

## MANAGING FROM THE MIDDLE

*Based upon interviews with scores of senior lawyers who are particularly effective supervisors, this module focuses on the behaviors and habits that elicit the best work from others while managing quality, timeliness and efficiency. It also draws on the research to describe the most effective methods of “managing up.”*

### Sample Agenda (3 ½ hours)

- 9:00 a.m.     **Leading and Managing Colleagues: An introduction**
- The lawyer’s juggling act
  - How the best leaders and managers define their goals
  - Lessons from your own experience: a discussion in groups
- 9:30 a.m.     **Managing for the Best Results**
- The supervisor’s dilemma: giving ownership, managing risk
  - Coping with the time crunch
- Key tactics from the research**
- Have a routine for planning further ahead – and backwards
  - Calibrate how you delegate to the person and task
  - Front-load information appropriately – and confirm understanding
  - Segment difficult assignments
  - Clarify roles
  - Establish communication processes and protocols
- A delegation scenario and discussion**
- 10:30 a.m.     **Break**
- 10:45 a.m.     **Managing Up: Giving what they need, getting what you need**
- 11:00 a.m.     **Leading to Create Full Engagement**
- The drivers of motivation: opportunity, inclusion, and respect
  - Building your motivational “habits of mind”

## MANAGING FROM THE MIDDLE (cont'd)

11:30 a.m. **Making Feedback Effective: Improving performance, building trust**

- Feedback strategies: problem vs. person, future vs. past
- Giving the conversation a structure
- Generating dialogue

**A feedback scenario and discussion**

12:30 p.m. **Workshop concludes**