

To Mandate or to Suggest? Law Firms Weigh Hybrid Policy Approaches

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Vincent McGuinness and Michael Schmidt spoke with *The American Lawyer* about the challenges of getting employees back in the office and the impact of remote work. "After two years of a pandemic, it's hard to put the horse back in the barn on this issue. The pandemic complicated things in the sense of—and this is what the challenge continues to be—getting people to realize the benefits of in-person culture and collaboration," said Mike. For the lawyers who prefer to work from home and have infrequent office attendance, Vince said the firm is experimenting with office sharing by repurposing single units into shared offices, which firm leaders have found to be more successful than hoteling. "We are trying to come up with different ways to incentivize our people. We have an obligation to promote the virtues of coming into the office. On the other hand, we are professionals. It's incumbent on professionals to realize that they are not solo practitioners. The challenge this year and beyond is where to strike that balance," said Mike.

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