



## Leading Client Engagement and Business Development – Self Analysis Healthcheck



PACE Healthcheck on leading client engagement and business development – self analysis		Not like me at all <span style="float: right;">Just like me</span>								
1	I add real value to the business development and client engagement efforts of all of my team members	1	2	3	4	5	6	7	8	9
2	If my team had the choice of who should provide them with leadership input into their business development efforts they would all choose me	1	2	3	4	5	6	7	8	9
3	My team and I have a clear and agreed vision for the office/sector/business which drives our client engagement and business development actions and priorities	1	2	3	4	5	6	7	8	9
4	The team has very clear result targets. Each person's business and client development efforts are directed towards the achievement of these targets	1	2	3	4	5	6	7	8	9
5	All of the team have clear and agreed action plans designed to ensure the achievement of their targets. These action plans are specific and have clear measures and review dates	1	2	3	4	5	6	7	8	9
6	I have an accurate understanding of each of my team members' knowledge, skills, confidence and motivation in the different elements of their business development roles	1	2	3	4	5	6	7	8	9
7	I am flexible in the way I lead each of the people in my team in their client development actions – based on their needs	1	2	3	4	5	6	7	8	9
8	I manage to invest the 'right' amount of time in leading and managing each person. I maintain this investment even when we are all busy	1	2	3	4	5	6	7	8	9
9	I manage to get the right balance between my leadership input and my management input to the team and each individual	1	2	3	4	5	6	7	8	9
10	I have a set of planning and management tools that enables me to manage my people's business development and client management efforts as effectively as we manage client delivery	1	2	3	4	5	6	7	8	9
11	I provide the right level of direction and support to individuals in my team. This depends on each person's capability, confidence and commitment in each element of their business and client development roles. I don't interfere and I don't ignore	1	2	3	4	5	6	7	8	9
12	I understand the specific barriers my people face in making the time to invest wisely in business development, and I am able to help them to overcome these barriers	1	2	3	4	5	6	7	8	9
13	I understand my people's fears and concerns when it comes to winning work and developing clients. I am able to help them overcome these challenges	1	2	3	4	5	6	7	8	9
14	Each of my people has a tailored plan designed to improve their knowledge, skills, confidence and motivation in all elements of their role in client engagement	1	2	3	4	5	6	7	8	9
15	I understand what makes each of my people tick. I am able to use this understanding to maximise and sustain their motivation towards business and client development	1	2	3	4	5	6	7	8	9

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16	The way I plan business development with each member of my team is of great value to each person and is very effective in ensuring actions are carried out and results are achieved	1	2	3	4	5	6	7	8	9
17	I understand what best practice in business and client development looks like. This enables me to coach my people in this element of their role	1	2	3	4	5	6	7	8	9
18	I observe my team members in business development situations and, by doing so, I identify specific areas of strength and weakness in their approach	1	2	3	4	5	6	7	8	9
19	I am able to give useful feedback to my team members on their capability in business development. This feedback is very valuable to them and is effective in helping them to improve	1	2	3	4	5	6	7	8	9
20	I review my team members' progress in business development regularly and effectively. This means all plans are 'live' and up to date.	1	2	3	4	5	6	7	8	9
21	My team works <i>as a team</i> in helping and supporting each other in business development and client management	1	2	3	4	5	6	7	8	9
22	My people focus their efforts where they will have the greatest effect on the business development success of the team	1	2	3	4	5	6	7	8	9
23	I am confident that the team is (and individuals are) putting the right amount of effort into business and client development	1	2	3	4	5	6	7	8	9
24	I am confident that my team's business development and client management efforts are not 'crowded out' by their client delivery responsibilities	1	2	3	4	5	6	7	8	9



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