

Office Management Boot Camp

Increasing Office Productivity Through Leadership
& Management

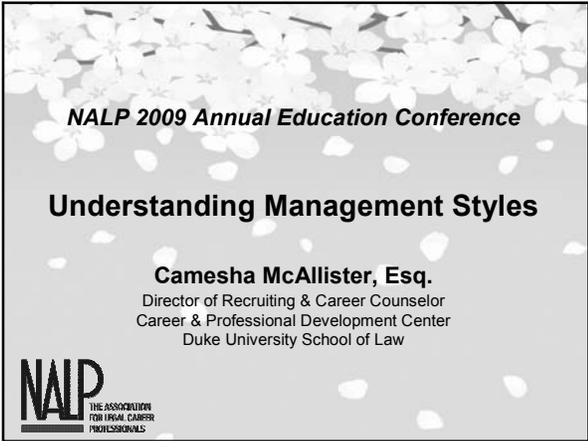
Darius Davenport, Regent Law School
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Agenda

- Understanding Management Styles
- 2 Dimensions of Leadership
 - Managing Yourself
 - Managing Others
- Managing a Team of One



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Understanding Management Styles

Camesha McAllister, Esq.
Director of Recruiting & Career Counselor
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Duke University School of Law



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Management Styles

- Logical
- Relationship
- Task Master / Action Oriented
- Perfectionist
- Egotistical
- Creative / Visionary



Logical

- Detailed analysis and facts
- Asks tough questions
- Correctness



Relationship

- Values connection and collaboration
- Concerned about how the implementation of an idea will impact the team
- Team Player



Task Master / Action Oriented

- Task Focused
- Everything is a priority
- Goals and timelines



Perfectionist

- Values getting things done right with highest quality
- “Do-overs”



Egotistical

- Driven and competitive
- Modify your work to put own stamp on the result



Creative / Visionary

- Gets ideas based on the input and creativity of others
- Engaging
- Positive motivator

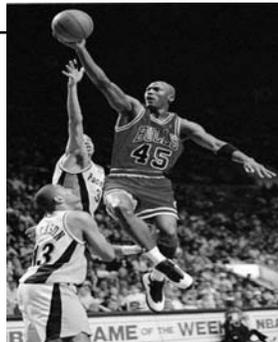


4 “Keys” to Enhance the Office Structure



Based on First, Break All the Rules: What the World's Greatest Managers do Differently by Marcus Buckingham & Curt Coffman.

1. Select for Talent



2. Set Clear Expectations



3. Focus on Strengths and Work Styles



4. Find the Right Fit



How Good Managers Utilize These Qualities to Make the Office More Productive

- Focus on the outcomes
- Celebrate personal bests
- Feedback



Focus on the Outcomes

- Identify the desired outcome and allow your talented team to figure out the way to get there



Celebrate Personal Bests

- Design a system where each person can keep track of his / her own performance



Feedback

- Help the person better understand himself and build upon his strengths.



Two Dimensions of Leadership Managing Yourself & Then Everyone Else

Darius K. Davenport, Esq.
Director of Career & Alumni Services
Regent Law School



Managing Yourself



Managing Yourself

- Set Boundaries
 - Control Your Calendar
 - Schedule Administrative Time
 - Live by Your Office Hours
 - Rest
 - DELEGATE!



Managing Yourself

- Delegation: How Much?
 - Parts of your mission but not your entire mission
 - Non-position essential items
 - Data Entry
 - Scheduling
 - Accounting
 - They can't do it like me!
 - Counsel them
 - Make checklist
 - Remember to Supervise

Managing Others



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Leadership

- **Leadership:**
 - 1. the office or position of a leader
 - 2. capacity to lead
 - 3. the act or an instance of leading

Leadership

- **Leaders provide:**
 - Purpose
 - Direction
 - Motivation



Leadership

- **Purpose:** something set up as an object or end to be attained

Leadership

- **Direction:** guidance or supervision of action or conduct

Leadership

- **Motivation:** 1 a: the act or process of motivating b: the condition of being motivated2: a motivating force, stimulus, or influence : incentive , drive

Managing Others

- Bottom Line:
 - Take care of the people that work for you!

Managing Others

- Set the Goals for the Office. (Purpose)

Managing Others

- Counsel your Expectations (Direction)
 - Conduct Follow up Counseling

Managing Others

- Be a good example and lead from the front!
(Motivation)
 - Reward Good Performance

8 Troop Leading Procedures



Many of these steps can be carried out concurrently



Troop Leading Procedures

1. Receive the Mission

- Know clearly what you need to accomplish
 - Directives, Strategic Plans, Deans, Supervisors
- Ask follow up questions for clarity
 - Don't send subordinates on wild goose chases

Troop Leading Procedures

2. Issue a Warning Order

- Gives your team a heads up on what the next mission will be
- Order contains some preliminary instructions to prepare for the mission
- Allows your team to begin to mentally prepare for the task ahead and for the complete plan.
- Allows your team to begin to organize current task to accommodate new mission

Troop Leading Procedures

3. Make a Tentative Plan

- Your time to complete the plan, check for changes in your mission, and finalize your plan
- Leaders must have the ability to quickly assess, plan, and communicate information
- **$\frac{3}{4}$ Rule:** Allot $\frac{3}{4}$ of the planning time to your staff and only take $\frac{1}{4}$ of the time for your planning.

Troop Leading Procedures

4. Start Necessary Movement

- Get your team moving on basic items while you complete your final plan
- Supervise your team as they work on items from your initial warning order
- Precious planning time would be lost if your team waited for your complete plan before beginning any movement**

Troop Leading Procedures

5. Reconnoiter

- Lay eyes on your objective
- You may have to modify your plan after you actually see your objective.

Troop Leading Procedures

6. Complete the Plan

- After you have tasked your team, reconed your objective, & supervised the process you can complete your plan
- **98% Solution:** A good plan carried out on time is better than the perfect plan carried out too late

Troop Leading Procedures

7. Issue the Completed Order

- Depending on the communication that you have had with your team the complete order may not be necessary

Troop Leading Procedures

8. Supervise

- This is a concurrent step
- You should supervise your team throughout every step of the process

- Teach your team the TLPs

Managing Others

- Encourage Educational Opportunities
 - Make sure people are trained to do their jobs

Managing Others

- Discipline/Non-Performance
 - Deal with things quickly
 - Document EVERYTHING

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Managing a Team of One

Myrna H. Rooks

Manager - Legal Recruiting

Hirschler Fleischer, A Professional Corporation



Are you the Drill Sergeant and the Private?
Here are some suggestions!



Keys to Successful Team of One

- Organization
- Motivation
- Incorporation of New Ideas

Organization – Clean House

- Work Area
- Desk
- Books
- Notebooks
- Files



Organization – Cont.

- Timeline
- E-mail
- LawCruit or Another Program
- Current Events



Staying Motivated

- List of Tasks
- Set Goals
- Eat Lunch out of the Office
- Bounce Ideas off of Staff or Attorneys
- Ask for Assistance
- Show Others your Value
- Celebrate your Accomplishments
- Figure out What Drives You

Incorporate New Ideas

Make certain you incorporate at least one new thing a year

- New Event – New Program
- Target a New School/Employer
- Make Changes to your Evaluation Form/Process

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Exercise




TLP In Action

- **Receive the Mission**
 - Get the Who, What, When, Where
 - Plan a Reception for 100 people
 - Who are we inviting
 - When
 - Where
 - What type of food
 - What type of drink

TLP In Action

- **Issue a Warning Order**
 - Tell team about the reception
 - Divide the initial work
 - Team A is responsible for invitations
 - Team B is responsible for venue and food

Leader supervises and begins planning

TLP In Action

- **Make a Tentative Plan**

- Being to formulate your final plan for the reception
- Incorporate feedback from your team into your plan
- Feedback will come from supervision of your team
- As you formulate your plan for the reception check back with your supervisor if you have any questions.

TLP In Action

- **Start Necessary Movement**

(This is a concurrent step)

- Teams assembling the invite list
- Teams assembling list of venues and caterers
- Get your team moving to not waist time as soon as you finish your warning order

Supervise

TLP In Action

- **Recon**

- Go look at your venue
- Look at your food
- Look at the invite list
- Get a sample of the invitation
- If you see it for yourself you will limit surprises

Supervise

TLP In Action

- **Complete the Plan**

- Incorporate additional feedback from supervisor
- Incorporate additional feedback from teams
- Incorporate you observations from your recon
- Incorporate external and internal intelligence (METT-T)

- Manpower requirements
- VIPs / Special needs

Supervise

TLP In Action

- **Issue the Complete Order**

- Give your final detailed instructions

Supervise

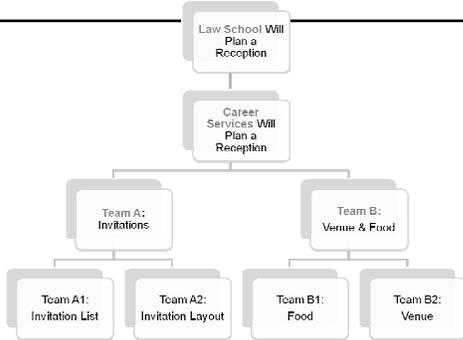
TLP In Action

SUPERVISE!

&

Conduct an AAR when you are done

Flow Chart of Mission



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Thank You!