Do you sometimes feel crushed by a seemingly endless growing list of tasks and want a bit more space to feel less frantic each day? This workshop is for you! In our session, we’ll be sharing a toolkit of productivity techniques to help you design a more satisfying work life and personal life for improved wellness. Get more control of your time and information to achieve better efficiency, energy, and joy while learning more about the ABA Model Rules of Professionalism. You’ll hear our life hacks and tech tips to help get organized for greater peace and wellbeing and how greater wellbeing supports greater professionalism.

**Moderator:**
Alina Lee, *Founding Partner, Your Ad Attorney, Inc.*

**Speakers:**
Alina Lee, *Founding Partner, Your Ad Attorney, Inc.*
Bobby Woo, *Partner, King & Spalding*
Chinny Law, *Partner, Ramos & Law*
Sara Hamilton, *Associate General Counsel, UPS*
YLW 2 | Chaos to Clarity: Improve Productivity and Professionalism for Greater Wellbeing

#NAPABA23
Speakers

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Moderator

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#NAPABA23
ABA Model Rules Impacted by Wellbeing

Rule 1.1: Competence
Rule 1.3: Diligence
Rule 1.4: Communications
Rule 1.6: Confidentiality
Rule 1.15: Safekeeping property (no commingling of funds)
Rule 5.1: Responsibilities of partner or supervisory lawyer
Rule 5.2: Responsibilities of subordinate lawyer
Rule 5.3: Responsibilities regarding nonlawyer assistance
Rule 8.3: Reporting professional misconduct
Rule 8.4: Misconduct
Prevalence of Substance Use and Mental Health Concerns Among American Attorneys

- 12,825 licensed, employed attorneys were surveyed
- Problematic drinking: This is when you’re not physically dependent on alcohol (you can go days, weeks, or months without alcohol) and you don’t have detox symptoms, but when you do drink, it causes an issue in your life or in the life of someone you know.
  - 6.4% of the general population suffers from problematic drinking
  - 20.6% of attorneys in the survey screened positive for problematic drinking. This is 1 out of 5 attorneys
  - 32% of attorneys under the age of 30 in the survey screened positive for problematic. This is almost 1 out of 3 attorneys under the age of 30.
- Depression
  - In 2017, 7.1% of the general population 18 years and older had a major depressive episode
  - 38% of the lawyers in the survey experienced symptoms of depression. Rates decreased as age increased - junior positions correlated with higher rates of depression

Results from a 2015 study conducted by the ABA and published in the Journal of Addiction Medicine in January/February 2016 issue at https://www.americanbar.org/groups/lawyer_assistance/research/colap_hazelden_lawyer_study/
Prevalence of Substance Use and Mental Health Concerns Among American Attorneys

• 19% of lawyers surveyed experience symptoms of anxiety
• 23% of lawyers surveyed experience stress
• 11.5% of lawyers surveyed reported suicidal thoughts during their careers. 2.9% reported injurious behavior. 0.7% reported at least one suicide attempt.
  o When asked if they’ve sought help for suicidal thoughts and behaviors, lawyers generally said no because:
    ➢ Stigma - they didn’t want others finding out they needed help; and
    ➢ Concerns regarding privacy and confidentiality

Results from a 2015 study conducted by the ABA and published in the Journal of Addiction Medicine in January/February 2016 issue at https://www.americanbar.org/groups/lawyer_assistance/research/colap_hazelden_lawyer_study/
Prevalence of Substance Use and Mental Health Concerns Among American Attorneys

• Other difficulties include:
  o Social alienation
  o Work addiction
  o Sleep deprivation
  o Job dissatisfaction
  o A diversity crisis
  o Work-life conflict
  o Incivility in the practice of law
  o A narrowing of values so that profit predominates
  o Negative public perception

Results from a 2015 study conducted by the ABA and published in the Journal of Addiction Medicine in January/February 2016 issue at https://www.americanbar.org/groups/lawyer_assistance/research/colap_hazelden_lawyer_study/
Conclusion

Change must occur in the legal profession. The numbers for substance abuse and mental health issue are at odds with a sustainable career and culture.
ABA Ethics Rules Implications

1. When we start struggling with follow through, attention to detail, and prompt responsiveness, it can call into question our integrity and trustworthiness as a lawyer. When we start missing deadlines, we fail to respond to clients, we ignore our work, we do sloppy work, we’re violating rules of competence (Rule 1.1), diligence (Rule 1.3), communications (Rule 1.4), and maintaining the integrity of the profession. Violation of any Rule of Professional Conduct triggers Rule 8.4, Misconduct.

2. Depending on what’s happening with a lawyer’s performance and behavior due to substance use or mental health issues, there could be violations of the rules of confidentiality and safekeeping property (Rules 1.6 & 1.15).
ABA Ethics Rules Implications

3. And both supervisory lawyers and subordinate lawyers can be found in violation of the rules if colleagues are found in violation of the rules (Rules 5.1 & 5.2). And if we know that a colleague has violated a Rule of Professional Conduct that calls into question the colleague’s honesty, trustworthiness, and fitness as a lawyer, we have a duty to report it. If we don’t it’s an ethical violation (Rule 8.3).

4. And it extends to nonlawyer assistants who may be struggling with substance use or mental health issues. Supervising attorneys can be found in violation of the rules if nonlawyer assistants are in violation of the rules (Rule 5.3).

5. According to article by the ABA in October 2014, at least 25% of the attorneys who face formal disciplinary charges from their state bar are identified as suffering from addiction or other mental illness.

American Bar Association, If There Is One Bar A Lawyer Cannot Seem to Pass: Alcoholism in the Legal Profession, October 1, 2014
ABA Ethics Rules Implications

6. Avoiding malpractice: Approximately 60% of all malpractice claims and 85% of all trust fund violation cases involve substance abuse.

7. Delivery of quality, effective client service
   a. Major depression is associated with impaired executive functioning, including diminished memory, attention, and problem-solving.
   b. For alcohol abuse, the majority of abusers (up to 80%) experience mild to severe cognitive impairment. Deficits are particularly severe in executive functions, especially in problem-solving, abstraction, planning, organizing, and working memory - core features of competent lawyering.

American Bar Association, If There Is One Bar A Lawyer Cannot Seem to Pass: Alcoholism in the Legal Profession, October 1, 2014
Rule 1.1: Competence

Attorney-Client Relationship

A lawyer shall provide competent representation to a client. Competent representation requires the legal knowledge, skill, thoroughness and preparation reasonably necessary for the representation.
Rule 1.3: Diligence

Attorney-Client Relationship

A lawyer shall act with reasonable diligence and promptness in representing a client.
Rule 1.4: Communications

Attorney-Client Relationship

a. A lawyer shall:
   • promptly inform the client of any decision or circumstance with respect to which the client’s informed consent, as defined in Rule 1.0(e), is required by these Rules;
   • reasonably consult with the client about the means by which the client’s objectives are to be accomplished;
   • keep the client reasonably informed about the status of the matter;
   • promptly comply with reasonable requests for information; and
   • consult with the client about any relevant limitation on the lawyer’s conduct when the lawyer knows that the client expects assistance not permitted by the Rules of Professional Conduct or other law.

b. A lawyer shall explain a matter to the extent reasonably necessary to permit the client to make informed decisions regarding the representation.
Rule 1.6: Confidentiality

**Attorney-Client Relationship**

a. A lawyer shall not reveal information relating to the representation of a client unless the client gives informed consent, the disclosure is impliedly authorized in order to carry out the representation or the disclosure is permitted by paragraph (b).

b. A lawyer may reveal information relating to the representation of a client to the extent the lawyer reasonably believes necessary:
   - to prevent reasonably certain death or substantial bodily harm;
   - to prevent the client from committing a crime or fraud that is reasonably certain to result in substantial injury to the financial interests or property of another and in furtherance of which the client has used or is using the lawyer's services;
   - to prevent, mitigate or rectify substantial injury to the financial interests or property of another that is reasonably certain to result or has resulted from the client's commission of a crime or fraud in furtherance of which the client has used the lawyer's services;
Rule 1.6: Confidentiality

**Attorney-Client Relationship**

- to secure legal advice about the lawyer's compliance with these Rules;
- to establish a claim or defense on behalf of the lawyer in a controversy between the lawyer and the client, to establish a defense to a criminal charge or civil claim against the lawyer based upon conduct in which the client was involved, or to respond to allegations in any proceeding concerning the lawyer's representation of the client;
- to comply with other law or a court order; or
- to detect and resolve conflicts of interest arising from the lawyer’s change of employment or from changes in the composition or ownership of a firm, but only if the revealed information would not compromise the attorney-client privilege or otherwise prejudice the client.

c. A lawyer shall make reasonable efforts to prevent the inadvertent or unauthorized disclosure of, or unauthorized access to, information relating to the representation of a client.
Rule 1.15: Safekeeping Property (no comingling of funds)

**Attorney-Client Relationship**

a. A lawyer shall hold property of clients or third persons that is in a lawyer's possession in connection with a representation separate from the lawyer's own property. Funds shall be kept in a separate account maintained in the state where the lawyer's office is situated, or elsewhere with the consent of the client or third person. Other property shall be identified as such and appropriately safeguarded. Complete records of such account funds and other property shall be kept by the lawyer and shall be preserved for a period of [five years] after termination of the representation.

b. A lawyer may deposit the lawyer's own funds in a client trust account for the sole purpose of paying bank service charges on that account, but only in an amount necessary for that purpose.

c. A lawyer shall deposit into a client trust account legal fees and expenses that have been paid in advance, to be withdrawn by the lawyer only as fees are earned or expenses incurred.
Rule 1.15: Safekeeping Property (no comingling of funds)

Attorney-Client Relationship

d. Upon receiving funds or other property in which a client or third person has an interest, a lawyer shall promptly notify the client or third person. Except as stated in this rule or otherwise permitted by law or by agreement with the client, a lawyer shall promptly deliver to the client or third person any funds or other property that the client or third person is entitled to receive and, upon request by the client or third person, shall promptly render a full accounting regarding such property.

e. When in the course of representation a lawyer is in possession of property in which two or more persons (one of whom may be the lawyer) claim interests, the property shall be kept separate by the lawyer until the dispute is resolved. The lawyer shall promptly distribute all portions of the property as to which the interests are not in dispute.
Rule 5.1: Responsibilities of partner or supervisory lawyer

*Law firms and associations*

a. A partner in a law firm, and a lawyer who individually or together with other lawyers possesses comparable managerial authority in a law firm, shall make reasonable efforts to ensure that the firm has in effect measures giving reasonable assurance that all lawyers in the firm conform to the Rules of Professional Conduct.

b. A lawyer having direct supervisory authority over another lawyer shall make reasonable efforts to ensure that the other lawyer conforms to the Rules of Professional Conduct.

c. A lawyer shall be responsible for another lawyer's violation of the Rules of Professional Conduct if:
   1. the lawyer orders or, with knowledge of the specific conduct, ratifies the conduct involved; or
   2. the lawyer is a partner or has comparable managerial authority in the law firm in which the other lawyer practices, or has direct supervisory authority over the other lawyer, and knows of the conduct at a time when its consequences can be avoided or mitigated but fails to take reasonable remedial action.
Rule 5.2: Responsibilities of subordinate lawyer

Law firms and associations

a. A lawyer is bound by the Rules of Professional Conduct notwithstanding that the lawyer acted at the direction of another person.

b. A subordinate lawyer does not violate the Rules of Professional Conduct if that lawyer acts in accordance with a supervisory lawyer's reasonable resolution of an arguable question of professional duty.
Rule 5.3: Responsibilities regarding nonlawyer assistance

_Law firms and associations_

With respect to a nonlawyer employed or retained by or associated with a lawyer:

a. a partner, and a lawyer who individually or together with other lawyers possesses comparable managerial authority in a law firm shall make reasonable efforts to ensure that the firm has in effect measures giving reasonable assurance that the person's conduct is compatible with the professional obligations of the lawyer;

b. a lawyer having direct supervisory authority over the nonlawyer shall make reasonable efforts to ensure that the person's conduct is compatible with the professional obligations of the lawyer; and

c. a lawyer shall be responsible for conduct of such a person that would be a violation of the Rules of Professional Conduct if engaged in by a lawyer if:
   1. the lawyer orders or, with the knowledge of the specific conduct, ratifies the conduct involved; or
   2. the lawyer is a partner or has comparable managerial authority in the law firm in which the person is employed, or has direct supervisory authority over the person, and knows of the conduct at a time when its consequences can be avoided or mitigated but fails to take reasonable remedial action.
Rule 8.3: Reporting professional misconduct

*Maintaining The Integrity of The Profession*

a. A lawyer who knows that another lawyer has committed a violation of the Rules of Professional Conduct that raises a substantial question as to that lawyer's honesty, trustworthiness or fitness as a lawyer in other respects, shall inform the appropriate professional authority.

b. A lawyer who knows that a judge has committed a violation of applicable rules of judicial conduct that raises a substantial question as to the judge's fitness for office shall inform the appropriate authority.

c. This Rule does not require disclosure of information otherwise protected by Rule 1.6 or information gained by a lawyer or judge while participating in an approved lawyers assistance program.
Rule 8.4: Misconduct

Maintaining The Integrity of The Profession

It is professional misconduct for a lawyer to:

a. violate or attempt to violate the Rules of Professional Conduct, knowingly assist or induce another to do so, or do so through the acts of another;

b. commit a criminal act that reflects adversely on the lawyer’s honesty, trustworthiness or fitness as a lawyer in other respects;

c. engage in conduct involving dishonesty, fraud, deceit or misrepresentation;

d. engage in conduct that is prejudicial to the administration of justice;

e. state or imply an ability to influence improperly a government agency or official or to achieve results by means that violate the Rules of Professional Conduct or other law;
Rule 8.4: Misconduct

*Maintaining The Integrity of The Profession*

f. knowingly assist a judge or judicial officer in conduct that is a violation of applicable rules of judicial conduct or other law; or

g. engage in conduct that the lawyer knows or reasonably should know is harassment or discrimination on the basis of race, sex, religion, national origin, ethnicity, disability, age, sexual orientation, gender identity, marital status or socioeconomic status in conduct related to the practice of law. This paragraph does not limit the ability of a lawyer to accept, decline or withdraw from a representation in accordance with Rule 1.16. This paragraph does not preclude legitimate advice or advocacy consistent with these Rules.
What Can We Do?


The report’s recommendations focus on five central themes:
1. Identifying stakeholders and the role each of us can play in reducing the level of toxicity in our profession
2. Eliminating the stigma associated with helpseeking behaviors
3. Emphasizing that well-being is an indispensable part of a lawyer’s duty of competence
4. Educating lawyers, judges, and law students on lawyer well-being issues, and
5. Taking small, incremental steps to change how law is practiced and how lawyers are regulated to instill greater well-being in the profession.

See the full report at https://www.americanbar.org/groups/professional_responsibility/task_force_lawyer_wellbeing/
Useful Productivity Hacks

- Time-boxing
- Prioritize
- Say no
- Move!
- Control your devices
- Take short breaks
- To-do lists
- Eat well
- 2-minute rule
- Control social media
- Choose when to check email
- Start earlier
- Breathe
- Turn off alerts
- Shorter meetings

- Single-tasking
- Sounds & music
- 80-20 rule
- Sleep
- Run meetings well
- Batch similar tasks
- Fewer meetings
- Focus on outcomes
- Effective above efficient
- Delegate
- Time yourself
- Be positive
- Follow up after meetings
- Drink water
- Drink coffee responsibly

- Make a public commitment
- Acknowledge your success
- Be realistic
- Just start
- Use your commute
- Unplug
- Hard stuff first
- Deprioritize the non-essential
Useful Productivity Hacks

• **Time-boxing**
  Time-boxing will improve your life. At the core it’s simple: assign a fixed period of time to a task, schedule it and stick to it. It works because it touches on so many aspects of behavior: single-tasking and focus to achieve more and feel less stressed, prioritizing work to observe deadlines, frequent feelings of accomplishment, and being transparent so people can see what you’re doing and help. The tricky bit is chunking the tasks and estimating how long they’ll take, but this skill improves rapidly with practice. Key to this is time-boxing into a shared calendar and taking commutes, meetings, and other commitments into account.

• **Prioritize**
  The modern worker has a thousand things to do at any one time. These should be ruthlessly and methodically prioritized. Otherwise, you’ll consistently add less value at work. Find ways to avoid being distracted by tasks that jump to the front of the queue like email and alerts. You also need a system for prioritizing tasks – a simple one will do, and will always be better than none. So, list out the tasks you have and, whether it’s a score out of 10 or color coding, do it and stick to it.
Useful Productivity Hacks

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Useful Productivity Hacks

• Say no
Stop trying to please everyone! It’s much easier said than done, we know, but by overloading yourself with work, not only do you risk being unable to complete tasks and meet deadlines – the quality of ALL of your work is affected. Sometimes it’s best to politely decline so that you can focus on the most important work. If you do it right, colleagues will understand and respect you for it.

• Move!
Moving does a lot for you. It gets the blood flowing round your body, can break you out of that daydream and helps stir creative thoughts. It’s good for you and the perfect tonic to our desk-bound lives. Try a wearable that alerts you when you’ve been inactive for too long. Or take a walk for that call, or even that meeting.
Useful Productivity Hacks

• **Control your devices**
  Don’t let them control you. We check our phones between 150-221 times a day, depending on which study you’re reading. Even having your phone in sight, without touching it, has been shown to reduce performance in tests, according to a study at the University of Southern Maine. Clear your desk of distracting devices and see how much more you get done, with fewer distractions.

• **Take short breaks**
  Building regular, short breaks into working time increases focus and productivity, studies have shown. One popular way to implement this is the Pomodoro Technique, named for the tomato-shaped timer used by the method’s creator, Francesco Cirillo. You use the timer to break work up into short periods, usually 25 minutes, with regular micro-breaks of around 5 minutes. Play around to find what timings suit you best.
Useful Productivity Hacks

- **To-do lists**
  To-do lists are fundamental. They aren’t a complete solution to time management (time-boxing takes the idea further) but they are essential. Think of a typical day: we’re rushing around from meeting to email to work conversation to conference call, picking up countless tasks along the way. We need to log these tasks somewhere and then ensure that we action them when we finally get a moment of calm. For a lot of people, the next steps are to prioritize them and then schedule them. But it starts with to-do lists.

- **Eat well**
  Loading up on sweets and crisps won’t sustain you over hours of hard work and will almost certainly result in a crash. This is particularly harmful to productivity as your brain burns more glucose when trying to exert self-control. Eating foods that slowly release energy over time is better for your health and productivity. Think unprocessed, whole foods and a lunch with a balance of protein, veg, fat and carbs.
Useful Productivity Hacks

• **2-minute rule**
If a task can be done in less than 2 minutes, don’t write it down or put it into a system or discuss it or think about it... just do it. Of course, if you have a more important, more urgent job at that same moment, that one will win. But in general, we often procrastinate or feel overwhelmed when sometimes it’s better to just get on with some small tasks, build momentum, clear the clutter and gain a degree of control. This works very well for full inboxes and tends to be more effective when it’s not mixed with longer tasks. Devote 30 minutes to getting 2-minute jobs done and you will have completed 15 (at least!)

• **Control social media**
Taking a sneak peek at what your friends are up to on Facebook during the working day is common. But social media can be a toxic distraction. One click of a photo can quickly escalate to 20 and unthinkingly uploading content can get you into trouble. Take control, don’t let social media control you. Schedule “social media time” into your calendar for 5 minutes twice a day. By setting aside time to check social media, you can limit its impact on your day.
Useful Productivity Hacks

• **Choose when to check email**
Every time we get a ping indicating a new email, comment, or notification of any sort, our brains get a dopamine hit. Dopamine is the neurotransmitter responsible for feelings of reward and pleasure, and it can get addictive. This is why it’s so easy to succumb to constantly checking your emails, as each new message, however mundane, releases dopamine, at the cost of productivity. Combat this by scheduling set times to check emails and allocate other times to producing your best work.

• **Turn off alerts**
Alerts alert. That means they get your attention. That means they take your attention from whatever it was you were doing. That’s fine if the alert really is important and urgent. But for most of us, most of the time, it’s not. The thing we were doing is more important. So mute alerts, pause them, go into airplane mode. This is about reclaiming control of where your attention goes, and applies to email, Whatsapp, Slack, Skype, internal messaging services – everything. Going full-screen (F11 on a PC or ^ + ` + F on a Mac) is a fast, effective way of muting alerts. Another way is to change your status to ‘Do not disturb’ on your various communications platforms.
Useful Productivity Hacks

• **Start earlier**
  Not easy, but simple and effective. From Richard Branson to Michelle Obama, high performers are often also early risers. Whether it’s to fit in a morning workout or an extra hour of distraction-free work, getting up early means you literally get a head start in the day on almost everyone else.

• **Breathe**
  With increasing workloads, varied work, colleagues in multiple time zones and devices pinging all around us, it’s no wonder we’re a more stressed workforce than any before. We need simple ways to decompress. Breathing is the simplest. If you feel your mind buzzing with too many things and it’s spinning out of control... focus on your breath and try to slow your breathing down a little. Just 90 seconds can be enough to get you out of the cycle of automatic negative responses and the resulting physiological reactions. Better still, find 10-15 minutes a day to meditate. Amongst many other things, meditation helps us to gain better control of our mental meanderings and leads to happier, more useful and more productive thoughts. Try the Headspace app.
Useful Productivity Hacks

• **Shorter meetings**
  An hour is a nice, round number but that’s about all it has going for it as a universal time allocation for gatherings. Parkinson’s Law says “work expands to fill the time available for its completion” so if we set aside an hour for every meeting, the meeting will take that time, though we won’t necessarily get more done than if we had allocated it less time. So, the advice is to either vary meeting length depending on the agenda (and of course sometimes 60 minutes will be right!) or to universally apply a shorter time, e.g. 30 or 45 minutes. This forces everyone to get the most out of the time you have.

• **Single-tasking**
  Do one thing at a time. Do NOT multitask. This is very difficult. Even if you minimize distractions from devices, tech etc., there are still your dear colleagues who may approach you. And even if you can isolate yourself from them, there are still the swirling thoughts in your mind! You’re writing a report, but your brain keeps reminding you of that task your boss gave you before lunch and that just triggered a series of thoughts about your last review. It happens to all of us, so don’t beat yourself up too much when you get distracted. Just always be clear about what single task you are supposed to be doing (e.g. have it written somewhere) so you can get back to it as quickly as possible post-distraction.
Useful Productivity Hacks

• **Sounds & music**
  Research proves that people who listen to music generally finish their tasks faster and are better at generating good ideas in comparison to those who don’t listen to music. However, pop music interferes with information processing and reading comprehension, so be selective with what you listen to while working and save the top 40 chart bangers for non-working hours. Instead, try listening to white noise or ambient sounds, which have been proven to help with concentration. There are plenty of sound generators out there; try Noisli, a fantastic free background noise generator for both productivity and relaxation. Great when you need to block out a noisy environment.

• **80-20 rule**
  Also known as the Pareto Principle, this rule states that that across all industries, activities and contexts, 80% of results come from 20% of causes – e.g. 80% of sales come from 20% of clients; 80% of software problems are caused by 20% of bugs. When it comes to your work, target the 20% of tasks and actions that will get you 80% of your results, and you’ll have turbocharged your effectiveness with less effort, minimizing time wasted on low-yield activities.
Useful Productivity Hacks

• Sleep
We all know sleep is holy, essential for the proper running of every bodily function. Sleep deprivation raises stress hormones, and wrecks your ability to concentrate, control impulses, emotionally regulate, retain information, and basically everything important for productivity, and functioning as a human being in general. Do your health as well as your work a favor, and get a proper night’s sleep, every night.

• Run meetings well
More often known as time-wasting, sleep-inducing group torture sessions, meetings are frequently badly run. It’s a lose-lose and a waste of everyone’s time. However, if run effectively, meetings can be a powerful tool for team motivation, morale and (you guessed it) productivity. Set a clear agenda for the meeting, and set goals at the end with clear assignments, so everyone knows what they need to do by the next meeting. You can also banish devices, send out important information in advance, be more selective about attendees, and merciless with timekeeping.
Useful Productivity Hacks

- **Batch similar tasks**
  Jumping from one disparate task to the next is inefficient and wastes precious brain juice as your mind scrambles to grasp each new task randomly thrown its way. Minimize this by batching together similar tasks, so your brain can more easily focus on something specific and has less adjusting to do as you move from one thing to the next.

- **Fewer meetings**
  While there’s no denying the necessity for meetings, they are a frequent productivity drain. Minimize this by simply having fewer. This will free up time in your calendar for productive work and force the meetings you DO hold to be more focused and efficient.

- **Focus on outcomes**
  This is a little mind hack you can employ with yourself to laser-focus your efforts and keep you motivated when the going gets tough. Think about the end goal of what you are trying to achieve, rather than on the “how” and all the tasks along the way. That way you’ll get clarity on what you are really working for.
Useful Productivity Hacks

• **Effective above efficient**
Before getting efficient, first prioritize effectiveness. Efficiency allows you to do something quickly and well, but effectiveness determines what you choose to do in the first place and how well you do it. It’s no use being hyper efficient at a task that has little to no effectiveness when it comes to achieving your goals. Decide on what is effective first. And carrying out a dry/quick-&-dirty/rehearsal version of the task, be it a draft, a sketch or a prototype, will help immeasurably with the quality and effectiveness of your final output. No one gets it 100% right the first time.

• **Delegate**
Only do the work that only you can and delegate the rest wherever possible. Try outsourcing to others who have the relevant skills and can do it faster and better than you. Trust your colleagues to do things, rather than micro-managing every task. This will empower them, and free you up to do what you do best.
Useful Productivity Hacks

• **Time yourself**
There’s nothing like a time limit to spur you on to get more done. Setting yourself time limits on your tasks, and then timing yourself while doing them, will inject a sense of urgency. Even if the deadline is entirely self-imposed and nobody else knows about it, it will still have the effect of urging you on. And shortcuts (worth learning, for programs like Excel, email, etc.) can save minutes each day, adding up to entire days saved over a career.

• **Be positive**
There is a direct link between self-control and positivity. Think about it: are you more likely to cave in and eat an entire pack of cookies while wallowing in your feelings and procrastinating when you’re feeling positive about life, or when you’re sad and needing comfort? The more positive your mood, the easier it is to exercise self-control and focus on the tasks you need to complete. Do what you need to do to stay positive.
Useful Productivity Hacks

• **Follow up after meetings**
  After a meeting, having a clear list of actions which are assigned to specific people with set deadlines is essential to ensuring things move forward. It’s worth having someone responsible for keeping track of and chasing these tasks, to ensure they get done before the next meeting.

• **Drink water**
  It hydrates your body and fuels your mind. So simple, yet something many of us fail to do. Being well hydrated promotes better focus, energy levels, and sleep. Aim for 8 cups a day. If you’re forgetful, the iDrated app will monitor how hydrated your body is, keep track of the last time you had a drink of water, and tell you when you are due to drink again, allowing you to keep track of your daily water intake. No excuses now!

• **Make a public commitment**
  Simply telling someone else about a task makes you more likely to do it. Once made public, a mix of pride, shame and sense of responsibility will keep you on track to fulfill a commitment more than a promise you’ve merely kept to yourself.
Useful Productivity Hacks

• **Acknowledge your success**
  While it’s important to keep looking forward and barreling toward your goals, it’s equally important to take a moment and acknowledge the things you have already accomplished. Give yourself a little pat on the back! By recognizing the fruits of your efforts, you will keep yourself motivated, which will in turn ensure you continue to achieve your goals.

• **Be realistic**
  Perfectionism is enemy to productivity. In setting goals, we should choose ones that stretch us but that still reside in the realm of possibility. Having goals that are too lofty will demotivate us because we won’t really believe we can achieve them (with reason) and can harm our progress. Instead, setting goals that are realistic will give us more incentive to pursue them, and allow us to enjoy the success of completing them.
Useful Productivity Hacks

• **Drink coffee responsibly**
Caffeine is a powerful stimulant that, when properly employed, can up our energy levels and productivity game significantly. Get too reliant, however, and it’ll be as bad as any addiction, with lessened effect. Dose strategically between 09:30-11:30 AM and 1:30-5:00 PM, when your body’s cortisol levels drop, and you will most benefit from a boost.

• **Just start**
Don’t sit around and wait for great things to happen to you! Starting a task can be the most daunting part, and we end up wasting time procrastinating and worrying about what could go wrong. Often, we just don’t want to get going. The secret to getting start-ed is ensuring you have broken your large, overwhelming tasks into small manageable chunks and then getting to work on the first one.
Useful Productivity Hacks

- **Use your commute**
  Ahh the commute. The bane of every office worker’s life. This is essentially dead time, but you can utilize this to get more things done. Rather than staring bleakly into someone’s armpit on the crowded train, harness this time to learn, read, work, meditate. If you have a half-hour commute, that’s an hour every day that can be spent on any of the above.

- **Unplug**
  It is far too easy to get pulled into checking work emails at home, or even on the way home on your phone. This age of constant connectedness creates a pressure to always be productive, making unplugging a challenge. Ironically, unplugging is essential for optimal productivity. When you’re away from work, over evenings and weekends, make the effort to fully unplug and give your attention to your family, loved ones, and leisure time. This is the only way to guarantee that you’ll return to work replenished and ready to take on anything.
Useful Productivity Hacks

• **Hard stuff first**
  Wherever you can (while allowing for deadlines), prioritize the hardest tasks. It might be the opposite of what you want to do – it’s so satisfying powering through all the easy and enjoyable tasks to give us a false sense of accomplishment. But by chipping away at the hard and unpleasant ones first, you’ll get a greater sense of satisfaction in the long term and boost your spirits and self-confidence. This also leaves the nice things to do at the end of the day when your energy levels are probably lagging, and the last thing you want to do is face a horrible task.

• **Deprioritize the non-essential**
  Sounds pretty obvious, but non-essential emails need to drop down the list of priorities, if not fall off it entirely.
Tackling the Unsolvable Problem:
The Bottomless E-mail Box

Illus. by Glenn Harvey;
article by Brian X. Chen
### The Basics

<table>
<thead>
<tr>
<th>E-Mails</th>
<th>Paper</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. To-Do List*</td>
<td>Outlook Task List</td>
</tr>
<tr>
<td>2. Reference File</td>
<td>iManage Work or Outlook Folders</td>
</tr>
</tbody>
</table>

*Don’t use the following as your “To Do” list:

- E-mail Inbox
- Physical Inbox
- Desk
- Your Brain

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Two Main Questions to Ask

- ... for every e-mail and every piece of paper:
  1. Do I need to do something?
  2. Do I need to keep this?
For Every E-mail:

1) Respond Now
2) Task List
3) Calendar

Do I need to do something?

4) File

Do I need to keep this?

5) Delete

If the answer to both is “no,” delete the e-mail.
1. Respond Now

Follow the **Two-Minute Rule** to decide whether to respond immediately.

But, before hitting “Send,” think about the two basic questions:

*After I hit “Send” …*

- Will I need to do something?
- Will I need to keep my reply?

If “yes,” first **bcc: yourself**, then send.
2. Task List

1) Copy e-mail
2) Drag e-mail to Tasks Icon:
3) Paste e-mail into Task
4) Need to file original e-mail?

TIPS:
“W/F …” (waiting for)
Assign Task to just one Category.
Can use Tasks as project files/folders.
3. Calendar

1) Copy e-mail
2) Drag e-mail to Calendar Icon:
3) Paste e-mail into Calendar Entry
4) Need to file original e-mail?

TIPS:

Put only “hard” dates into Calendar.
Can use Calendar events as project files/folders.
4. File

For client/matters, use your company-provided system.

For personal, use Outlook Folders.

TIPS: Room of Requirement

*Never* file an e-mail without creating a Task if there is an Action Item attached to the e-mail.
5. Delete

1) Respond Now
2) Task List
3) Calendar

Do I need to do something?

4) File

Do I need to keep this?

5) Delete

“Ah, didn’t that feel good?”
My morning routine (most days)

1. Rise
2. Hygiene stuff & things
3. Check email for emergencies
4. Drink 1 glass of water
5. Work out (only if I have evening commitments)
6. 5 Minute Meditation + morning coffee
7. Breakfast (must have protein) + Vitamins
8. Review calendar and any changes
9. TO-DO list
   i. What MUST be done (top 3 items)
   ii. What CAN be done
   iii. What requires RESPONSE
10. Complete most difficult tasks first (based on my chronotype)

Outlook Task List

Your “Everything” Dashboard

- Make new Tasks after every meeting, conference call, deposition, etc.
- Make a new Task every time you promise to do something for anybody.
- Empty your brain into your Task List!

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Personal Morning Routine

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Outlook Task List

Useful Categories

- **Today
- *This Week
- Business Development
- Home
- Office Detail
- Personal
- Reading List
- Shopping List
- Things to Do in Retirement (Bucket List)
- [Client/Matter names]
- [Committee names]
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Outlook Task List

When to Check?

Schedule for checking your Task List:

- **Once a week** review your whole list
  - Decide what needs to be added to *This Week
- **Once a day** review *This Week
  - Decide what needs to be added to **Today
- **A few times a day**, review **Today
  - Knock things off of your To-Do list

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Outlook Task List

Other Tips

It’s okay to put “Respond to E-mail” as a Task.

W/F (WAITING FOR …)

Multi-step Projects:
1. Put each step in body of your Task
2. Cross out steps as accomplished
3. Then put the next step in the Subject line
Personal Morning Routine

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Paper

• The things you’ll need to get:
For *Every Piece of Paper on Your Desk*:

1) Respond Now
2) Task List
3) Calendar

Do I need to do something?

4) File

Do I need to keep this?

5) Toss it

If the answer to both is “no,” discard/shred/recycle.
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File

- No file too small: Create a file folder for a single piece of paper.
- Alphabetize in straight run or by cases/matters.
- File folders > Redwells > Boxes
- Remember the “Room of Requirement” Rule.
Morning Routine

Develop a morning (and daily) routine to set you up for success!

Tony Robbins model:

1. “Hour of Power”
2. “Thirty Minutes to Thrive”
3. “15 Minutes of Fulfillment”
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Rule 1.4: Communications

Attorney-Client Relationship

a. A lawyer shall:
   • promptly inform the client of any decision or circumstance with respect to which the client's informed consent, as defined in Rule 1.0(e), is required by these Rules;
   • reasonably consult with the client about the means by which the client’s objectives are to be accomplished;
   • keep the client reasonably informed about the status of the matter;
   • promptly comply with reasonable requests for information; and
   • consult with the client about any relevant limitation on the lawyer's conduct when the lawyer knows that the client expects assistance not permitted by the Rules of Professional Conduct or other law.

b. A lawyer shall explain a matter to the extent reasonably necessary to permit the client to make informed decisions regarding the representation.
Productivity Methods

1. Batching
2. “Pomodoro” Method
3. “Ivy Lee” Method
4. “1 3 5” Rule
5. Time Blocking
6. Chronotypes

My personal combination of productivity methods: batching, “1 3 5” rule, and time blocking scheduled according to my chronotype.
Productivity Planners

1. Passion planner
2. Panda planner
3. High performance planner
4. Legal pad :)

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Questions?

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