUREAU (Apr. 16, 2014), <https://www.prb.org/resources/just-how-many-baby-boomers-are-there/>.

¹³ Su & Jones, *supra* note 2; Pollard & Scommegna, *supra* note 12.

¹⁴ Michael L. Goldblatt, *Lawyering with Different Generations*, ABA (Mar. 27, 2024), https://www.americanbar.org/groups/senior_lawyers/resources/voice-of-experience/2024-march/lawyering-with-different-generations.

¹⁵ Su & Jones, *supra* note 2 (emphasis added).

¹⁶ Goldblatt, *supra* note 14.

¹⁷ *Id.*; America Counts Staff, *2020 Census Will Help Policymakers Prepare for the Incoming Wave of Aging Boomers*, U.S. CENSUS BUREAU (Dec. 10, 2019), https://www.census.gov/library/stories/2019/12/by-2030-all-baby-boomers-will-be-age-65-or-older.html?utm_campaign=20191210msacos1ccstors&utm_medium=email&utm_source=govdelivery.

¹⁸ Richard Fry, *The Oldest Baby Boomers turn 80 in 2026*, PEW RSCH. CTR. (Jan. 9, 2026), <https://www.pewresearch.org/short-reads/2026/01/09/the-oldest-baby-boomers-turn-80-in-2026/>.

¹⁹ Su & Jones, *supra* note 2; see *Defining Our Six Generations*, *supra* note 3 (“Brain drain” is defined as the departure of educated or professional people from one country, economic sector, or field for another, though usually for better pay or living conditions. In the context of this article, the departure would likely be for retirement.)

²⁰ Su & Jones, *supra* note 2.

²¹ *Id.*

²² *Id.*

²³ *Id.*; Paul Taylor & George Gao, *Generation X: America’s neglected ‘middle child,’* PEW RSCH. CTR. (June 5, 2014), <https://www.pewresearch.org/short-reads/2014/06/05/generation-x-americas-neglected-middle-child/>.

²⁴ See generally *The Watergate Files*, Gerald R. Ford Presidential Library & Museum, National Archives, <https://www.fordlibrarymuseum.gov/exhibits/watergate-files#event-number-1154> (providing a timeline of information about the Watergate scandal occurring approximately from June 1972 to August 1974, which occurred during Generation X) [hereinafter *Watergate Files*].

²⁵ See Joan Ilacqua, *Re-Centering the Narrative: A Brief History of the HIV/AIDS Epidemic*, HARV. COUNTWAY LIBR. (Dec. 4, 2018), <https://guides.library.harvard.edu/public-health/HIV-AIDS#:~:text=A%20combination%20drug%20treatment%2C%20known,to%20highly%20active%20antiretroviral%20therapy> (providing a timeline of information about the HIV/AIDS epidemic).

²⁶ Davenport, *supra* note 11.

²⁷ Goldblatt, *supra* note 14.

²⁸ Su & Jones, *supra* note 2; *Defining Our Six Generations*, *supra* note 3.

²⁹ *Defining Our Six Generations*, *supra* note 3.

³⁰ Su & Jones, *supra* note 2.

³¹ Goldblatt, *supra* note 14.

³² *Id.*; Dimock, *supra* note 4.

³³ Dimock, *supra* note 4.

³⁴ See generally Katherine Huiskes, *Timeline: The September 11 Terrorist Attacks*, UVA MILLER CTR., <https://millercenter.org/remembering-september-11/september-11-terrorist-attacks> (providing a detailed timeline of the historical events).

³⁵ See generally National Weather Service, *Hurricane Katrina – August 2005*, <https://www.weather.gov/mob/katrina> (providing a background on the historical events).

³⁶ Goldblatt, *supra* note 14; Nadine Frederique, *What do the Data Reveal about Violence in Schools?*, NAT’T INST. JUST. J. (Nov. 13, 2020), <https://nij.ojp.gov/topics/articles/what-do-data-reveal-about-violence-schools>.

³⁷ *Defining Our Six Generations*, *supra* note 3.

³⁸ Su & Jones, *supra* note 2; *Defining Our Six Generations*, *supra* note 3; *Millennials in Adulthood*, PEW RSCH. CTR. (Mar. 7, 2014), <https://www.pewresearch.org/social-trends/2014/03/07/millennials-in-adulthood/> [hereinafter *Millennials in Adulthood*].

³⁹ Su & Jones, *supra* note 2; *Millennials in Adulthood*, *supra* note 38.

⁴⁰ Su & Jones, *supra* note 2.

⁴¹ Goldblatt, *supra* note 14.

⁴² *Id.*

⁴³ *Id.*

⁴⁴ *Id.*

⁴⁵ *Id.*

⁴⁶ *Id.* (referring to the Apple line of products, such as iPhone, iPad, and the iMac)

⁴⁷ Su & Jones, *supra* note 2; Dimock, *supra* note 4.

⁴⁸ *Defining Our Six Generations*, *supra* note 3.

⁴⁹ Su & Jones, *supra* note 2.

⁵⁰ *Defining Our Six Generations*, *supra* note 3.

⁵¹ Goldblatt, *supra* note 14.

⁵² See generally, *CDC Museum COVID-19 Timeline*, DAVID J. SENCER CDC MUSEUM: IN ASSOCIATION WITH THE SMITHSONIAN INSTITUTION, <https://www.cdc.gov/museum/timeline/covid19.html> (providing a timeline of information about select moments in the COVID-19 pandemic in the United States and around the world beginning from its known origins to today).

⁵³ Su & Jones, *supra* note 2.

⁵⁴ *Defining Our Six Generations*, *supra* note 3.

⁵⁵ Goldblatt, *supra* note 14; Stephen Sawchuk, *Violence in Schools Seems to be Increasing. Why?*, EDUCATION WEEK (Nov. 1, 2021), <https://www.edweek.org/leadership/violence-seems-to-be-increasing-in-schools-why/2021/11>.

⁵⁶ Su & Jones, *supra* note 2; Kim Parker & Ruth Igielnik, *On the Cusp of Adulthood and Facing an Uncertain Future: What We Know About Gen Z So Far*, PEW RSCH. CTR. (May 14, 2020), <https://www.pewresearch.org/social-trends/2020/05/14/on-the-cusp-of-adulthood-and-facing-an-uncertain-future-what-we-know-about-gen-z-so-far/>.

⁵⁷ Su & Jones, *supra* note 2.

⁵⁸ *Id.*, at 706.

⁵⁹ Goldblatt, *supra* note 14.

⁶⁰ *Id.*

⁶¹ Kim Parker, *How Pew Research Center will report on generations moving forward*, PEW RSCH. CTR. (May 22, 2023), <https://www.pewresearch.org/short-reads/2023/05/22/how-pew-research-center-will-report-on-generations-moving-forward/>.

⁶² *Id.*

⁶³ *Id.*

⁶⁴ *Id.*

⁶⁵ *Id.*

⁶⁶ Watergate Files, *supra* note 24.

⁶⁷ Parker, *supra* note 61.

⁶⁸ *Id.*

⁶⁹ *Id.*

⁷⁰ *Id.*

⁷¹ *Id.*

⁷² Goldblatt, *supra* note 14.

⁷³ *Id.*

⁷⁴ *Id.*

⁷⁵ Alvin K. Benson, *History of the Paralegal Profession*, in EBSCO RESEARCH STARTERS: SOCIAL SCIENCES & HUMANITIES (2022), <https://www.ebsco.com/research-starters/social-sciences-and-humanities/history-paralegal-profession>.

⁷⁶ *Id.*

⁷⁷ *Id.*

⁷⁸ *Id.*

⁷⁹ *Id.*

⁸⁰ *Id.*; Tara Hughes & Joyce Reichard, *How States Are Using Limited Licensed Legal Paraprofessionals to Address the Access to Justice Gap*, ABA STANDING COMM. ON PARALEGALS & APPROVAL COMM'N BLOG (Sept. 2, 2022), <https://www.americanbar.org/groups/paralegals/blog/how-states-are-using-non-lawyers-to-address-the-access-to-justice-gap/> (highlighting Arizona, Minnesota, Oregon, and Utah as states with such programs and citing California and Washington as states that have been involved in developing such programs).

⁸¹ Hughes & Reichard, *supra* note 80.

⁸² Benson, *supra* note 75.

⁸³ See generally ARTHUR H. GARWIN, *THE PARALEGAL'S GUIDE TO PROFESSIONAL RESPONSIBILITY* (6th ed. 2024.)

⁸⁴ Benson, *supra* note 75.

⁸⁵ See David A. Levy, *Ethical Considerations for the Use of Artificial Intelligence by Lawyers and Paralegals*, 1 J. PARALEGAL EDUC. & PRAC. 3 (2025).

⁸⁶ BUREAU OF LAB. STATS., U.S. DEP'T OF LAB., OCCUPATIONAL OUTLOOK HANDBOOK, *Paralegals and Legal Assistants*, (Aug. 28, 2025), <https://www.bls.gov/ooh/legal/paralegals-and-legal-assistants.htm#tab-1> (last visited Jan. 5, 2026) [hereinafter *Paralegals and Legal Assistants*].

⁸⁷ *Id.*

⁸⁸ *Id.*

⁸⁹ Su & Jones, *supra* note 2; *Defining Our Six Generations*, *supra* note 3.

⁹⁰ *Paralegals and Legal Assistants*, *supra* note 86.

⁹¹ Goldblatt, *supra* note 14.

⁹² See generally AM. PSYCH. ASS'N, *Indus. & Organizational Psych.*,

<https://www.apa.org/ed/graduate/specialize/industrial> (last visited Jan. 5, 2026)(defining “organizational psychology” as the scientific study of human behavior in organizations and the work place. The specialty focuses on deriving principles of individual, group and organizational behavior and applying this knowledge to the solution of problems at work.).

⁹³ See Neelam Azad et al., *Leadership and Management are One and the Same*, 81 AM. J. PHARM. EDUC., no. 6 (2017), at 1.

⁹⁴ Goldblatt, *supra* note 14.

⁹⁵ *Id.*

⁹⁶ *Id.*

⁹⁷ *Challenges and Opportunities of Generational Diversity in the Legal World*, THE IMPACT LAWYERS (Apr. 9, 2024), <https://theimpactlawyers.com/articles/challenges-and-opportunities-of-generational-diversity-in-the-legal-world>.

⁹⁸ Britney E. Harrison & Anna Archer, *Finding Strengths in Our Differences*, 88 TEX. B.J. 698, 698 (Oct. 2025).

⁹⁹ Davenport, *supra* note 11.

¹⁰⁰ Goldblatt, *supra* note 14.

¹⁰¹ *Id.*

¹⁰² *Id.*

¹⁰³ *Id.*

¹⁰⁴ Harrison & Archer, *supra* note 98, at 698.

¹⁰⁵ Megan Bennett, *What Gen Z Lawyers Want in 2025: Culture, Flexibility, and Career Outlook*, CLIO (Sept. 2, 2025), <https://www.clio.com/blog/gen-z-lawyers/>.

¹⁰⁶ Anna Sanders, *Gen Z Attorneys are Here. Is the Legal Industry Ready?*, LAW 360 PULSE (Mar. 15, 2023, 4:53 P.M.),

<https://prfirmppwwcdn0001.azureedge.net/azstgacctpwwwct0001/uploads/c290db203cbc9075c2a645a06eca77ec.pdf>.

¹⁰⁷ YOLANDA CARTUSCIELLO, ET AL., *MULTIPLE GENERATIONS IN LAW FIRMS WORKING TOGETHER* (Mar. 2020), <https://www.nalp.org/uploads/GenerationsSurvey/MultipleGenerationsFinalReportMarch2020.pdf>.

¹⁰⁸ *Id.* at 24.

¹⁰⁹ Davenport, *supra* note 11.

¹¹⁰ *Id.*

¹¹¹ *Id.*

¹¹² *Id.*

¹¹³ *Id.*

¹¹⁴ *Id.*

¹¹⁵ See Fares Zoghiami, *A List of Generational Slang Words and Phrases – X, Y and Z*, PANGEA (Oct. 25, 2022), <https://www.pangea.global/blog/a-list-of-generational-slang-words-and-phrases-x-y-and-z/>.

¹¹⁶ Harrison & Archer, *supra* note 98, at 698.

¹¹⁷ Davenport, *supra* note 11.

¹¹⁸ *Id.*

¹¹⁹ *Id.*

¹²⁰ *Id.*

¹²¹ Paul Harasim, *Boomers embrace technology to stay in touch with family*, LAS VEGAS REV. J. (June 15, 2016), <https://www.reviewjournal.com/news/news-columns/paul-harasim/boomers-embrace-technology-to-stay-in-touch-with-family/>.

¹²² This is in large part because research and study focus on the attorney role and is not centered on paralegals, who constitute a large, but understudied, component of legal labor.

¹²³ Cartusciello et al., *supra* note 107, at 9.

¹²⁴ *Id.*

¹²⁵ Su & Jones, *supra* note 2, at 706.

¹²⁶ *Id.*

¹²⁷ *Id.*

¹²⁸ *Id.*

¹²⁹ *Id.*

¹³⁰ Kate Ahren, *How You Can Avoid Burnout (Until We Change the Legal Profession)*, ABA (July 11, 2023), https://www.americanbar.org/groups/law_practice/resources/law-practice-today/2023-july/how-you-can-avoid-burnout-until-we-change-legal-profession/.

¹³¹ Su & Jones, *supra* note 2.

¹³² *Id.*

¹³³ *Id.*

¹³⁴ *Id.*

¹³⁵ *Id.* (This author also would include in the list tuition reimbursement, childcare, and other fringe benefits).

¹³⁶ *Id.*

¹³⁷ *Id.*

¹³⁸ *Id.*

¹³⁹ *Id.*

¹⁴⁰ *Id.*

¹⁴¹ Harrison & Archer, *supra* note 98, at 698.

¹⁴² Su & Jones, *supra* note 2, at 706.

¹⁴³ See *Why law firms should pay attention to Gen X*, REUTERS (2017), <https://www.findlaw.com/lawyer-marketing/studies/law-firm-marketing-generation-x/>.

¹⁴⁴ MODEL RULES OF PRO. CONDUCT r. 1.4 (AM. BAR. ASS'N 2025). (Communications) requires lawyers, and those paralegals under their supervision, to keep clients reasonably informed about the matter's status, promptly comply with reasonable requests for information, and explain matters to the extent necessary for informed decision-making. The rule mandates immediate notification of decisions requiring client consent and consultation regarding limitations on the lawyer's conduct. Most states adopt the ABA Model Rules, or have a similar variation, for their own rules of professional responsibility. https://www.americanbar.org/groups/professional_responsibility/publications/model_rules_of_professional_conduct/rule_1_4_communications/.

¹⁴⁵ Su & Jones, *supra* note 2, at 706; Terrell A. Turner & Micah U. Buchdahl, *Navigating Generational Dynamics in Law Firms*, THE LAW PRACTICE PODCAST, ABA L. PRAC. DIV. (Aug. 19, 2025), https://www.americanbar.org/groups/law_practice/resources/podcast/navigating-generational-dynamics-in-law-firms/.

¹⁴⁶ Rob Copeland, *Boomers as Boogeyman: Should You Fear the 'Silver Tsunami'?*, N.Y. TIMES (Jan. 31, 2025), <https://www.nytimes.com/2025/01/31/business/silver-tsunami-meaning-boomers.html>; Deborah Wince-Smith, *Bracing for the Silver Tsunami*, FORBES (Feb. 28, 2022, 10:31 A.M.), <https://www.forbes.com/sites/deborahwince-smith/2022/02/25/bracing-for-the-silver-tsunami/>.

¹⁴⁷ Kim Parker & Eileen Patten, *The Sandwich Generation: Rising Financial Burdens for Middle-Aged Americans*, PEW RSCH. CTR. (Jan. 13, 2013), <https://www.pewresearch.org/social-trends/2013/01/30/the-sandwich-generation/> (referring to the generation of family members providing care to both their aging parents and their young or young-adult children).

¹⁴⁸ See *Unique Legal Issues for Millennials and Gen Z*, ARAG (Mar. 11, 2024), <https://www.araglegal.com/member/learning-center/topics/family-and-relationships/legal-for-millennials-and-genz>.

¹⁴⁹ Su & Jones, *supra* note 2, at 706.

¹⁵⁰ *Id.*

¹⁵¹ Sanders, *supra* note 106.

¹⁵² *How AI Will Change the Role of the Paralegal (And Make Them More Valuable, Not Obsolete)*, LEANLAW (Oct. 23, 2025), <https://www.leanlaw.co/blog/how-ai-will-change-the-role-of-the-paralegal-and-make-them-more-valuable-not-obsolete/> [hereinafter *How AI Will Change the Role of the Paralegal*].

¹⁵³ Project or case management programs and software like Clio, MyCase, RocketMatter, CosmoLex, LEAP, PracticePanther, Filevine, CASEpeer, Smokeball are all examples of legal case management software.

¹⁵⁴ *How AI Will Change the Role of the Paralegal*, *supra* note 152.

¹⁵⁵ *Id.*

¹⁵⁶ *Id.*

¹⁵⁷ The Impact Lawyers, *supra* note 97.

¹⁵⁸ Sanders, *supra* note 106.

¹⁵⁹ *How In-House Legal Departments Can Survive the Silver Tsunami of Retiring Baby Boomer GCs*, LEXISNEXIS (May 29, 2025), <https://www.lexisnexis.com/community/insights/legal/b/thought-leadership/posts/how-in-house-legal-departments-can-survive-the-silver-tsunami-of-retiring-baby-boomer-gcs>.

¹⁶⁰ Su & Jones, *supra* note 2, at 707.

¹⁶¹ See Levy, *supra* note 85.

¹⁶² See MODEL RULES OF PRO. CONDUCT r. 1.4 (AM. BAR. ASS'N 2025).

¹⁶³ See MODEL RULES OF PRO. CONDUCT r. 1.1, cmt.8 (AM. BAR. ASS'N 2025)(emphasis added).

¹⁶⁴ MODEL RULES OF PRO. CONDUCT r. 5.3(b) (AM. BAR. ASS'N 2025).

¹⁶⁵ *Id.*

¹⁶⁶ MODEL RULES OF PROF. CONDUCT R. 5.3(c) (AM. BAR. ASS'N 2025)(emphasis added).

¹⁶⁷ Jennifer L. Braster, *In 2024, Technological Competency is Imperative for Law Firms*, CLARK CNTY. BAR ASS'N (Apr. 19 2024), <https://clarkcountybar.org/in-2024-technology-competency-is-imperative-for-law-firms/> (last accessed Jan. 26, 2026).

¹⁶⁸ Harrison & Archer, *supra* note 98, at 700.

¹⁶⁹ *Id.*

¹⁷⁰ Su & Jones, *supra* note 2, at 707.

¹⁷¹ CHARLES DARWIN, *ON THE ORIGIN OF SPECIES* (1859).

¹⁷² Leon C. Megginson, *Lessons from Europe for American Business*, 44 SW. SOC. SCI. Q. 3, 4 (1963) (emphasis added).

¹⁷³ H.G. WELLS, *THE MIND AT THE END OF ITS TETHER* 19 (1945).

¹⁷⁴ THE WHO, *supra* note 1.

¹⁷⁵ *Id.*

¹⁷⁶ *Id.*

¹⁷⁷ Davenport, *supra* note 11.

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