

ARE YOU **READY** FOR
PRACTICE GROUPS?

SOME DIAGNOSTIC QUESTIONS

1. In our firm, practice groups function effectively as well-coordinated teams.
2. "Partner-level" individuals in our firm feel that they receive effective coaching to help them succeed.
3. Our groups have a clear, articulated strategy (not just a budget) for how they are going to make themselves more successful over the next year.
4. Members of our groups (apart from the group leader) have a clear understanding of their rights and obligations as group members and how they are expected to function together.
5. Members of our groups have a clear understanding of their group's purpose and the benefits their group is aiming to create.
6. Every group in our firm holds meetings on a regular basis, at least monthly.
7. In our groups, when members commit to a task, it is almost always done (people do what they say they are going to do.)
8. Our group leaders were chosen primarily for their interpersonal skills in coaching, influencing and motivating others (rather than things like business getting, technical excellence, seniority, or financial skills).

9. Group leaders in our firm have a *written* outline of their authority, responsibilities and specific objectives; a clear indication of what the firm leadership expects of them; and are fully conversant in how they will be measured.

10. In evaluating and rewarding group leaders in our firm, their group's results carries more weight than their individual, personal performance.

11. We have provided training to our group leaders in how to be an effective coach, (or manager or leader.)

12. The senior management in my firm has clearly articulated the importance of having strong groups and actively encourage everyone to participate.

13. What percentage of the individuals in your group(s) are actively working on a personal development plan to build their skills and help make themselves more valuable to clients?

14. What percentage of their total work week do group leaders in your firm devote to group leadership activities (as opposed to their personal practice?)

15. Of the time that group leaders spend on group leadership activities, what percentage of that do they spend one-on-one with individual group members, serving as coach, to help them develop themselves and their practice?