Table of Contents Time Management & Productivity

(Note: In the E-Book version, click on the title to jump to an individual form.)

SECTION 12.00: Planning Forms

12.00	Time Management and Productivity Plan	
12.01	Mission Statement - Blank	
12.01A	Sample Mission Statement	
12.01B	Goal Grid	
12.01C	Goal Grid Sample	
12.02	1-Year Goals and Initiatives	
12.03	5-Year Goals and Initiatives	
12.04	10-Year Goals and Initiatives	
12.05	Tolerations	
SECTION 13.00: Scheduling Tools		

13.01	Sample Time Template
13.01A	Weekly Time Template - Half Day
13.02	Time Template Worksheet
13.03	Time Template Meeting Agenda
13.04	Managing Interruptions Script
13.05	Phone Appointment Script
13.06	Weekly Planning Form
13.07	Daily To-Do List
13.08	Power Hour Production Sign
13.09	Production Time Sign
13.10	15-Minute Project Update Form

SECTION 14.00: Managing Interruptions

14.00	Law Office Interruption Log
14.01A	Interruption Analysis Sheet
14.02	Question Batching Form
14.03	General Meeting Checklist
14.04	General Meeting Agenda
14.05	Partners Meeting Agenda

SECTION 15.00: Performance Tracking Forms

15.00	S.M.A.R.T Rules for Delegation
15.01	Delegation Form
15.01A	A Request For Assistance
15.02	Case Status Organizer
15.02A	A Case File To-Do List

EXTRA FORMS

Weekly Planning Forms
Daily To-Do List
Question Batching Forms

How to Use The E-Book Version of This Book

This digital copy of your Advanced Implementation System includes Smart Forms with fillable fields (any form with a highlighted field), clickable links to audio files, articles and forms.

By clicking the audio icon you will be able to access recorded telephone conferences from both our Rainmakers Program and Graduate Network. (FYI: Any forms referred to in these programs are already included in this system.)

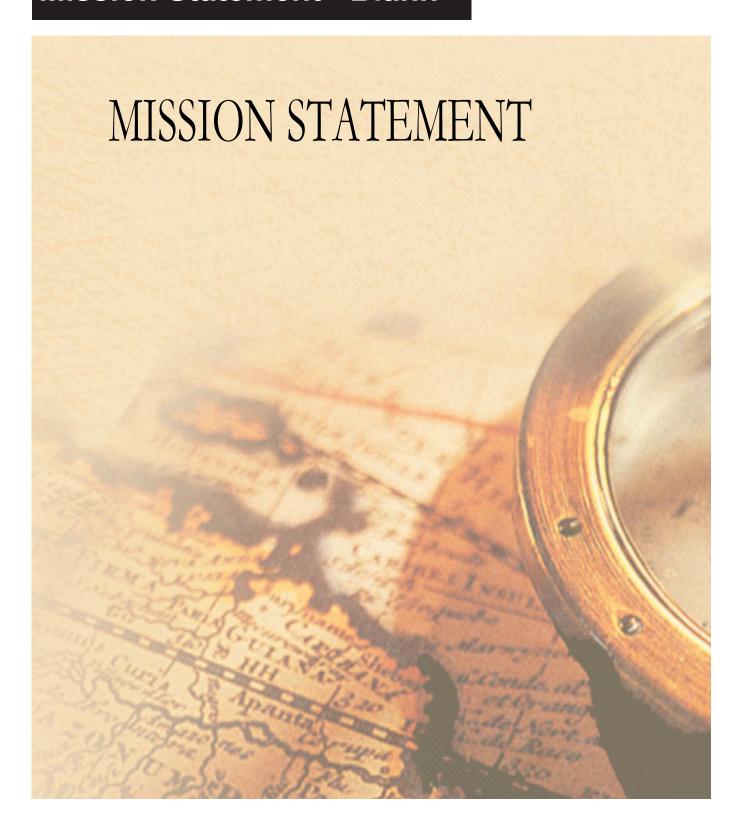
Be sure to look for these icons. Each will direct you to a relevant file download:



Time Management and Productivity Plan

Goal Setting/Planning:	Personal/Family Time:
☐ Create Mission Statement	☐ Personal Time
☐ Goals	☐ Family Time
☐ Establish 1-Year Goals (Form 12.02)	Family Meetings/Game night
☐ Establish 5-Year Goals (Form 12.03)	☐ Spirituality/Self-Development
☐ Establish 10-Year Goals (Form 12.04)	☐ Health/Fitness/Personal Well
☐ Establish an Exit Strategy	being
☐ Identify/Eliminate Tolerations (Form12.05)	☐ Attending to Finances
Scheduling:	
Time Template in place, create time blocks f	
☐ Monday (Weekly) Planning Session (For	m13.06)
☐ Priority Production	
☐ Return Messages (phone, fax, email, voic	ce maii, etc.)
☐ Client Appointments	
☐ Marketing Events	
☐ Managing/Supervising Cases	
☐ Administration	.da.au
☐ Atticus Homework/Calls with Practice Ad	visor
Managing Interruptions:	
☐ Have Time Template Meeting with staff to	o gain their support
(Use Forms 13.01, 13.02, 13.03, 13.04)	
☐ Have staff use phone appointments scrip	t (Form 13.05)
☐ Establish Interruption Criteria	
(Including use of door signs: Forms 13.08	3, 13.09)
☐ Staff to Batch Questions (Form 14.02)	
☐ Track Interruptions with Interruption Log	(Form 14.01)
Delegation/Performance Tracking:	
☐ Use Delegation Tips & Assignment Shee	ts (Forms 15.00, 15.01)
☐ Conduct daily, weekly, monthly staff mee	, ,
☐ Conduct daily prioritization (Top 10 To-De	5 (, , , , , , , , , , , , , , , , , ,
members (Form 5.06A)	s = so, meeting man noy etain
☐ Conduct weekly case status review meet	ings with associates and staff
(Forms 15.02)	9
☐ Use Individual Case Status To-Do Lists (Form 15.02)
☐ Use automated report from Case Manage	ement Software
☐ Purchase and use case management sof	ftware

Mission Statement - Blank



MISSION STATEMENT

Our Mission is to help clients protect their assets, preserve their independence and maintain their security as they confront the issues of aging or illness.

Our vision is to be recognized leaders in guiding clients and their families in successfully navigating the legal and social issues of aging, health care and wealth management.

We accomplish positive results through a unique blend of understanding the issues, skill in their resolution and a pervasive commitment to care, concern and consideration for our clients.

Goal Grid

Mission Statement Goal:	Mission Statement Goal:
0 Year Mark:	10 Year Mark:
5 Year Mark:	5 Year Mark:
l Year Mark:	1 Year Mark:
90-Day Mark:	90-Day Mark:

Have you blocked out time on your calendar for your 90-Day Mark? If not, please do so.

Goal Grid Sample

Date: 0/00/01

Instructions: Identify **ONE** bite-sized goal from your personal or professional Mission Statement in each grid below, then list steps you must take to accomplish it. Afterward, schedule time on your calendar for each action item.

Mission Statement Goal:	Mission Statement Goal:
To be in excellent physical condition.	To be more loving and attentive to my wife.
10 Year Mark:	10 Year Mark:
Run a marathon in three continents.	Restate our vows in a special ceremony.
5 Year Mark:	5 Year Mark:
Compete in the Boston Marathon.	Take her to Europe for two weeks.
1 Year Mark:	1 Year Mark:
Compete in a local marathon.	Surprise her with a diamond pendant.
(Note: Secure trainer at 3 year mark)	Absolutely no more work on weekends.
90-Day Mark:	90-Day Mark:
Buy a book on running marathons.	Take her on a date every Friday.
Run ten miles without stopping.	Be home by 6PM nightly.
Train three days per week.	

Have you blocked out time on your calendar for your 90-Day Mark? If not, please do so.

1-Year Goals & Initiatives

For: _____

PERSONAL GOALS FOR ONE YEAR
Family
1
2
3
4
5
0.11, 1/0.10
Spiritual/Self-Development 1
2
3
4
5
Health/Fitness/Personal Well-being
1
3
4
5
Social Activities
1
2
3
4
5
Financial
1
2
3
4
5

<u>PRACTICE GOALS FOR ONE YEAR</u>		
Time Management		
1		
2		
3		
4		
5		
Marketing		
1		
2		
3		
4		
5		
Staffing		
1		
2		
3		
4		
5		
Cash Flow		
1		
2		
3		
4		
5		
Overall Firm Goals		
1		
2		
3		
4		
5		

5-Year Goals & Initiatives

For: _____

PERSONAL GOALS FOR FIVE YEARS		
Family		
1		
2		
4		
5		
Spiritual/Self-Development		
1		
3		
4		
5		
Health/Fitness/Personal Well-being		
1		
3		
4		
5		
Social Activities		
1		
2		
3		
4		
5		
Financial		
1		
2		
3		
4		
5		

PRACTICE GOALS FOR FIVE YEARS		
Time Management		
1		
2		
3		
4		
5		
Marketing		
1		
3		
Staffing 1.		
2		
Cash Flow		
1		
4		
5.		
Overall Firm Goals		
1		
2		
3		
5		
·		

FORM 12.04

10-Year Goals & Initiatives

For: _____

PERSONAL GOALS FOR TEN YEARS Family Spiritual/Self-Development Health/Fitness/Personal Well-being 2._____ Social Activities Financial

PRACTICE GOALS FOR TEN YEAR	<u>S</u>
Time Management	
1	
2	
3	
5	
J	
Marketing	
1	
2	
3	
4. 5.	
J	
Staffing	
1	
2	
3. 4.	
5	
<u> </u>	
Cash Flow	
1	
2	
3	
4	
5	
Overall Firm Goals	
1	
2	
3	
4	
5	

Tolerations

Odds are good that you are "putting up with" much more than you realize. Take a few moments to jot down the tolerations that come to mind in each category, and continue to add to the list as other things surface. This exercise is not intended to create panic! It is merely the first step in stimulating awareness. It is not unusual for our tolerations to go away, slowly but surely, once we put them in writing. Work through them at a pace (1-5 tolerations per week that you can conquer) that is agreed upon by you and your coach. Remember to delegate where you can.

PERSONAL TOLERATIONS	PRACTICE TOLERATIONS
Family	Time Management
1	1
2	2
3	3
4	
5	
Spiritual/Self Development	Marketing
1	1
2	
3	
4.	
5.	
Health/Fitness/personal Well-being	Staffing
1	
2.	
3.	
4.	
5.	
Social Activities	Cash Flow
1	1
2.	•
3	2
4.	A
5.	
Financial	Overall Firm Tolerations
1	1
2.	2
3.	2
4.	4
5.	5.

Sample Time Template

	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY
7:00 a.m.	Workout		Workout		Workout
7:30 a.m.					
8:00 a.m.					
8:30 a.m.					
9:00 a.m.	Plan Your Week	15-Minute Mtg.	15-Minute Mtg.	15-Minute Mtg.	15-Minute Mtg.
9:30 a.m.	Include				
10:00 a.m.	Atticus Homework		PRODU	JCTION	
10:30 a.m.					
11:00 a.m.	Return	Return	Return	Return	Return
11:30 a.m.	Phone Calls	Phone Calls	Phone Calls	Phone Calls	Phone Calls
12:00 p.m.	Marketing		Marketing		Internal Staff
1:00 p.m.	Lunch		Lunch		Lunch
1:30 p.m.			Operations Mtg.		
2:00 p.m.					
2:30 p.m.	9	EE CLIE	NITC		
3:00 p.m.	3		NIS		STANDING
3:30 p.m.					MARKETING
4:00 p.m.					EVENT (i.e. golf)
4:30 p.m.		L		Case Status	(i.e. goii)
5:00 p.m.		V		Meeting	
5:30 p.m.	Lower Priority	Lower Priority	Lower Priority		↓
6:00 p.m.	Production	Production	Production		V
6:30 p.m.	Family	Family	Family	Family	
7:00 p.m.	Meal	Meal	Meal	Meal	Social
7:30 p.m.					Events
8:00 p.m.					Events
8:30 p.m.					
9:00 p.m.					

What do you need to schedule time for?	Direct Income	Indirect Income				ed to be availab onvenience?	ole
Production				Mornii	ng Only		
Return Phone Calls				All Mo	rning &	All Afternoon	
Marketing				Some	Morning	gs & Some After	noons
Case Status Review			Afternoons Only				
Client Meetings			After PM				
Working on Biz				On Son	ne Satu	rdays	
When are you at your best to do technical work?			?	Morning		Afternoon	

NOTE: This should be the normal schedule you keep. If you are involved in litigation, you will lose the ability to dictate your schedule for periods of time – but default back to this schedule at the earliest opportunity.

Weekly Time Template Half Day

	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY
7:00 a.m.	Work Out		Work Out		Work Out
7:30 a.m.					
8:00 a.m.	Plan				
8:30 a.m.	Week				Case Status
9:00 a.m.	Meet w/Staff	Meet w/Staff	Meet w/Staff	Meet w/Staff	Meeting
9:30 a.m.		DOM	VED II		
10:00 a.m.		POW	VER HO	JUK	
10:30 a.m.					
11:00 a.m.	Return Messages	Return	Return	Return	Return
11:30 a.m.	(Billable)	Messages (Billable)	Messages (Billable)	Messages (Billable)	Messages (Billable)
12:00 p.m.	Lunch	Lunch	*Marketing Lunch	Lunch	Lunch

^{*}For the best results, honor the "Atticus Golden Rule" of three marketing lunches per week.

NOTE: Although the afternoon is yours to manage as you choose, continue to batch as many tasks as possible, i.e. meetings, client appointments, calls, etc.

Companion Time Template for Paralegal

	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY
7:00 a.m.					
7:30 a.m.					
8:00 a.m.					
8:30 a.m.	Plan Week				Case Status
9:00 a.m.	Meet w/Attorney	Meet w/Attorney	Meet w/Attorney	Meet w/Attorney	Meeting
9:30 a.m.					
10:00 a.m.	*ACT AS F	ILTER FOR A	TTORNEY D	URING POW	ER HOUR
10:30 a.m.					
11:00 a.m.	Uninterrupted	Uninterrupted	Uninterrupted	Uninterrupted	Uninterrupted
11:30 a.m.	Production and/or Desig Hitter Calls	Production and/or Desig Hitter Calls	Production and/or Desig Hitter Calls	Production and/or Desig Hitter Calls	Production and/or Desig Hitter Calls
12:00 p.m.	Lunch	Lunch	Lunch	Lunch	Lunch

^{*}If you must handle phones while acting as a filter during your attorney's power hour, tackle <u>simple tasks</u> like those outlined below. Perform uninterrupted production time afterward while your attorney is returning calls. Use voice-mail or a live answering service, if necessary.

- · Checking email
- Straightening desk
- Working on Systems
- Open/Sort mail
- Clean Office/Library
- Read/Train
- Do Filing
- Generate Reports
- Update Calendars/Database

Time Template Worksheet



	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY
7					
7:30					
8					
8:30					
9					
9:30					
10					
10:30					
11					
11:30					
12					
12:30					
1					
1:30					
2					
2:30					
3					
3:30					
4					
4:30					
5					
5:30					
6					
6:30					
7					
7:30					
8					
8:30					
9					

	at do you need to nedule time for?	Direct Income	Indirect Income		When do you need to be available for client convenience?)			
	Production						Mornin	g Only		
	Return Phone Calls						All Mo	rning &	All Afternoon	
	Marketing						Some N	Morning	gs & Some After	noons
	Case Status Review				Afternoons Only					
	Client Meetings						After P	M		
	Working on Biz					•	On Sor	ne Satu	rdays	
When a	When are you at your best to do technical work?			:?		Mor	rning		Afternoon	

NOTE: This should be the normal schedule you keep. If you are involved in litigation, you will lose the ability to dictate your schedule for periods of time – but default back to this schedule at the earliest opportunity.

Time Template Meeting Agenda

Use this Time Template Meeting Agenda to plan who will attend, what information must be covered and the specific items to be discussed. Complete and distribute the form at least 24 hours prior to the meeting to allow participants sufficient time to prepare.

REQUESTED ATTENDEES	DATE	
List all staff members that pick up phone calls for the attorney and schedule their appointments, as well as	START TIME	END TIME
any paralegals or legal assistants who work with the attorneys.	LOCATION	

OBJECTIVES

To enroll the staff in supporting the attorney in implementing their time template.

MATERIALS

- Atticus Form 13.01 Time Template Sample
- Atticus Form 13.03 Blank Time Template(s)
- Scripts: Atticus Form(s) 13.04 and 13.05
- Old Calendar(s) to see what "shows up" regularly for team that should be included

AG	ENDA ITEMS	TIME (90 minutes)
1.	Full, straight communication re: the level of support needed/expected from team in order to make the Time Template work. (See Atticus Form 13.04).	10 minutes
2.	Show Atticus Form 13.01 and explain Time Template concepts, to include:	30 minutes
	Power Hour/Production Time	
	Batching Questions/Managing Interruptions	
	Making attorney available to team through routine huddles	
	Fixed block of time for Client Appointments and Return Messages	
	Case Status Meetings	
3.	Discuss Phone Appointment Script – Atticus Form 13.05	10 minutes
4.	"Clearing" Opportunity – give staff a chance to share concerns and frustrations around implementing a Time Template.	10 minutes
5.	Q & A – Attorney to answer any questions team may have and put their mind at ease.	15 minutes
-	tional: Create staff time templates that allow them to block units of time for duction.	15 minutes

NOTES

Managing Interruptions Script

Script for Attorney with Staff

I need your support to help me manage my time better. As you know, I end up working a lot of weekends and evenings trying to get all of my work done. But by organizing myself better, with your support, I think I can work more normal hours.

What this means is that I am going to work from this time template (show time template, explain the time blocks you have set up). By following the template, I will have time for everything I need to do – but I won't be trying to do it all at once. I am going to block out time every day to concentrate on my highest priority production. To avoid distractions I am going to close my door during that time. We are used to an open door policy around here and I know this will take getting used to – but please don't interrupt me unless it is a real emergency or my spouse calls (provide a short list of acceptable interruptions).

I know that you can't get your work done unless you have access to me for answers to your questions. So we are going to set up short meetings in order for me to work with you. (Discuss a 15-minute meeting first thing in the morning, a quick meeting before and/or after the attorney emerges from their production time, or a 15-minute meeting at the beginning and end of the day ~ whichever is most appropriate.)

You will need to learn to batch your questions and hold them for me when we meet. Here is a Question Batching form to help you with that. Whenever you get to a stopping place in what you are working on, jot down your question on this and we'll address it in the meeting. Not only will this help me because it will mean fewer interruptions, but it will help you because you will know when I can be available to you and you can get a lot of work done when I am not interrupting you. (Discuss here if you plan to create time templates for staff that complement the attorney's time template. The staff may take turns handling phones while they do their own Power Hours.)

I also need for you to help me protect my time behind closed doors. This time should be blocked off on the calendar and no client appointments scheduled or phone calls put through during this time. Here is a script of what to say when someone calls for me (show script, Form 14.04). It is up to you to make the caller feel taken care of in spite of the fact that I can't talk to them. (Discuss script, modify to your office needs.)

I would appreciate it if you all supported this time template. I give you my permission to remind me when I get off track. The first order of business is to get copies of the template posted near the phones to remind you of when I am and am not available. (Hand out copies, discuss posting them on the wall, discuss inputting the template into the computer calendar.)

Phone Appointment Script

Dialogue Between Staff & Caller

SMILE ~ IT WILL SHOW THROUGH YOUR VOICE!
"Good morning/afternoon! Thank you for calling (insert law firm name). This is How may I help you?"
"Unfortunately, Mr./Ms. Attorney is (behind closed doorsin trialat a closingetc.) right now, but I know he/she would want you to be taken care of. May I ask what this is regarding? (Insert D/H name) may be able to help you."
IF D/H CAN HELP – put the call through.
IF D/H CANNOT HELP (Try to determine how long the call will take in order to schedule it appropriately!) "I see. It sounds like it would be best if Mr./Ms. Attorney spoke with you by phoneORsaw you in person."
"He/She could return your call (or see you) or Which time slot works best for you?"
IF NEITHER TIME SLOT WORKS "OK. How about the same time block tomorrow?"
LAST RESORT "In that case, I will forward your message to Mr./Ms. Attorney and he/she will return your call when possible" OR
"I could put you through to his/her voice mail if you like."
IF VOICE MAIL IS ACCEPTABLE - put the call through.
IF VOICE MAIL IS NOT ACCEPTABLE – record a message.

FORM 13.06

Weekly Planning Form

Instructions: Review upcoming deadlines, work backward on trial dates, and closely monitor client promises. Fax this form to your coach upon completion on a designated day each week for added accountability.

PRIORITY PRODUCTION: What are (Set appointments for these tasks in t		
PRODUCTION SUPERVISION: List the most important tasks you are	supervising/tracking this week.	
MARKETING ACTIVITIES:		
Who will you initiate contact with?	Attend lunche	es with?
SYSTEMS/OPERATIONS ~ How will	you improve your systems/ope	erations this week?
ADMINISTRATIVE GOALS:		
STAFFING: What can you do to		
PROFITABILITY/FINANCIAL GOAL	S:	
FAMILY/PERSONAL GOALS:	EXERCISE GOALS:	SPIRITUAL GOALS:

Daily To-Do List

HIGH PRIORITY PRODUCTION:	TODAY'S DATE: / /
	7:00 a.m.
	7:30 a.m.
	8:00 a.m.
	8:30 a.m.
	9:00 a.m.
	9:30 a.m.
	10:00 a.m.
DELEGATED/SUPERVISED:	10:30 a.m.
	11:00 a.m.
	11:30 a.m.
	12:00 p.m.
	12:30 p.m.
	1:00 p.m.
	1:30 p.m.
	2:00 p.m.
MARKETING ACTIVITIES:	2:30 p.m.
	3:00 p.m.
	3:30 p.m.
	4:00 p.m.
	4:30 p.m.
	5:00 p.m.
ADMINISTRATIVE TASKS:	5:30 p.m.
	6:00 p.m.
	6:30 p.m.
	7:00 p.m.
	7:30 p.m.
	8:00 p.m.
	8:30 p.m.
PHONE CALLS TO MAKE:	9:00 p.m.

Power Hour Production Sign

POWER HOUR IN SESSION



THANK YOU for Not Interrupting!

FORM 13.08

PRODUCTION TIME



THANK YOU for Not Interrupting!

FORM 13.08



PRODUCTION TIME

Thank You for Not Interrupting!

15 Minute Project Update Form

Instructions: Update your attorney/supervisor routinely on non-legal matters during a pre-scheduled 15-minute huddle daily or weekly, as needed. Record new tasks as they occur and determine/calendar the "next step" as a team!

Date:	/	/		Updat	te on	Wo	rk in	Prog	gres	ss] N	lew	Tas	k A	ssiç	gned	l by	Sup	oervi	isor	
																					A
																					- B)
Next Step): _																				-
																					- <u>C</u>
							Ву	Whe	en:							Upda	ited (Cale	ndar]
Date:	/	/		Updat	te on	Wo	rk in	Prog	gres	ss] 	lew	Tas	sk A	ssi	gned	d by	Su	perv	isor	
																					<u>A</u>
																					<u>B</u>
Next Step	D: _																				<u>-</u> C
																					-
-							Ву	Whe	en:							Upda	ited (Cale	ndar		
Date:	/	/		Updat	te on	Woi	rk in	Prog	gres	ss	N	lew	Tas	sk A	ssi	gned	d by	Su	perv	isor	
																					<u>A</u>
																					<u>B</u>
Next Step) :																				<u> </u>
																					- -
							Ву	Whe	en:							Upda	ited (Cale	ndar		

NOTES:

External Interruptions

Law Office Interruption Log

- 1. Briefly describe all unexpected interruptions. Include phone calls, attorney/staff/personal crises, drop-in visitors/clients, visual or audio distractions. Keep this log for two weeks.
- 2. Fax your Atticus Practice Advisor the results at the end of the two-week evaluation period.
- 3. Analyze the results with your Atticus Practice Advisor using the evaluation questions on the Interruption Log Analysis Sheet (Form 14.01A).

LENGTH OF INTERRUPTION	PURPOSE/SUBJECT		NHO/WHA			ORTAN	
INTERRUPTION	1 3111 332 332 32 3	Person	Phone	Environ	Α	В	С

LENGTH OF	PURPOSE/SUBJECT		IMPORTANCE				
LENGTH OF INTERRUPTION		Person	Phone	Environ	Α	В	С
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							1

Interruption Log Analysis Sheet

1		your Interruption Log (Form 14.03). Who or what are your oful to review your findings with other staff members to see if
	they are experiencing the same type of inter	
	-	
2	What are your major time robbers? (attorne	y/staff, clients, meetings, crises, phone, home)
	How many hours per day do you spend har	ndling #1 and #2?
3	How many hours per day should you spend	
4	Use this chart to help find solutions for und 1 and 2. Write down as many solution	derlying causes of your major interruptions as listed in questions as you can think of, even if they seem impossible or
	and 2. The land the second of	do you can amin or, even it mey been impossion or
	impractical, i.e. I need my attorney/starr to	leave me aloneORI need a door!
	CAUSE	POSSIBLE SOLUTIONS

- For the next 30 days, commit to three solutions that are most viable.
- At the end of 30 days, go back and review your progress. Did you realize a time savings? If so, congratulations! Now, go back to your original log and choose another interrupter to tackle. If one or more of the solutions you chose did not work, re-evaluate them using these questions:
 - What worked and didn't work?
 - ▼ Were the solutions reasonable and realistic?
 - ▼ Are there additional solutions that need to be explored? Does someone else need to be involved?
 - ▼ How have others in your firm managed? Can you make their solutions work for you?

Question Batching Form

Instructions: Avoid ambushing your attorney/supervisor by batching questions throughout the day to share during your daily/weekly prescheduled huddle. Document feedback, agree upon a by-when if necessary, and calendar ALL action items!

For:		Date:/ /	
Question:			
			A
			_
			\bigcirc
Feedback:			
			\bigcirc
	By When:	Updated Calendar	
For:		Date: / /	
Ougstion			
			\bigcirc
			\bigcirc
Feedback:			
			\bigcirc
	By When:	Updated Calendar	
For:		Date: / /	
Question:			
			(A)
			\cup
			\bigcirc
Feedback:			_
			\bigcirc
	By When:	Updated Calendar	
NOTES:	© Atticus	- T	

General Meeting Checklist

This checklist will help insure that all of the factors that contribute to a successful meeting have been considered.

BEFORE

- ➤ Has an agenda been prepared?
- ➤ Is there a clearly stated objective?
- ➤ Is there enough time to distribute the agenda in advance?
- ➤ Are individual items on the agenda given a time limit proportional to their value?
- ➤ Is all necessary information and support material available?
- ➤ Are key players available?
- ➤ Is the meeting room comfortable?

AFTER

- ➤ Tie up loose ends add unfinished business to next agenda.
- ➤ Clearly indicate assignments made.
- > Expedite the preparation of the minutes.
- ➤ Summarize decisions reached and actions to be taken.
- ➤ Distribute to all interested parties.

General Meeting Agenda

Use this General Meeting Agenda to plan who will attend, what information must be covered and the specific items to be discussed. Complete and distribute the form at least 24 hours prior to the meeting to allow participants sufficient time to prepare.

START TIME END TIME LOCATION OBJECTIVES MATERIALS TIME TIME	REQUESTED ATTENDEES	DATE				
OBJECTIVES MATERIALS		START TIME EN	D TIME			
		LOCATION				
AGENDA ITEMS TIME	OBJECTIVES	MATERIALS				
AGENDA ITEMS TIME						
AGENDA ITEMS TIME						
AGENDA ITEMS TIME						
	AGENDA ITEMS		TIME			
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	AGENDA ITEMS		TIME			
	AGENDA ITEMS		TIME			
	AGENDA ITEMS		TIME			

NOTES

Partners Meeting Agenda

Use this meeting agenda to plan partner's meetings and outline the specific items to be discussed. Complete and distribute this form at least 24 hours prior to the meeting to allow partners with sufficient time to progress.

AGI	ENI	OA ITEMS			Notes			
1.	Fin	ance (include bookkeeper when app	ropriate, discuss all the	at apply, allot min.):				
		Review Dashboard and/or A/R, A/F	P, P&L reports					
		Discuss special collections issues						
		Discuss cashflow projections for up	coming month, quarte	er				
		Discuss productivity, timekeeping,						
		Approve large purchases, monitor b						
		Other:						
		Action items:	Who:	_By when:				
		Action items:	Who:	_By when:				
		Action items:	Who:	_By when:				
	 □ Discuss personnel problems, upcoming reviews □ Discuss plans to fill open positions, vacation coverage □ Discuss training to be conducted □ Discuss employee benefits 							
		Other: Action items:						
		Action items:						
		Action items:						
3.	Ma	rketing, Client Development (discu			Notes:			
		Set monthly marketing goals (included)		munity sponsorships)				
		Discuss media, advertising or PR of	•					
		Discuss client service goals, client i						
	_	Review number of referrals, compa	_	ow-up actions				
		Other:						
		Action items:	Who:	_By when:				
		Action items:		_By when:				
		Action items:						
		Action items:						
		Action items:	Who:	_By when:				

4.	Tec	chnology (discuss all that apply, allo		Notes:	
		Discuss hardware, software, phone	system, website need	ls or issues	
		Discuss possible upgrades to hardw	are or software		
		Review and/or plan technology trai	ning needs for staff a	nd attorneys	
		Other:			
		Action items:			
		Action items:	Who:	By when:	
		Action items:	Who:	By when:	
		Action items:	Who:	By when:	
		Action items:	Who:	By when:	
5.	Add	ministrative/Operations Projects (Review facilities, space-planning is Discuss office equipment needs, is Discuss research on large expenditu Discuss policies and procedures iss Other: Action items: Action items: Action items: Action items: Action items:	sues and concerns sues ures, discuss supply p ues	By when: By when: By when: By when:	Notes:
6.	Oth	ner Items/Areas for discussion			Notes:

S.M.A.R.T. Rules for Delegation

SMART RULES FOR DELEGATION

Specific: If there is a high level of trust and this is a frequently delegated task, you can be less specific. But if this is the first time it is delegated, and there is little experience or familiarity, you must be very specific about all the actions to be taken, possibly putting them into written form, depending on the complexity of the task.

Measurable: Establish exactly what you intend for the outcome. If possible, quantify the result. State it clearly and ask for it to be repeated back to check for accuracy.

Accountable: Select someone who will take ownership of the project or task. Someone who will communicate results in a timely fashion and will not try to cover up, require lots of attention or reassurance.

Realistic: Create checkpoints along the way to check the progress and quality of the work. Allow extra time for mistakes that are part of the initial learning curve – just make sure you have a way to catch them. Don't delegate something that isn't humanly possible to accomplish in a given time frame. Make sure you provide adequate resources to get the job done – if time is short, more assistance may be required.

Timeline: State very clearly the date for completion, any checkpoint dates, and the impact of not meeting the deadline. Remember that the FIRST time any task or project is undertaken, it will take longer to accomplish. Expect increased efficiency with repetition.

Notes

Questions to ask yourself when trying to decide if it is worth delegating a task:

- ➤ Does this require MY special skills?
- ➤ Could someone else do this?
- ➤ How often will this task be done in the future?

FORM 15.01

Delegation Form

Directions: Fill out one of these forms for each task you delegate. Either dictate this form and have a staff member fill it out, or write it out and give the staff member a copy. Keep your copy in a file folder for easy retrieval. If you prefer to delegate by e-mail, be sure to cover all the important details involved in SMART delegation.

Assigned To:	Ву:
Today's Date:// Due Date: _ Priority Level:ABC	
INSTRUCTIONS:	
Please: run with this task and report back to check in with me daily week	
I prefer to remain informed via a(n) verbal upd	ate written report email

Contact me immediately if you CANNOT meet the due date assigned, OR you need additional resources to accomplish this task!

FORM 15.01A

Request for Assistance As Easy as 1-2-3!

STEP 1 — Delegator and Delegatee meet to define the task and come into agreement around a due date. "Date Due" is filled in and delegatee takes original. Delegator keeps a copy and tickles calendar with the due date. Delegator pulls the form and checks in with the Delegatee when the due date rolls around...

Γhe Task:	Date: /
	Date Due: /
	Date Done:/
STEP 2 – Delegatee must work backward from the α the task on time. Create sensible by-whens and hold y	* *
Action:	By:/ Done
STEP 3 – Delegator and Delegatee meet to review/e Done" and rate the result below. A copy of the result at next evaluation	e v
Supervisor's Rating of Task Upon Completion:	Exceeds Met Below Expectation Expectation
SUPERVISOR'S COMMENTS:	Expectation Expectation

CC: Employee Personnel File

Case Status Organizer

Create your form using the layout below. Allow space for all your files.

File Name	Tasks	By Whom	Date Asgn.	Date Due	Financial Status?
Open-Active					
Jones	File Pleading	Sandra	12/1	12/5	
Open-Suspended					
Open – Needs Closed					
Projects					

Case Status Meeting Questions to Ask:

- 1) What did we do last? (Use this question to remind yourself of last action taken.)
- 2) What could we or should we have done? (This is valuable to new staff so they learn the flow of the case from the beginning.)
- 3) What do we do next? (Discuss the next best action.)
- 4) By whom and by when? (Consider the time needed for the task. Staff to block time on calendar immediately & raise red flag if additional time or resources are needed, or if a deadline change is in order. Attorney can also use this as a tool to block time as well by including their own tasks in the task section.)
- 5) Always check the financial status of each non-contingent fee case

FORM 15.02A

Case/File To-Do List

File Name:			1 st Res	oonse:		Date to Close:
Assigned to:	on /	/	Date to	File:		Statute of Lim:
Instructions: Keep this form with the ca files for review prior to our routine Case the next step(s) required to bring the cas New Task(s) Next Step	Status Meeting.) Review the	e Case To-	Do List for e	each file.	Discuss/document new tasks
	Ву	/ When	/	1	Upda	ated Calendar
New Task(s) Next Step						
	Bv	/ When			Unda	nted Calendar
New Task(s) Next Step				7	Ории	ned Galeriaar
	Ву	/ When	/	1	Upda	nted Calendar
New Task(s) Next Step						
	Ву	/ When		/	Upda	ated Calendar
New Task(s) Next Step						
	Ву	/ When	/	/	Upa	lated Calendar
Active Suspended		eds Closed Atticus	l _	Other/Spe	cial	

EXTRA FORMS

The following forms are duplicates of our most popular forms, provided for your convenience.

Weekly Planning Form

PRIORITY PRODUCTION: What are (Set appointments for these tasks in t		
PRODUCTION SUPERVISION: List the most important tasks you are	supervising/tracking this week.	
MARKETING ACTIVITIES:		
Who will you initiate contact with?	Attend lunche	es with?
SYSTEMS/OPERATIONS ~ How will	you improve your systems/ope	erations this week?
ADMINISTRATIVE GOALS:		
STAFFING: What can you do to		
PROFITABILITY/FINANCIAL GOAL	S:	
FAMILY/PERSONAL GOALS:	EXERCISE GOALS:	SPIRITUAL GOALS:

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ADMINISTRATIVE GOALS:		
OTAFFINO		
STAFFING: What can you do to		
Acknowledge/reward/motivate sta	aff?	
Train staff? Hire staff?		
Meet with your Designated Hitter'	?	
Practice delegating more?	·	
PROFITABILITY/FINANCIAL GOAL	S:	
FAMILY/PERSONAL GOALS:	EXERCISE GOALS:	SPIRITUAL GOALS:

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ADMINISTRATIVE GOALS:			
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Hire staff?			
Meet with your Designated Hitter?Practice delegating more?	?		
PROFITABILITY/FINANCIAL GOAL	Q.		
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Who will you initiate contact with?	Attend lunche	es with?
SYSTEMS/OPERATIONS ~ How will	you improve your systems/ope	erations this week?
ADMINISTRATIVE GOALS:		
STAFFING: What can you do to		
PROFITABILITY/FINANCIAL GOAL	S:	
FAMILY/PERSONAL GOALS:	EXERCISE GOALS:	SPIRITUAL GOALS:

Weekly Planning Form

PRIORITY PRODUCTION: What are (Set appointments for these tasks in t		
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FAMILY/PERSONAL GOALS:	EXERCISE GOALS:	SPIRITUAL GOALS:

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ADMINISTRATIVE GOALS:		
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STAFFING: What can you do to		
Acknowledge/reward/motivate sta	aff?	
Train staff? Hire staff?		
Meet with your Designated Hitter'	?	
Practice delegating more?	·	
PROFITABILITY/FINANCIAL GOAL	S:	
FAMILY/PERSONAL GOALS:	EXERCISE GOALS:	SPIRITUAL GOALS:

Weekly Planning Form

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PROFITABILITY/FINANCIAL GOAL	S:	
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HIGH PRIORITY PRODUCTION:	TODAY'S DATE: / /
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DELEGATED/SUPERVISED:	10:30 a.m.
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MARKETING ACTIVITIES:	2:30 p.m.
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ADMINISTRATIVE TASKS:	5:30 p.m.
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PHONE CALLS TO MAKE:	9:00 p.m.

HIGH PRIORITY PRODUCTION:	TODAY'S DATE: / /
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HIGH PRIORITY PRODUCTION:	TODAY'S DATE: / /
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ADMINISTRATIVE TASKS:	5:30 p.m.
	6:00 p.m.
	6:30 p.m.
	7:00 p.m.
	7:30 p.m.
	8:00 p.m.
	8:30 p.m.
PHONE CALLS TO MAKE:	9:00 p.m.

HIGH PRIORITY PRODUCTION:	TODAY'S DATE: / /
	7:00 a.m.
	7:30 a.m.
	8:00 a.m.
	8:30 a.m.
	9:00 a.m.
	9:30 a.m.
	10:00 a.m.
DELEGATED/SUPERVISED:	10:30 a.m.
	11:00 a.m.
	11:30 a.m.
	12:00 p.m.
	12:30 p.m.
	1:00 p.m.
	1:30 p.m.
	2:00 p.m.
MARKETING ACTIVITIES:	2:30 p.m.
	3:00 p.m.
	3:30 p.m.
	4:00 p.m.
	4:30 p.m.
	5:00 p.m.
ADMINISTRATIVE TASKS:	5:30 p.m.
	6:00 p.m.
	6:30 p.m.
	7:00 p.m.
	7:30 p.m.
	8:00 p.m.
	8:30 p.m.
PHONE CALLS TO MAKE:	9:00 p.m.

HIGH PRIORITY PRODUCTION:	TODAY'S DATE: / /
	7:00 a.m.
	7:30 a.m.
	8:00 a.m.
	8:30 a.m.
	9:00 a.m.
	9:30 a.m.
	10:00 a.m.
DELEGATED/SUPERVISED:	10:30 a.m.
	11:00 a.m.
	11:30 a.m.
	12:00 p.m.
	12:30 p.m.
	1:00 p.m.
	1:30 p.m.
	2:00 p.m.
MARKETING ACTIVITIES:	2:30 p.m.
	3:00 p.m.
	3:30 p.m.
	4:00 p.m.
	4:30 p.m.
	5:00 p.m.
ADMINISTRATIVE TASKS:	5:30 p.m.
	6:00 p.m.
	6:30 p.m.
	7:00 p.m.
	7:30 p.m.
	8:00 p.m.
	8:30 p.m.
PHONE CALLS TO MAKE:	9:00 p.m.

HIGH PRIORITY PRODUCTION:	TODAY'S DATE: / /
	7:00 a.m.
	7:30 a.m.
	8:00 a.m.
	8:30 a.m.
	9:00 a.m.
	9:30 a.m.
	10:00 a.m.
DELEGATED/SUPERVISED:	10:30 a.m.
	11:00 a.m.
	11:30 a.m.
	12:00 p.m.
	12:30 p.m.
	1:00 p.m.
	1:30 p.m.
	2:00 p.m.
MARKETING ACTIVITIES:	2:30 p.m.
	3:00 p.m.
	3:30 p.m.
	4:00 p.m.
	4:30 p.m.
	5:00 p.m.
ADMINISTRATIVE TASKS:	5:30 p.m.
	6:00 p.m.
	6:30 p.m.
	7:00 p.m.
	7:30 p.m.
	8:00 p.m.
	8:30 p.m.
PHONE CALLS TO MAKE:	9:00 p.m.

HIGH PRIORITY PRODUCTION:	TODAY'S DATE: / /
	7:00 a.m.
	7:30 a.m.
	8:00 a.m.
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	9:00 a.m.
	9:30 a.m.
	10:00 a.m.
DELEGATED/SUPERVISED:	10:30 a.m.
	11:00 a.m.
	11:30 a.m.
	12:00 p.m.
	12:30 p.m.
	1:00 p.m.
	1:30 p.m.
	2:00 p.m.
MARKETING ACTIVITIES:	2:30 p.m.
	3:00 p.m.
	3:30 p.m.
	4:00 p.m.
	4:30 p.m.
	5:00 p.m.
ADMINISTRATIVE TASKS:	5:30 p.m.
	6:00 p.m.
	6:30 p.m.
	7:00 p.m.
	7:30 p.m.
	8:00 p.m.
	8:30 p.m.
PHONE CALLS TO MAKE:	9:00 p.m.

HIGH PRIORITY PRODUCTION:	TODAY'S DATE: / /
	7:00 a.m.
	7:30 a.m.
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	9:30 a.m.
	10:00 a.m.
DELEGATED/SUPERVISED:	10:30 a.m.
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	12:00 p.m.
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	2:00 p.m.
MARKETING ACTIVITIES:	2:30 p.m.
	3:00 p.m.
	3:30 p.m.
	4:00 p.m.
	4:30 p.m.
	5:00 p.m.
ADMINISTRATIVE TASKS:	5:30 p.m.
	6:00 p.m.
	6:30 p.m.
	7:00 p.m.
	7:30 p.m.
	8:00 p.m.
	8:30 p.m.
PHONE CALLS TO MAKE:	9:00 p.m.

HIGH PRIORITY PRODUCTION:	TODAY'S DATE: / /
	7:00 a.m.
	7:30 a.m.
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DELEGATED/SUPERVISED:	10:30 a.m.
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	2:00 p.m.
MARKETING ACTIVITIES:	2:30 p.m.
	3:00 p.m.
	3:30 p.m.
	4:00 p.m.
	4:30 p.m.
	5:00 p.m.
ADMINISTRATIVE TASKS:	5:30 p.m.
	6:00 p.m.
	6:30 p.m.
	7:00 p.m.
	7:30 p.m.
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PHONE CALLS TO MAKE:	9:00 p.m.

HIGH PRIORITY PRODUCTION:	TODAY'S DATE: / /
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DELEGATED/SUPERVISED:	10:30 a.m.
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MARKETING ACTIVITIES:	2:30 p.m.
	3:00 p.m.
	3:30 p.m.
	4:00 p.m.
	4:30 p.m.
	5:00 p.m.
ADMINISTRATIVE TASKS:	5:30 p.m.
	6:00 p.m.
	6:30 p.m.
	7:00 p.m.
	7:30 p.m.
	8:00 p.m.
	8:30 p.m.
PHONE CALLS TO MAKE:	9:00 p.m.

HIGH PRIORITY PRODUCTION:	TODAY'S DATE: / /
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	7:30 a.m.
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DELEGATED/SUPERVISED:	10:30 a.m.
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MARKETING ACTIVITIES:	2:30 p.m.
	3:00 p.m.
	3:30 p.m.
	4:00 p.m.
	4:30 p.m.
	5:00 p.m.
ADMINISTRATIVE TASKS:	5:30 p.m.
	6:00 p.m.
	6:30 p.m.
	7:00 p.m.
	7:30 p.m.
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PHONE CALLS TO MAKE:	9:00 p.m.

HIGH PRIORITY PRODUCTION:	TODAY'S DATE: / /
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DELEGATED/SUPERVISED:	10:30 a.m.
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MARKETING ACTIVITIES:	2:30 p.m.
	3:00 p.m.
	3:30 p.m.
	4:00 p.m.
	4:30 p.m.
	5:00 p.m.
ADMINISTRATIVE TASKS:	5:30 p.m.
	6:00 p.m.
	6:30 p.m.
	7:00 p.m.
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PHONE CALLS TO MAKE:	9:00 p.m.

HIGH PRIORITY PRODUCTION:	TODAY'S DATE: / /
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DELEGATED/SUPERVISED:	10:30 a.m.
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MARKETING ACTIVITIES:	2:30 p.m.
	3:00 p.m.
	3:30 p.m.
	4:00 p.m.
	4:30 p.m.
	5:00 p.m.
ADMINISTRATIVE TASKS:	5:30 p.m.
	6:00 p.m.
	6:30 p.m.
	7:00 p.m.
	7:30 p.m.
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PHONE CALLS TO MAKE:	9:00 p.m.

HIGH PRIORITY PRODUCTION:	TODAY'S DATE: / /
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DELEGATED/SUPERVISED:	10:30 a.m.
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MARKETING ACTIVITIES:	2:30 p.m.
	3:00 p.m.
	3:30 p.m.
	4:00 p.m.
	4:30 p.m.
	5:00 p.m.
ADMINISTRATIVE TASKS:	5:30 p.m.
	6:00 p.m.
	6:30 p.m.
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PHONE CALLS TO MAKE:	9:00 p.m.

HIGH PRIORITY PRODUCTION:	TODAY'S DATE: / /
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DELEGATED/SUPERVISED:	10:30 a.m.
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MARKETING ACTIVITIES:	2:30 p.m.
	3:00 p.m.
	3:30 p.m.
	4:00 p.m.
	4:30 p.m.
	5:00 p.m.
ADMINISTRATIVE TASKS:	5:30 p.m.
	6:00 p.m.
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PHONE CALLS TO MAKE:	9:00 p.m.

HIGH PRIORITY PRODUCTION:	TODAY'S DATE: / /
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DELEGATED/SUPERVISED:	10:30 a.m.
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MARKETING ACTIVITIES:	2:30 p.m.
	3:00 p.m.
	3:30 p.m.
	4:00 p.m.
	4:30 p.m.
	5:00 p.m.
ADMINISTRATIVE TASKS:	5:30 p.m.
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PHONE CALLS TO MAKE:	9:00 p.m.

HIGH PRIORITY PRODUCTION:	TODAY'S DATE: / /
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DELEGATED/SUPERVISED:	10:30 a.m.
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MARKETING ACTIVITIES:	2:30 p.m.
	3:00 p.m.
	3:30 p.m.
	4:00 p.m.
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	5:00 p.m.
ADMINISTRATIVE TASKS:	5:30 p.m.
	6:00 p.m.
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PHONE CALLS TO MAKE:	9:00 p.m.

HIGH PRIORITY PRODUCTION:	TODAY'S DATE: / /
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DELEGATED/SUPERVISED:	10:30 a.m.
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MARKETING ACTIVITIES:	2:30 p.m.
	3:00 p.m.
	3:30 p.m.
	4:00 p.m.
	4:30 p.m.
	5:00 p.m.
ADMINISTRATIVE TASKS:	5:30 p.m.
	6:00 p.m.
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PHONE CALLS TO MAKE:	9:00 p.m.

HIGH PRIORITY PRODUCTION:	TODAY'S DATE: / /
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DELEGATED/SUPERVISED:	10:30 a.m.
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MARKETING ACTIVITIES:	2:30 p.m.
	3:00 p.m.
	3:30 p.m.
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ADMINISTRATIVE TASKS:	5:30 p.m.
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PHONE CALLS TO MAKE:	9:00 p.m.

HIGH PRIORITY PRODUCTION:	TODAY'S DATE: / /
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DELEGATED/SUPERVISED:	10:30 a.m.
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MARKETING ACTIVITIES:	2:30 p.m.
	3:00 p.m.
	3:30 p.m.
	4:00 p.m.
	4:30 p.m.
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ADMINISTRATIVE TASKS:	5:30 p.m.
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PHONE CALLS TO MAKE:	9:00 p.m.

HIGH PRIORITY PRODUCTION:	TODAY'S DATE: / /
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DELEGATED/SUPERVISED:	10:30 a.m.
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MARKETING ACTIVITIES:	2:30 p.m.
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ADMINISTRATIVE TASKS:	5:30 p.m.
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PHONE CALLS TO MAKE:	9:00 p.m.

HIGH PRIORITY PRODUCTION:	TODAY'S DATE: / /
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DELEGATED/SUPERVISED:	10:30 a.m.
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MARKETING ACTIVITIES:	2:30 p.m.
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ADMINISTRATIVE TASKS:	5:30 p.m.
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PHONE CALLS TO MAKE:	9:00 p.m.

HIGH PRIORITY PRODUCTION:	TODAY'S DATE: / /
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DELEGATED/SUPERVISED:	10:30 a.m.
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MARKETING ACTIVITIES:	2:30 p.m.
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ADMINISTRATIVE TASKS:	5:30 p.m.
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PHONE CALLS TO MAKE:	9:00 p.m.

HIGH PRIORITY PRODUCTION:	TODAY'S DATE: / /
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DELEGATED/SUPERVISED:	10:30 a.m.
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MARKETING ACTIVITIES:	2:30 p.m.
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ADMINISTRATIVE TASKS:	5:30 p.m.
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PHONE CALLS TO MAKE:	9:00 p.m.

HIGH PRIORITY PRODUCTION:	TODAY'S DATE: / /
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DELEGATED/SUPERVISED:	10:30 a.m.
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MARKETING ACTIVITIES:	2:30 p.m.
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ADMINISTRATIVE TASKS:	5:30 p.m.
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PHONE CALLS TO MAKE:	9:00 p.m.

HIGH PRIORITY PRODUCTION:	TODAY'S DATE: / /
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DELEGATED/SUPERVISED:	10:30 a.m.
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MARKETING ACTIVITIES:	2:30 p.m.
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ADMINISTRATIVE TASKS:	5:30 p.m.
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PHONE CALLS TO MAKE:	9:00 p.m.

HIGH PRIORITY PRODUCTION:	TODAY'S DATE: / /
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DELEGATED/SUPERVISED:	10:30 a.m.
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Instructions: Avoid ambushing your attorney/supervisor by batching questions throughout the day to share during your daily/weekly prescheduled huddle. Document feedback, agree upon a by-when if necessary, and calendar ALL action items!

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Instructions: Avoid ambushing your attorney/supervisor by batching questions throughout the day to share during your daily/weekly prescheduled huddle. Document feedback, agree upon a by-when if necessary, and calendar ALL action items!

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