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### **A Millennial State of Mind: A View of the Future of Construction Litigation Through the Eyes of the Next Generation of Professionals**

Millennials are causing quite a stir these days. As a generation, they are taking over the US workforce and populating the jury pool in ever-increasing numbers. This is of particular concern to both the construction and insurance industries. Both industries are struggling not only to attract millennials to their respective industries, but also to win them over in the court room. By attracting millennials to work for them, these industries will be well on their way to winning them over in the courtroom too. If these industries display the characteristics necessary to attract millennials to work for them, millennials will also view them more favorably in court.

The insurance and construction industries are both major drivers of the U.S. economy and important employers of countless workers. While there is no question that those industries will grow and expand in the coming years, there are major questions surrounding who will be staffing the companies in those industries. Some studies suggest that by 2020 over 25% of the current insurance workforce will retire and there will be 400,000 job openings in the industry.<sup>1</sup> Other studies suggest that the construction industry will add about 1.8 million total jobs by the end of the decade.<sup>2</sup>

A 2015 study commissioned by The Hartford found that key industries driving the US economy including retail, construction and manufacturing, are failing to attract the 80 million millennials living in the United States. 80% of millennials consider themselves to be leaders today, and 69% want to be leaders in the next five years. The Hartford study found that only 7% of our millennials are interested in working in construction, manufacturing or retail. Not surprisingly, especially here in California, the majority want to work in arts & entertainment. Next on this list was education and technology. Only 4% of millennials want to work in insurance.

Interestingly while it is better than ever before there are still only a very few Universities that have a major in Insurance. That is not to say that millennials are not open to the idea of working in insurance or construction. The problem is that many millennials are simply not aware of demand for labor in those sectors, nor are they even really sure what working in either sector entails.<sup>3</sup> Accordingly, it is even more important that the construction and insurance industries strategically target millennials so they do not miss out on recruiting the talent necessary to propel their respective expansions in the coming years.

Millennials' lack of knowledge and engagement with the insurance and construction industries directly ties into their unfavorable verdicts for companies in those industries. Because millennials have

relatively little experience with either industry, they operate mostly on generalizations and conjecture. Consequently, millennials think of the insurance and construction industries as faceless monoliths that have infinitely deep pockets. In a general sense this flows directly from Millennials distrust of government and big business who have cheated or failed them as they grew up. What they do not know is the real, positive impact that both industries have on both the societal and individual levels.

Now, more than ever, the insurance and construction industries must understand what makes millennials tick. In doing so, both industries will be better equipped to position millennials to be strong employees that add value to their companies. They will also be more likely to win them over in the courtroom. For it is often the characteristics that millennials look for in jobs that make them look favorably on parties to a dispute in the courtroom. In other words, millennials want to see proof that a company is socially conscious including a strong diversity program, progressive, tech savvy, and employee friendly. Accordingly, to be able to positively influence millennials in the work force and the courtroom, it is helpful to first understand the various generations and the ways they differ.

#### **Traditionalists – the Silent Generation<sup>4</sup>**

Traditionalists grew up during the Great Depression (or soon after) and consider work a privilege. This generation believes you earn your own way through hard work. Traditionalists are willing to put in long, grueling hours to get ahead. Many Traditionalists worked for the same employer their entire life, were less likely to change jobs, were taught to respect authority and are usually good team players. As technology evolves and changes the world as we know it, Traditionalists struggle to learn new technology and often will resent those who rely on it. Lastly, they adhere to a chain of command style of authority and rarely buck the system. Other key values are privacy, trust, formality (written communications) and “things” — this generation is known to be pack rats!

#### **Baby Boomers<sup>5</sup>**

Most of this generation is in their 50s and 60s. Generally they hold many of the positions of power and authority. They are workaholics who believe Generations X and Y should pay their dues. They are confident, independent and self-reliant. They are dedicated and goal-oriented. They are extremely competitive and may criticize X and Y Generations for their lack of commitment to the workplace. They grew up in periods of conflict and social change — Vietnam, civil rights movement and women’s rights.

#### **Generation X<sup>6</sup>**

This generation totals approximately 44 to 50 million, most in their 30s and 40s. They are ethnically diverse and generally more educated than Boomers, with over 60 percent having attended college. Generation X holds middle management positions in the corporate world. They are often referred to as the “latch key kid” generation due to both parents in the workforce. They dislike being micro-managed and embrace a hands-off management philosophy. This is the first generation to grow up with computers. They are comfortable with technology, but not overly reliant upon it. This generation is said to work to live rather than live to work.

#### **Generation Y — The Millennials<sup>7</sup>**

This generation totals approximately 70 million. Born in the mid-1980s and later, they are just now entering the workforce. They grew up with technology and rely on it 24/7. They communicate

through social media and prefer text messaging rather than telephone or face-to-face communication. Millennials are willing to trade high pay for fewer hours, flexible schedules and a better work/life balance. Millennials are achievement-oriented and have high expectations from their employers. They are extremely team-oriented but sometimes it is difficult to find a leader in this generation. They crave attention and want to be in the loop on everything. They believe they are entitled to higher pay and authority in an organization due to their tech skills. They don't value the experience that Boomers or Traditionalists have. Popular media is focused on one type of Millennial, the upper middle class white Millennials. When you hear about kids who are spoiled, don't want to move out of their parents' house because they are used to the benefits of living in a great home and are "slackers," it is important to remember this is not how all Millennials are. While this is one type of Millennial, it is not the most prevalent and it is wrong to ascribe to all Millennials the motivations and attitudes of this one type that has been over analyzed in the media and the literature.

### **Making Millennials Better Employees**

Integrating millennials into your workforce may seem like a daunting task, but the same things that attract millennials to a particular job are often the same things that can make them more productive employees.

Steven D. Linkous, President and CEO of the Hartford Mutual Insurance Companies, believes that millennials like to make a difference and can be attracted to jobs that allow them to do that.<sup>8</sup> So, giving millennial workers substantive work early while emphasizing the difference they are making will motivate them and push them to achieve more. Insurance companies can emphasize the different ways they are helping people every day. Construction companies can emphasize the lasting effects and worth of constructing a building which will stand for many years. Both themes tap into the characteristics that drive millennials. Not only will that attract more talented millennials, but it will also give them the sense of purpose they so desire. Consequently, they will be more motivated and achieve better results for their respective companies.

The Institutes President and CEO Peter Miller has noticed that millennials look for jobs that have stability, flexibility, upward mobility, and the ability to make a difference.<sup>9</sup> Millennials also value a company's organization culture. Accordingly, they seek out companies that have a positive organization culture, gives young employees ownership of projects, makes a difference in society, and encourages employees to collaborate with team members and clients/ customers.<sup>10</sup> Millennials thrive in those environments and enjoy being good team-players. Their desire for collaboration and communication makes them responsive to team projects and able to work within a team structure. Accordingly, it is important to make sure that millennial workers have access to mentors and other colleagues with whom they can work on projects with and get advice from.

A company exhibiting such qualities will have access to a wider talent pool of millennials workers. By attracting millennials with characteristics such as the ones noted, companies are going to be placing millennials in positions to learn the job they are doing, be enthusiastic about it, and, ultimately, succeed. This makes millennials happy and productive workers.

Further, millennials are very interested in career development.<sup>11</sup> Companies that expose millennials to different areas of the business early in their careers will see enthusiastic employees who desire an in-depth knowledge of the company they work for. It is not surprising that millennials rank training as another important priority, specifically training in leadership and technical skills.<sup>12</sup> While this

may seem like an onerous investment in young employees, it pays dividends down the road. By training employees early and often, employers will get savvier, more loyal employees. This reduces the chances of employees leaving, decreases the costs of hiring replacements, and decreases the costs associated with the resulting brain drain.

The trend that emerges after analyzing the various priorities amongst millennials is that they want to work for modern company that makes a difference and gives them a chance to succeed and advance their career. They want to feel important in their occupation and be in a field that innovates and gives them chances for creativity. It makes sense that millennials are so attracted to jobs in the arts and entertainment industry and the tech industry. Those are the obviously creative and traditionally more innovative fields.

However, many millennials know very little about either the insurance or construction industries.<sup>13</sup> Spreading information about the opportunities available to be creative and innovative while working in a flexible, tech savvy, positive work environment with solid pay opportunities is vital to attracting more millennial workers and putting them in a position to succeed. One way to do that is through social media i.e., LinkedIn, YouTube, Facebook, Twitter, online job forums, and other talent recruitment platforms. This not only increases a company's visibility, but it also shows millennials that the company has a social media presence. That social media presence alone serves to entice millennials to work for a company as it shows them the company is modern and tech savvy. Surely if millennial workers knew more about the opportunities available in insurance and construction, they would flock to them.

A company that displays the qualities that attract a millennial to work for them may also positively change a millennial's perception of that industry when they are in the jury box. If the millennial juror looks up a company on the internet – which they will inevitably do at some point – and they see information that makes them think, "I would want to work here," then they are less likely to view that company negatively, vote against them, or award huge adverse judgments.

So insurance and construction companies are smart to proactively tackle that issue by publishing progressive technology, user friendly websites and social media pages. Millennials will use these forms of media to discover and evaluate a company. They may then apply to an open job or form a favorable perception of that company. This cannot be accomplished with an out of date or non-existent internet presence. Whether or not one approves of this paradigm, it is the reality of the world. The sooner a company accepts it and evolves, the sooner a company will be able to influence millennials to view it favorably in the workplace and the courtroom.

### **How Millennials Add Value to Your Industry**

Millennials are prime candidates to fill a majority of the 1.4 million jobs that open in construction and the 400,000 jobs that open in the insurance industry over the next several years. Failure to take heed of the characteristics of the millennials and adapt the insurance and construction industries to attract them would put these industries far behind in recruiting the available top talent. Additionally, evolving to fit the desires of the next generation is not necessarily a bad thing.

First and foremost, millennial employees are better equipped to understand millennial customers. This is especially germane to the insurance industry, where millennials are the largest growing consumer base.<sup>14</sup> Who better to understand the millennial customer than the millennial worker?

Millennials also add value to the insurance and construction industries by bringing their innate tech savvy to the table. Having grown up constantly connected to technology and communicating with technology, millennials understand the digital age and are well-equipped to work in it. So while having a flexible work schedule may at first seem incompatible with a particular job, that is not necessarily true for millennials. Millennials are constantly connected to technology are better equipped to use technology to facilitate a flexible work schedule. Millennials would not think twice about responding to emails on their smartphone, accessing a customer's file on their mobile tablet, or skyping with a coworker to solve a problem all while out of the office. Millennials' ability to use technology to interface with coworkers and customers whenever a problem arises is a great benefit. It cuts costs and empowers employees to engage one another. It also gives customers and clients the ability to have their needs met on a more personal, timely basis.

As noted above, millennials want training and guidance. While at first that may seem like burdensome coddling, ultimately it adds value to a company by training the young employees how to do their job correctly. As they acquire more experience, they become more engaged and do their jobs more effectively. At a certain point, they will be training the next generation of employees at a lower cost than bringing in an outside consultant to do the same thing.

Employers can also use millennial workers' tech savvy to educate older employees who may struggle with technology. This not only helps older employees stay current, but it also encourages those older employees to share their vital information with the millennials workers. This minimizes the generational gaps in knowledge and the associated costs of bridging those gaps. Shani Magosky, CEO of Vitesse Consulting, calls this process "reverse mentoring" and recommends it as a way to use the unique skillsets of different generations to bridge the information gaps between those generations.<sup>15</sup>

With reverse mentoring, veteran employees can share vital information that they have accumulated throughout their career, while millennials can share their technological know-how with the veterans to help them stay current. Both are then more engaged and on top of their respective games because they feel valued and like they are contributing.<sup>16</sup> Further, reverse mentoring can cut down on the costs associated with training older employees in new technology and waiting for new employees to learn the ropes. Instead of paying an outside consultant to do these things, a company can have their own employees do these things for each other. Not only does that save a company money, it increases employee engagement, collaboration, communication, and worth – all things millennial employees value highly in careers.

Ultimately, there may be some intergenerational tension between millennials and the other generations in the workforce. However, millennials are the generation of the 21<sup>st</sup> century and will be the majority of the workforce in the coming years. Their presence in the workforce will force many insurance and construction companies to update their workplaces, update their employee policies, facilitate training and collaboration, focus more on social issues, and be more technologically savvy. These are all things that the market would likely thrust on companies anyway, but in a much harsher, less forgiving manner. It is a smart strategy for companies to proactively approach this situation, evolve on their own terms, and recruit the top talent in the process.

A company that is more cognizant of the ways millennials can add value to their industries is going to not only insulate itself from adverse market forces in the future, but also be a more sympathetic defendant in court. With more and more millennials serving as jurors, a defendant that can engender some sympathy amongst them will receive substantially gentler treatment.

At some point in trial, the jury will hear something about employees from the company, how they are trained, how they operate, how they are treated, etc. Millennial jurors will look for the company to value employees as they would like to be valued as employees themselves. If they see a company that values and trains employees who are loyal to the company, they will like that, as it reaffirms their normative beliefs about the ways companies should operate. If they do not see any evidence of that, they are likely to think the company treats its employees like cogs in a machine or numbers on a spreadsheet. If they see that, even if it is not true, take cover, because a large adverse judgment may be coming your way!

### **Millennials in the Jury Box**

A company that attracts and values millennial workers is going to be viewed much more favorably by millennial jurors and be well on its way to winning them over in the courtroom. But it is not just the company that has to understand the millennials, the attorney must do so as well. So for the attorney and the company to work in unison to win over the millennial jurors, they must both understand millennials and what drives them.

It is important to recognize that most Millennials have much less economic security than prior generations and that has a great impact on how they act as jurors. Understanding this generation and their expectations is vital when strategizing for voir dire, jury selection, opening and closing arguments, evidence presentation and trial.

#### *Big Demands and High Expectations<sup>17</sup>*

Obviously, every individual juror is unique. While attitudes and beliefs ascribed here to Millennials are ones seen expressed in trials, juror research exercises and opinion studies, it is important to remember that not all Millennials have these beliefs. However, these attitudes are prevalent enough to use them in considering how to approach Millennial jurors and the concerns they are likely to raise in deliberations at trial. In general, Millennial jurors are distrustful of large institutions, are greatly concerned about security and are unlikely to accept that information is not immediately accessible or that something important was not written down. Millennials have grown up in a world of instant access to anything they want to know. Millennials have the Internet at their fingertips and expect information, products and anything they desire to be immediately accessible. As a result of these experiences, Millennials have certain expectations of a defendant in a case. For example, if an insured has lost records, the claims handler and defense attorney need to formulate a strategy and reasoning on how to address this issue. Because Millennials generally have shorter attention spans, defense counsel will also have to repeat this message in voir dire, opening statements, during trial and at closing. Millennials also believe that policies and procedures are king. They believe any breach of these policies and procedures by a company is an indictment of liability. By understanding this concept, counsel should be able to formulate arguments as to why this is an unrealistic position by the Millennials. An example of this might be a hospital nurse providing care to a patient rather than spending all his/her time writing everything down per a procedure manual. Millennials also believe that if it is not written down, it did not happen. Explaining gaps in documentation is critical for defense counsel to deal with or Millennials will believe that the insured is not telling the truth. Millennials are also very security conscious. They have grown up in a world where events like 9/11 and Columbine are the norm, not an exceptional event. As a result, they believe that everyone should have a security plan in place. They are fearful of similar events happening to them or someone close to them, and plaintiff attorneys are able to successfully play on these fears.

### *Distrustful and Debt-ridden<sup>18</sup>*

Millennials have strong anti-corporate beliefs stemming from their experiences with Enron, the banking crisis, Iraq, the BP Oil Spill and other eroders of trust. There also is a high unemployment rate for Millennials who have gone to school for years only to find there are no opportunities in the market place for them. When their life experiences are coupled with a 16.2 percent unemployment rate for 18 to 29 year olds, it is understandable why Millennials do not trust companies. In addition to high unemployment rates, even the Millennials who have jobs are underemployed. Thirty-seven percent of recent college graduates have taken jobs that do not require a college degree because they were the only jobs available, and 36 percent of Millennials still live at home because they cannot afford to move out. It is not surprising that these experiences have left them with very negative views of institutions and companies that can be exploited by plaintiff attorneys. Millennials believe that they can always determine the “real story” by using the Internet to determine “the truth.” Because of their strong anti-corporate beliefs and their belief that they can find everything out for themselves, Millennials are very cynical and have a strong “desire not to be fooled.”

### *Let Me Google That<sup>19</sup>*

Millennials obtain their information relative to decision making from social media — Twitter/Facebook. They don’t buy a thing without first checking with others on the Internet. There’s a saying — Millennials trust no one but Twitter — so defense counsel better know what Twitter is saying about the client. Millennials consider the online reputation of companies, products and people from what they read online and thru social media in developing bias — for or against. Consider what the Internet says about the insured when going to trial. Who is the corporate defendant? What is their online reputation? Are they good for the community? Are they involved in social change? What are others saying online? In trial, it is essential to highlight aspects of the insured that appeal to the values of Millennials:

- Transparency
- Trustworthiness
- Relationships they have with the community, their employees, and their customers
- Connections they have with the military – because while Millennials don’t trust the government, they do trust the military

As a generation that has never lived without a computer or the Internet, Millennials are impatient and overly indulged when it comes to the methods of receiving information. This 24/7 access to instantaneous information not only challenges the carrier and counsel when presenting trial evidence, but it also can lead to juror misconduct. Both carriers and counsel need to be aware that this generation has an addiction to information at their fingertips. Millennials also have short attention spans due to the quickness that they normally receive information, so long-winded scripts won’t cut it with this crowd. They desire to be entertained while learning about the evidence. They believe there is an App for everything and any reasonable person should know that. If you cannot find the answer you can Google it. Millennials believe this and think everyone should work and live this way. This explains the high rate of juror misconduct now seen at trials where jurors bring in outside information from their own research on the Internet. As a result, defense they also must be aware of what is out there about the subject matter of their case on the Internet. It is very likely a Millennial juror will Google the

product/injury/ information that is central in the case to determine what “really happened.” However, counsel also has to be cognizant of the other generations on the jury that could be put off by too much technology. An example of this is that Baby Boomers want straightforward numbers, not fancy, slick graphs and charts.

### *Tattoos, Piercings and Selfies<sup>20</sup>*

Millennials embrace multiple modes of self-expression. They often come to the jury box looking far different than their fellow jurors. Millennials are far more comfortable with their appearance than many of their counterparts. Be careful to not judge a book by its cover as appearance is not reflective of their ability to grasp concepts quickly. Millennials are on course to become the most educated generation in American history, a trend driven largely by the demands of a modern knowledge-based economy. They get along well with their parents. Looking back at their teenage years, Millennials report having had fewer spats with mom or dad than older adults say they had with their own parents when they were growing up. And now, financial reasons have kept a significant share of adult Millennials and their parents under the same roof. They respect their elders. A majority say that the older generation is superior to the younger generation when it comes to moral values and work ethic. However, they do not defer to them in the jury room. They are not encumbered by their lack of experience and knowledge. They believe their voice is important and should be heard on any subject.

### *Damage Awards<sup>21</sup>*

Not surprisingly, the attitudes displayed by many Millennial jurors have affected how they view damages in litigation. Using data from mock trials of over 700 surrogate jurors from 32 different jury research exercises, Millennials have shown to be significantly more likely to award higher damages in almost any type of case. The research showed:

- The medium damage award of non-Millennials was \$3.5 million.
- The medium damage award of Millennials was \$6 million.

This spread was even greater when looking at minority Millennials. The experiences they have had as Millennials have combined with other experiences shared by many young minorities to create an even more plaintiff-leaning mindset toward damages.

- The medium damage award of minority Millennials was \$9.7 million versus \$6 million for minority non-Millennials
- The medium damage award of white Millennials was \$4.02 million versus \$3 million for white non-Millennials

The deliberations of Millennial surrogate jurors yield quotes that show their attitude towards damage awards in trials. Here are some typical quotes Millennial jurors make:

- “It’s just money and they have lots of it.”
- “He should get everything possible.”
- “The defendant always low balls. They get a bonus for lowballing.”



- “Let’s do the right thing and give him everything. The defendant is a big corporation so who cares.”

Clearly with these types of comments, the carrier and trial attorney should be working on themes to counteract and diffuse millennial jurors with regards to damages. Countering pre-existing views regarding damages is imperative to being successful at trial. Defense counsel needs to discuss issues of personal responsibility to the millennial jurors in voir dire, opening statements and closing arguments. This is a concept that Millennials appear to embrace and can be an effective overall trial theme. Trial strategies with universal appeal continue to be very important for all jurors. Beyond the trial themes, defense counsel and the carrier should be discussing how evidence should be prepared for both Baby Boomers and Generations Y and X. Millennials love timelines because they favor open communication and feel the need to become educated on everything in the case. They want details and they want it laid out in a linear line. Timelines also lend to the transparency of who, what and when. Millennials also hate being told what to do. Instead, lead them to the conclusions and timelines are a great tool for taking their hand and leading them. Baby Boomers love timelines as well. Boomers are receptive to the storytelling method and timelines allow the evidence to be organized in story telling fashion. For Generations X and Y, presenting evidence should be thought of in terms of providing graphs, models and high-tech presentations. Remember to make it shiny.

In trial one of the most important themes for a defense lawyer in arguing his/her case to millennials is to educate them. In this article we previously discussed the distrust issue and why Millennials feel this way. It can also be generalized that many Millennials are not good at fixing things around the house and understanding basic home construction due to the influence that technology has had on them. Many Millennials can repair a computer but don’t know how to repair a leaking toilet. As a result the defense counsel has to first get the Millennial juror level set to take their bias and emotion out of the case especially when dealing with a corporate client. To do this the defense attorney must spend time educating the Millennial juror on how a house is built and how trades overlap their work. By doing this the Millennial can then make educated decisions on critical issues of liability and damages. The key in the education process for Millennials is not going too far. The Millennial juror will think they can google the information needed to educate themselves while sitting in the jury room. However, many courts are taking phones away from jurors during deliberations so this cannot be done. A defense attorney may want to tell the jurors this to make them understand why he/she is now trying to educate the Millennial juror to the construction of a home/condo.

By understanding the generational differences, defense counsel and the insurance and construction industries can approach trial with solid strategies and themes to address bias and decision-making methods of Millennial jurors. While no verdict is certain, understanding generational differences of jurors is clearly better than the alternative of a runaway verdict. Additionally, understanding the generational differences will prepare the insurance and construction industries not only to win in court, but to also fill the hundreds of thousands of jobs that will be open in the respective fields in the upcoming years. Millennials are not going anywhere. Their influence will only be magnified and more important in the years to come. So understanding their motivations and values and evolving accordingly will position companies to not only hire top millennial talent, but win the hearts and minds of millennial jurors. In doing so, companies will be more efficient businesses. They will have the top millennial talent propelling their growth and achieve more favorable verdicts from millennial jurors. To win in both worlds, it is imperative to understand millennials. Failure to do so would be more catastrophic than a runaway verdict.

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- <sup>2</sup> Mark L. Johnson, *Attracting Young People into Construction Field Positions*, FOUNDATION OF THE WALL AND CEILING INDUSTRY (July 2013) [https://www.coaa.org/Documents/About-COAA/Workforce-Shortage/Attracting-Young-People-to-Construction-\(AWCI\).aspx](https://www.coaa.org/Documents/About-COAA/Workforce-Shortage/Attracting-Young-People-to-Construction-(AWCI).aspx).
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- <sup>4</sup> Larry Beemer, et. al., *Your Jury Box in the 21<sup>st</sup> Century: Getting to Know (and Manage) the Millennial Juror*, LITIGATION MANAGEMENT (October 18, 2014) <http://lm.theclm.org/home/article/Your-Jury-Box-In-The-21st-Century>.
- <sup>5</sup> Larry Beemer, et. al., *Your Jury Box in the 21<sup>st</sup> Century: Getting to Know (and Manage) the Millennial Juror*, LITIGATION MANAGEMENT (October 18, 2014) <http://lm.theclm.org/home/article/Your-Jury-Box-In-The-21st-Century>.
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- <sup>19</sup> Larry Beemer, et. al., *Your Jury Box in the 21<sup>st</sup> Century: Getting to Know (and Manage) the Millennial Juror*, LITIGATION MANAGEMENT (October 18, 2014) <http://lm.theclm.org/home/article/Your-Jury-Box-In-The-21st-Century>.

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<sup>20</sup> Larry Beemer, et. al., *Your Jury Box in the 21<sup>st</sup> Century: Getting to Know (and Manage) the Millennial Juror*, LITIGATION MANAGEMENT (October 18, 2014) <http://lm.theclm.org/home/article/Your-Jury-Box-In-The-21st-Century>.

<sup>21</sup> Larry Beemer, et. al., *Your Jury Box in the 21<sup>st</sup> Century: Getting to Know (and Manage) the Millennial Juror*, LITIGATION MANAGEMENT (October 18, 2014) <http://lm.theclm.org/home/article/Your-Jury-Box-In-The-21st-Century>.