

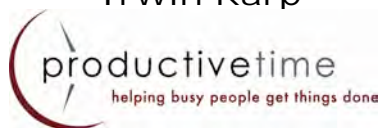
THE ART OF EFFECTIVE DELEGATION

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THE ART of EFFECTIVE DELEGATION

AGENDA

- Two Areas to Consider – Teams & Assignments
- Project / Task Planning – Reliance on Others
- Steps for Effective Delegation
- Importance of Clear Communications
- Giving Feedback (Having Difficult Conversations)
- Develop Your Personal Action Plan

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“At the end of the day –

moving work around,
better organization and execution,
better communications and
better delegation

would benefit the organization as a whole.”

Two types of delegation:

- A supervisor delegating a task
 - Deputy County Counsel delegating a project of task to a more junior attorney
 - Supervising CSO delegating a project or task to a more junior CSO
- Team member needing input or information from another team member
 - County Counsel needs information from CSO
 - CSO needs Counsel to review a document or provide guidance

WORKFLOW:

The sequence of tasks, or necessary steps, that comprise a child support process.

Involves time, information, tasks, priorities and where you and others fit in.

If any link in this workflow chain is broken, timely completion, quality of work, quality of service & staff morale can be adversely affected.

What we will cover today

- Delegation phobias
- Steps for effective delegation
- Importance of clear communications
- Roles, responsibilities & reliance
- Giving feedback (difficult conversations)
- Develop your personal action plan

What are traits of
"good" delegators:

- Teamwork – trust & respect
- Clear explanations – w/ context
- Provide a vision & expectations
- Reliance on colleagues
- Willingness to let go – but need accountability
- Guidance when needed
- Available for questions
- Feedback for performance improvement

PRIORITIZE YOUR TIME

Ask Yourself:

WHAT IS THE MOST EFFECTIVE
USE OF MY TIME RIGHT NOW?

What could I give to someone else?

Delegation Requires Some Planning
[Workflow Management]

- Review total workload
- Plan & Organize each project
 - Break into tasks & subtasks
 - Determine where you need help
- Decide what to delegate & what to keep
- Plan the delegation –
 - Understand the assignment
 - Communicate the assignment & time frame

Turn “Due Date” into “DO DATES”
[Project Management Process]

Planning your workload:

- Master List of projects
- Tasks & schedule for each project
- Determining where you need help
- When will the work get done

PLANNING – break project into tasks and subtasks & ORGANIZE:

- Define all necessary tasks
- Write them down
- Develop order of action & steps involved
- Show interdependencies
- Communicate roles to others

SET INTERIM DEADLINES

(ESTIMATE TIME for TASKS)

- Set deadlines for tasks
- Create accountability
- Schedule time to do the work
 - Turn “DUE” dates into “DO” dates
- Set review dates – progress

Delegate Certain Tasks & Communicate Effectively

- Select the right people
- Communicate, communicate!
- Give context
- Note due dates & responsibility
- Estimate time
- Secure acceptance
- Balance for multiple priorities

PERFORM THE WORK / MONITOR PROGRESS

- List tasks, assignee & due date
- Track performance
- Reminders; status reports
- Periodic, short team meetings
- Provide feedback on work product

Stumbling blocks to delegation:

- Can do it better myself
- Takes too much time to explain
- Skill level of delegatee
- Not realizing that help will be needed
- Procrastination – not enough time to assign

Determine tasks to delegate or keep:

- What am I doing that can be done by somebody else?
- What am I doing that only I can do?

(Peter Drucker)

**Task or Sub-task
(to be delegated)**

<u>Specific Task:</u>	<u>Who is handling it?</u>	<u>Who should be handling it?</u>
1.		
2.		
3.		
4.		

Delegation Log:

- Avoids duplication of tasks
- Record the following information

Task:

Date assigned:

To whom:

Interim report date(s):

Due date:

Completion date:

Notes:

Importance of Effective Communications

- Effects of unclear communications
- Importance of clear communications
- Listening skills
- Providing feedback

The Key to Leadership Success is EMOTIONAL INTELLIGENCE

SELF-AWARENESS / AWARENESS of OTHERS

- Emotional awareness
- Self-assessment & self-regulation
- Empathy for others
- Developing others
- Managing relationships

Communications Skills

- Clarity & consistency of instructions
- Clarity of expectations
- Feedback / criticism / reinforcement
- Listening skills
- Body language
- Connection / attention

Examples of poor communications:

- Unclear instructions
- No context for tasks
- Not enough face-to-face time
- Rushing - running out of time
- Not checking if understood
- Not letting supervisor know status
- Failing to listen to questions
- Not asking what's on plate
- Not letting others know what's coming
- Not expressing concern over performance

Impact of poor communications on quality

- Wasted time
- Doing things over
- Running out of time
- No improvement for future
- Frustration
- Stress
- Less collaboration
- Poor relationships

An Effective Communicator

- Develops relationships
- Develops awareness
- Has candid conversations
- Pays attention – notice what’s going on
- Takes responsibility

What Method of Communication? Try to choose the best tool for the job:

- Memos & status reports
- E-mail
- Phone call
- Voice mail
- Drop – in visit
- MBWA
- Hovering
- One-on-ones
- Meetings

Checklist for listening skills

- Suspend judgment – don’t interrupt
- Stay present in the discussion
- Show that you are paying attention
- Establish rapport – ask questions
- Concentrate on facts & behaviors
- Don’t be afraid of silence
- Let people finish before responding

Need Clear Communications

- Miscommunication wastes time
- Assume nothing
- Style appropriate for the other person
- Explain up front & listen
- Successful only when understood by receiver
- Use a Feedback loop
 - *Brief back & get confirmation*

Communicate with colleagues on working together

- Discuss expectations
- Seek advice
- Reach mutually agreeable way of working

How to give an assignment:

- Understand assignment
- Determine form of communications
- Communicate task clearly
- Provide context & adequate notice
- Estimate effort – set a deadline
- Listen to questions
- Close the communications feedback loop
- Monitor progress
- Provide feedback

Working on an assignment:

- Understand & accept assignment
- Ask questions if not clear.
- Check in -- mid-course correction
- Get time frame – communicate if it will take more time
- Ask for feedback
- Assimilate feedback
- Make improvements

NEGOTIATION SKILLS
(How to Say “No” w/ an explanation)

- How much work can you really take on?
- Know when to ask for help.
- Develop skills at proposing compromises.
- Point out the other things that you are working on and ask if this item should supersede the others.
- Find out the real “drop dead” date.

Provide Feedback
(including Difficult Conversations)

- Purpose to improve performance
- Provide proximate feedback
- Provide acknowledgment
- Review strengths & weaknesses
- Focus on task performance; not on the person
- Discuss & agree on what to do next time
- Say “thanks”

DELEGATION Review:

1. Communicate clearly
3. Provide Context
4. Determine guidelines
5. Give a due date
6. Commitment from assignee
7. Provide / Seek Support
8. Monitor progress
9. Evaluate – provide feedback

Summary Review:

- Be mindful of your communications
- Communicate clearly
- Listen
- Delegate effectively
- Plan assignments / think them through
- Close the feedback loop
- Ask others how you can improve your communications

PROJECT MANAGEMENT SKILLS CAN ASSIST IN DELEGATION OF SPECIFIC TASKS ON A MATTER

- A Project is any complex task that involves many subtasks, scheduling of work and staff, and monitoring of progress. We all have a tendency to look at due dates for their deliverables.
- Project management skills are essential to successful resolution of all family support matters. Project management is simply breaking down a large or complex project into smaller tasks and subtasks, delegating specific tasks to other team members, assigning interim deadlines and creating accountability.

Applicable Stages of the Project Management Process:

- Planning – break the project down into tasks and subtasks and organize
 - Define the necessary steps to achieve the end result.
 - Write it all down – enables you to think of missing steps.
 - Brainstorm to determine the tasks and subtasks.
 - Get team members involved early
 - Highlights need for communication
- Delegate certain tasks & subtasks & set interim deadlines for completion
 - Estimate time for tasks & subtasks in context of overall due date
 - Set review dates to evaluate progress and determine whether revision is needed – allows adjustments as the project unfolds.
 - Teamwork – factor in other matters; factor in production time.
 - Keep notes of the task, assigned party and interim due date
- Communicate clearly
 - Think the task through before delegating; provide context
 - Choose appropriate form of communication – communicate clearly
 - Take the time up front to listen and explain.
 - Make sure that you close the feedback loop – the message is successful only when understood by the receiver.
- Monitor progress until the project is completed.
 - Tracking performance and follow-up on status – all team members play a role in monitoring progress – hold periodic team meetings
- Evaluate the performance
 - Discuss the performance on the matter – provide guidance on where work can be improved in the future.
 - Say “thank you” and give praise when a job is well done.

DELEGATION WORKSHEET

List a major project that you are working on:

List major tasks needed to complete that project:

1. _____
2. _____
3. _____
4. _____
5. _____

Determine what tasks you will keep for yourself

1. _____
2. _____
3. _____
4. _____
5. _____

Determine if any of the tasks can be delegated and, if so, to whom:

1. _____
2. _____
3. _____
4. _____
5. _____

Estimate how much time is needed for each task, and set an interim deadline for completion of the task:

<u>Task:</u>	<u>Date:</u>
1. _____	_____
2. _____	_____
3. _____	_____
4. _____	_____
5. _____	_____

EFFECTIVE COMMUNICATIONS IN YOUR OFFICE

Team Approach to Work Requires Clear Communications

- Consider management, County Counsel, Child Support Officers, Collections staff and the administrative support staff as a team with common goals and purposes. Being part of a team requires clear communication.
- Clear communication saves time. There is a direct relationship between high performance and clear communication. Make sure that information flows in all directions so people have the facts and context necessary to do their jobs effectively.
- Everyone needs to be “in the loop” on projects in which they are involved. Create a context for all work.
- Poor and unclear communication can cause both wasted time and frustration. Poor communication takes various forms:
 - Indecision can lead to delay or taking the wrong path.
 - Poor articulation of tasks: sometimes the task-giver has not provided clear instructions. Always repeat the task back to secure the concurrence of the boss.
 - Likewise, the support staff needs to be clear about conflicting priorities and deadlines or conflicts between the needs of the different folks they support – bring up workload problems sooner rather than later.
 - Poor listening: can misunderstand instructions; may have to do things over. When you are given an assignment or a task, repeat it back and get confirmation. Seek further clarification when necessary.
- Elements of clear & effective communication and involvement for a team approach to work:
 - Share information. Tell people why things are being done. Put the job in context so people know what’s going on and where the various tasks fit into the overall picture.
 - Provide clear directions.
 - Seek participation – seek input.
 - Check in - verify cooperation & understanding.
 - Keep people informed of progress.
 - Criticize privately if necessary.
 - Give reinforcement and recognition for a job well done.

- Multiple Tasks / Multiple Teams:
 - Brief frequent meetings will help everyone understand each other's workload – will require each team member to plan with the other members' workloads in mind.
 - Clarify expectations and make necessary adjustments.
 - Monitor schedule to keep on track.

- Plan to complete your work without creating an undue burden on others. How you perform your work “trickles” in several directions:
 - *Trickle up* – review time.
 - *Trickle down* – secretaries, those producing the documents; computer assistance.
 - *Trickle across* – when a crisis is created by delay, those who completed their work on time may get bumped so the organization can respond to the crisis. The situation escalates because it has now created a new crisis for a project that was previously under control.

THE ART OF EFFECTIVE DELEGATION
(Can Somebody Else Do This?)

- You basically have four choices in responding to any task assignment or request:
 1. Do it now
 2. Defer it to later
 3. Delegate it
 4. Don't do it – say no

- Lawyers with some managerial responsibility ideally should spend a lot of time using option 3. Effective delegation requires you to:
 - State a clear objective. Make sure that instructions are complete, clear and have been understood.
 - Determine guidelines for the project.
 - Set any limitations or constraints.
 - Grant the person the authority to carry out the assignment.
 - Set the deadline for its completion.
 - Tracking mechanism - decide the best means for the person to provide you with regular progress reports.
 - Avoid upward delegation.

- Maintain a record (a delegation log) of all the projects and tasks you have delegated:
 - Task
 - Date Assigned
 - To Whom
 - Due Date
 - Date completed

For more detailed information on effective delegation of legal work, see the attached article entitled *The Art of Effective Delegation (Or, Could Somebody Else Do This?)*

TASK or SUB-TASK
(What should be delegated)

Specific Task

Who is handling it?

Who should be handling it?

YOUR PERSONAL ACTION PLAN

List three delegation challenges on which you intend to focus. Determine why the particular issue is a problem for you. List three specific actions you can take to change your approach to each issue. Commit to taking these actions in one area for at least 21 days to develop new habits.

I

- ❑ Delegation challenge: _____
- ❑ Reasons this is a problem for you: _____

- ❑ Three actions you can take to change your approach:
 1. _____
 2. _____
 3. _____

II

- ❑ Delegation challenge: _____
- ❑ Reasons this is a problem for you: _____

- ❑ Three actions you can take to change your approach:
 1. _____
 2. _____
 3. _____

III

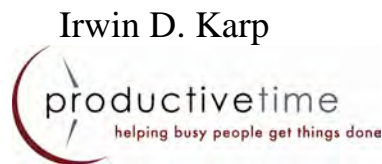
- ❑ Delegation challenge: _____
- ❑ Reasons this is a problem for you: _____

- ❑ Three actions you can take to change your approach:
 1. _____
 2. _____
 3. _____

End Notes

- **Take time for leisure and recreational activities that you truly enjoy.**
- **Take your work very seriously.**
- **Don't take yourself too seriously. Laugh heartily and often.**

For additional information or assistance, contact:



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TIP SHEET ON SUPERVISORY / DELEGATION SKILLS:

General:

- Communications is the key success factor in effective supervision
- Communicate clearly & effectively
- Be organized in your thoughts – know what you want
- Don't assume anything – people cannot read your mind
- Listen with your full attention for comments or questions
- Practice emotional intelligence – empathize with others
- Maintain a sense of humor
- Observe good supervisory / delegation habits of partners & more senior associates – try to emulate approaches that will be effective for you
- Be proactive – don't wait for staff to come to you with advice
- Seek advice from those more experienced than you on effective ways of working
- Ask for suggestions about how you can help them work more effectively for you
- Let them know what you need to help you work more effectively
- Provide feedback (both positive comments and need for change)
- Be respectful of all team members
- Express appreciation & acknowledgment – say “please” and “thank you”
- Ask yourself the following question: *would you like to work for you?*
- Be conscious in your communications

Delegation skills:

- Understand your assignments
- Determine what needs to be done by you and what should be done by another
- Be clear in your own mind what you need them to do
- Provide context for the task
- Clearly explain the task
- Provide a realistic deadline
- Put assignment in writing and hold face-to-face meetings for clarification
- Monitor, but don't micromanage
- Provide timely feedback after completion of the task (what was good and what was not in the delivered product)
- Feedback should be appropriate, relevant and helpful
- Specifically describe what you would like to see done differently next time

[See attached article on “The Art of Effective Delegation”]

*[Note: This article previously appeared in The Bottom Line,
the publication of the State Bar of California
Law Practice Management & Technology Section]*

The Art of Effective Delegation (Or, Could Someone Else Do This?)

By: Irwin D. Karp

If you are constantly juggling client demands, conflicting priorities and multiple deadlines in your practice, you need all the help you can muster to gain control over your workload. The lawyer's common belief that "I could do it better or faster myself" may be correct in the very short-term. But it could cause you to miss an important opportunity to leverage your time over the long-term. Time is the valuable resource for an attorney. If you regularly perform work that could be handled just as well by an associate, legal assistant or secretary you are wasting your time.

I saw a bumper sticker several months ago that said "the best way to lighten your load is to dump it on someone else." The art of effective delegation falls somewhere between the extremes of complete abdication of responsibility and micro-management of tasks. While assisting you in managing your workload, delegation also provides the opportunity to develop the skills and confidence of associates, legal assistants and support staff.

In his classic book on time management, *The Time Trap*, Alec Mackenzie identified ineffective delegation as one of the biggest time wasters. It follows that effective delegation allows you to be more productive. Let's identify some of the blocks to delegation. In addition to the belief that they could do it better or faster themselves instead of delegating, lawyers are concerned about mistakes, loss of control or achieving perfection. Learning to overcome those blocks to delegation will improve your personal productivity and your firm's bottom line.

Delegation of meaningful and interesting work pays dividends in attorney and legal assistant retention. Delegation could also be used for reallocation of workload among associates. Your objective in effective delegation is not just short-term workload relief for you, but long-term productivity and satisfaction for you and your staff.

Effective delegation has four major components: decide what work you will delegate, decide to whom you will delegate it, communicate the assignment clearly, and monitor performance.

Decide what work is to be delegated

As you plan your work and schedule your tasks, it is always legitimate to ask yourself “am I the best person to do this task or could someone else do it?” Start with a weekly review of your workload determining what was accomplished and what didn’t go so well in the previous week and plan what needs to be accomplished in the upcoming week. This will allow you to review all your cases, projects and tasks.

Look at all of the tasks that you have to get done, including your multiple deadlines, and determine well enough in advance where you will need help. Break your projects down into their component tasks and subtasks. This is the time to decide what tasks you will retain because only you can handle them and what tasks can be delegated to others in your office.

Fight the tendency to keep all of the particularly challenging or enjoyable tasks for yourself and part only with the more boring assignments. Consult with your associates and legal assistants to determine what tasks they might enjoy. Make sure you part with some of the “good stuff” too. Give people who have earned your confidence the opportunity, with your guidance, to do things that they have never done before. This will have the added benefit of lightening your load while increasing employee morale and retention.

Choose the right people for the task

Once you have decided what to delegate, ask yourself who is the best person in the firm to handle this task. Consider other attorneys in the firm, associates, legal assistants and administrative support staff. Delegation encourages team development as you marshal all of your available resources for a project.

If you implement project management techniques when planning a matter to be handled by your firm (for example, a case, a legal opinion, a transaction, or a management decision such as upgrading your computer system), consider the deadline, tasks and subtasks, a sequence of events with interim deadlines, and all of the staff you will need on the project team. Part of this effort involves determining who is most appropriate to perform each of these tasks and subtasks. Consider each individual’s experience and strengths as well as areas for professional growth. Look for the best match for the particular task commensurate with their skills. Involve your team in the planning. They will always have insights that you don’t have.

In addition to a more effective flow of work, and equalization of workload, it is incumbent upon supervisory attorneys to provide meaningful and interesting work to associates, legal assistants and support staff. Partners should be encouraged to delegate challenging work to associates. They must be aware, however, not to consistently go to the same associate. I recently attended a local bar association’s time management workshop where a senior associate at a large firm mentioned that all of the partners in his

department assigned work to him. This associate was so good, that he was overburdened and approaching burnout from the volume of work delegated to him. So, another aspect of delegation is asking the person receiving the assignment what other jobs are already on their plate with what deadlines, so work can be equitably distributed among the associates.

Communicate clearly

Once you've decided what tasks to delegate and to whom, establishing and maintaining clear communications is the next critical step to successful project completion. There is a direct relationship between high performance and clear communications. Unclear communication is a major time waster. Don't assume that the other person knows or can intuitively determine what you want. Therefore, in delegating any task you need to communicate the objective of the task and make sure that your instructions are complete, clear and have been understood. Take the necessary time to explain the specific job, the context of where it fits into the overall work product, the scope of the person's authority and your expectations.

We have so many ways to communicate now that you need to consider not only what message you want to convey, but how to do so. Tasks can be delegated via e-mail, memos, notes on the top of other documents, voice mail messages, telephone conversations or meetings. However you do it, clarity and recording of the task is key. While delegation by e-mail, memos or notes offers the plus of a written record, it does not afford the feedback whereby you know that your assignment has in fact been understood. Voice mail has no feedback and no written record so you should at least ask for a return voice message indicating that the recipient has understood your assignment and time frame.

If there is someone to whom you delegate regularly (a secretary, legal assistant, associate), it is most efficient to develop a folder of items for that individual rather than to interrupt them with each item as it comes to you. More can be accomplished if a number of assignments are "saved up" for one meeting.

Delegate the objective, not the process. Ask for a completed job, but don't dictate the procedure to get there. Give your staff the leeway to complete the job in their own manner as long as it meets the objectives and guidelines that you have provided. This affords staff the opportunity to expand their skills under your tutelage, but not under your thumb. Little by little, staff will develop their own style and approach to achieve the objectives you have set forth.

Create a feedback loop. Do not assume that you have been understood without verifying that point. Ask the person to whom you are giving the assignment to repeat the assignment so you both have the same understanding of the task.

Allow questioning. Sometimes people leave with an assignment, but are afraid to come back with questions that arise in the course of the work because they are concerned

about leaving a bad impression. Don't be dismissive of someone who comes to you for clarification. Allow questioning and be open and responsive. Perhaps your instruction was not clear at the outset despite your best efforts. Perhaps it was, but just needs reinforcement. While this may take a little longer up front than "just doing it yourself," it will save you time in the long run. I once worked on a case with another firm where an associate was instructed to prepare points and authorities for a motion as the partner was walking out the door to catch a plane. The end result was not at all what the partner had in mind and three days of effort were wasted. Therefore, your firm should have a culture that encourages people to ask when an instruction was not clear or they didn't understand something.

Provide context. Take a little time to explain the nature of the matter and the importance of the assigned work. Let people know where the task assigned to them fits into the overall project and they will feel like they are in the loop.

Be clear about the scope of authority. This is the time to set any limits and constraints on the assignee's authority. You also need to let the person know precisely how often they need to check in. With a younger associate, you may want to discuss the project at several interim steps. Let your staff know how much authority they have in completing their task. Are they able to contact the client directly? Do you need to see drafts or just the finished product? How often do you want to be informed and by what medium? Make sure that you set up clear ground rules, but resist any temptation to micro-manage the task.

Set a realistic, negotiated deadline for completion. Consider not only your needs, but also the workload of the person to whom you are assigning the task. Remember that "as soon as possible" is not a due date. If you need the task performed before you can take the next action on the matter, make sure that you have allowed enough time in the schedule and that the person to whom you are delegating the assignment knows that. If you are new to delegation or giving added responsibility to a new individual, you may want to set an earlier internal deadline in the event the work product is not completely satisfactory. Always build in enough review time. Remember, associate attorneys, legal assistants, and administrative support staff often work for other partners. Plan with the total workload in mind.

Monitor progress, review results and give feedback

Supervision of associates, legal assistants and support staff provides opportunities for team building and mentoring along with assuring that the delegated tasks are completed with quality and timeliness. As mentioned at the outset, neither abdication nor micro-management represents either good supervisory skills or effective delegation.

You need to monitor progress until the task is completed by creating a tracking mechanism to make sure that the task is moving along smoothly. Decide up front on the best method and frequency of charting progress. Periodic check-ins can alert you to problems before they become crises. In general, lawyers are notorious for doing things at

the last minute. This does create stress for the administrative personnel – just ask them. I’ve heard so many secretaries say “they’ve known about this deadline for 30 days, why do they always have to wait for the last minute?”

As the delegator, it is your responsibility to maintain a record of assignments and due dates. Don’t rely on the others to remind you. Yes, they are professionals, but if you have delegated, you have the responsibility to assure that both the task and the entire project are completed on time. Hence a delegation log or record is essential. It doesn’t need to be complicated - a simple form with columns will do. Another option is to maintain a delegation log within the case file (or on a computer calendar) of all tasks delegated for that project.

Maintain a delegation log. The delegation log should be a record to keep track of all projects and tasks you have delegated to your staff. At a minimum, it should include:

- the date the assignment was made
- to whom you delegated the task
- a brief description of the task, identifying the project or case
- dates for interim progress reports, if any
- the due date
- the date completed
- any notes or comments.

The interim dates and due dates should be recorded in both your calendar (paper or digital) and your staff’s calendar so you can be reminded when you need to check on progress. If you are delegating tasks and subtasks of a large project to many different individuals, maintain a separate delegation log for that project to make sure that all tasks are completed in sequence and on time. Group calendars (such as Outlook or case management software) allow all members of the firm to see schedules for tasks and the workload of each individual.

In addition to recording assignments, the delegation log lets you know that you are waiting for a task to be completed by someone else (e.g., research, drafts, memoranda, consultant’s reports) before you can take the next action on particular matter.

Periodic progress reports. You determine the guidelines for the progress reports depending on the project’s importance, the skill level of the person assigned the task and your confidence in that person. Decide the best means for the person receiving the assignment to provide you with regular progress reports. Interim reports, or meetings where necessary, let you monitor progress of the work to assure that errors can be corrected in a timely fashion. This is where constructive feedback allows the employee to grow.

Foster an open environment for questioning and feedback. Be available for questions and brainstorming sessions with your staff. However, request that staff hold their questions and schedule an appointment, if necessary, so you don’t get interrupted

when you are concentrating on a project. Give people the room to make mistakes because this is how they learn. Criticize constructively when necessary, but do so privately. Give reinforcement and recognition for a job well done.

Beware of upward delegation. While you are trying to leverage your time by delegation of tasks to your subordinate team members, some folks may try to turn to you to resolve their problems. While the open environment allows your staff to approach you for guidance and ideas, insist that they come prepared with proposed options to solve problems and not just the problems themselves.

Conclusion

Attorneys who practice the art of effective delegation will work with a more congenial, satisfied team, achieve better control over their workflow and enhance productivity. As with all other organizing or time management techniques, you need to experiment to find a system that fits with your style. However you approach it, delegation will allow you to focus on the most important use of your time while training your staff to assume increasing responsibility.

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Speakers Biography – Irwin Karp

Irwin Karp is a productivity consultant with Productive Time in Sacramento, California. He is also an attorney, and was previously the managing partner of a small environmental law firm representing business for over 17 years. Irwin is a graduate of the George Washington University Law School where he was a member of the Order of the Coif and the Law Review.

For the past thirteen years, Irwin has conducted training programs and has consulted with business, government, bar associations, law firms and service professions on organizing and time management to increase productivity. He provides in-house customized workshops, consulting and one-on-one coaching on time management, e-mail overload, paper flow, workflow, clutter control, project management, delegation and effective meetings. He also presents Continuing Legal Education programs on lawyer productivity topics for bar associations around the US and Canada.

Irwin is a member of the State Bar of California and formerly served for over six years as a Special Advisor to the Executive Committee of the Law Practice Management & Technology Section. He was previously a member of the Association for Continuing Legal Education.

Irwin's purpose in creating Productive Time was to share his expertise in streamlining organizational and workload challenges in order to help busy individuals and firms get organized and get things done. His training programs and consulting offer effective, customized strategies and techniques for using your time wisely. Clients feel he is very practical, establishes rapport quickly, connects genuinely with people, is easy to talk to, engaging, and humorous in his work.

Irwin was formerly a professional white water river guide and now continues to raft on rivers in the west with his group of aging river buddies.

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