

GUIDE TO DELEGATION CHEAT SHEET FOR LAWYERS

GUIDING PRINCIPLES

CLEAR COMMUNICATION – be clear about tasks, deadlines and expectations

SKILL MATCHING– assign tasks based on team members' strengths (or support in a learning area)

REGULAR CHECK-INS – be available and project manage progress

OWN IT TOGETHER – you're sharing responsibility for the task, not passing it to somebody else

EMPOWER AND SUPPORT – trust your team and provide support where required

APPROACH TO DELEGATION

1. CONFIRM WHETHER YOU CAN DELEGATE

- **Confirm with your instructing manager** - Don't always assume you can delegate (especially if you're junior)
- **70% rule** – if somebody can do a task at least 70% as well as you, delegate it ([see Adapted Eisenhower Matrix on next page](#))
- **Competitive advantages** – delegate if it frees up your time to do tasks that you are better at

2. ESTIMATE HOW LONG THE TASK WILL TAKE

- **Make delegation a priority** - Don't sit on tasks if you can help it
- **Give yourself enough time to review** (and ideally, time for them to fix after your review)
- **Update your team** if there are deadline extensions

3. GIVE CLEAR INSTRUCTIONS - CHECKLIST

- **Background** – Who are you acting for? Key documents facts about the matter?
- **Deliverables** – What do you need from your colleague, and in what form? Email, formal memo, mark ups to a document, or a quick chat?
- **Timing / budget** – When do you need the task completed to review?
- **Expectations** – What particular areas do you expect them to get right, and what do you expect to amend? ([see Skill / Will Matrix on next page](#))

4. SHARE RESPONSIBILITY FOR THE FINAL WORK

- **Comprehensive review** in the areas where you can add the most value (e.g. technical expertise)
- **Spot check** areas that are within your delegate's skill set
- Where possible, provide examples where the work can be improved and give them a chance to fix

5. TAKE THE BLAME, GIVE THE CREDIT

- **Delegation is a responsibility itself, not a way to shift responsibility onto somebody else**
- If the work product is bad – “sorry, I should have checked the work more carefully”
- If the work product is good – “thanks, John was actually a huge help on this task”

6. GIVE FEEDBACK

HIGH LEVEL FEEDBACK:

- Keep it timely – don't wait too long after a task
- (up to) 3 things done well, 3 things that could improve

DETAILED FEEDBACK SESSIONS

- Compare their draft and your finalised work product
- Identify changes you've made and the reasons behind them



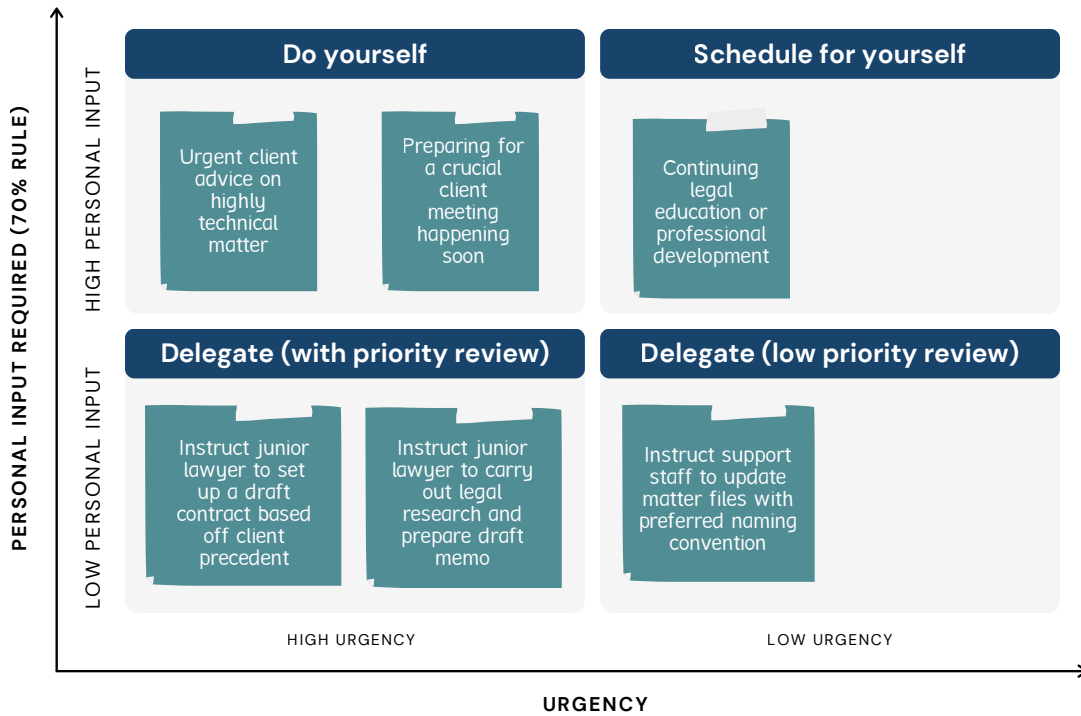
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DELEGATION FRAMEWORKS



(ADAPTED) EISENHOWER MATRIX

Framework to determine whether a task should be delegated

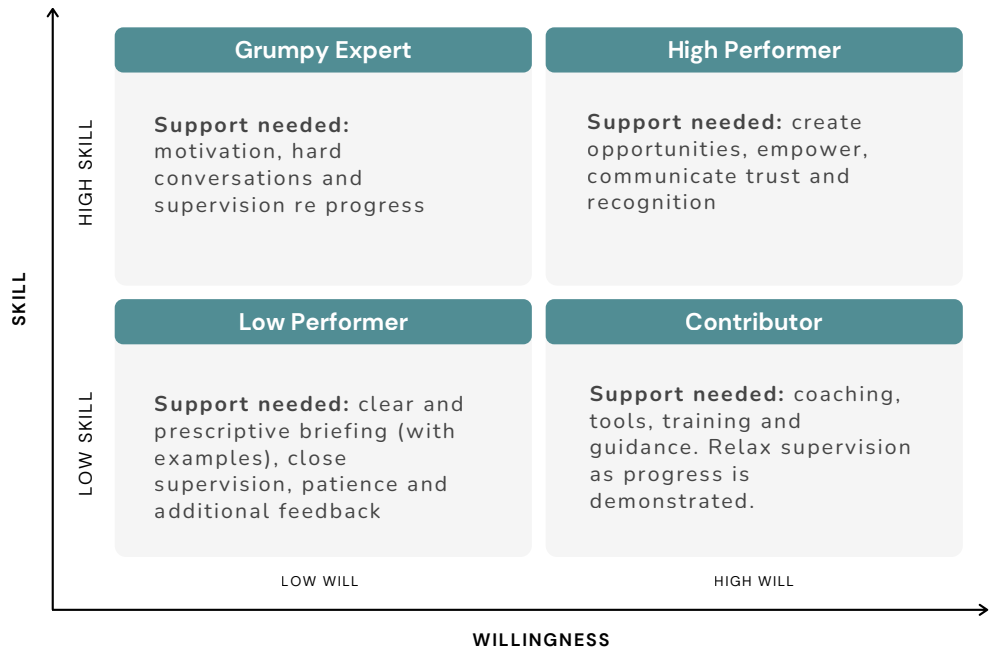
Categorise and prioritise tasks based on their urgency and personal input required

SKILL / WILL MATRIX

Framework to assess team members based on their skill level and willingness to take on a particular task

Determine the level and type of support needed from you for your particular delegate

Note that people can move between the different quadrants depending on the type of task



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