



Overwhelmingly, law firms operate as though attorneys are the ""important"" parts of their business, and that business staff is... well, chopped liver. How can firms adjust/improve their language to change this attitude/perception?

**Questions Harriet asked the speakers:**

- The landscape for hiring and recruiting within law firms has changed a lot since January 2020 (and again since the end of 2022). What are some of the biggest changes you've seen in the industry/in convos with peers? What surprised everyone the most about how recruiting/hiring has changed in the legal field? (I'm thinking first year associate pay has got to be a big one!)
- What are your predictions for how things will stay the same/change in law firm operations over the next 5-10 years? Do you think attorneys will fundamentally change their expectations around work-life balance? And how are firm resources being marketed to attorneys during their recruiting process (as part of the support package)?

(i.e. research departments, LPM, etc)

- Let's talk a bit about the split in law firms between attorneys and "everyone else"... what have you seen across the industry, and do you think those divisions are breaking down, becoming more defined, or something else? I'm also interested in how you think this will play out as the market retracts again: it's been popular to cut back on administrative staffing in times of financial concern, but that loads more work back onto attorneys—do you see anything differently happening this time around?

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