



Leading Client Engagement and Business Development – Team Members Healthcheck



PACE Healthcheck on leading client engagement and business development – team members		Not like me at all Just like me								
1	My Partner/leader adds real value to my business development and client engagement efforts and those of all of my colleagues	1	2	3	4	5	6	7	8	9
2	If I and my colleagues had the choice of who should provide us with leadership input into our business development efforts we would all choose our current leader	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	Each individual in the team has very clear result targets. All of our 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	My leader has an accurate understanding of my knowledge, skills, confidence and motivation in the different elements of my business development roles	1	2	3	4	5	6	7	8	9
7	My leader is flexible in the way he/she leads each of the people in my team in their client development actions – based on our needs	1	2	3	4	5	6	7	8	9
8	My leader manages to invest the 'right' amount of time in leading and managing each person. He/she maintains this investment even when we are all busy	1	2	3	4	5	6	7	8	9
9	My leader manages to get the right balance between his/her leadership input and his/her management input to the team and each individual	1	2	3	4	5	6	7	8	9
10	My leader has a set of planning and management tools that enables him/her to manage our business development and client management efforts as effectively as we manage client delivery	1	2	3	4	5	6	7	8	9
11	My leader provides the right level of direction and support to individuals in the team. This depends on each person's capability, confidence and commitment in each element of their business and client development roles. He/she doesn't interfere and doesn't ignore	1	2	3	4	5	6	7	8	9
12	My leader understands the specific barriers we face in making the time to invest wisely in business development, and he/she is able to help us to overcome these barriers	1	2	3	4	5	6	7	8	9
13	My leader understands our fears and concerns when it comes to winning work and developing clients. He/she is able to help us overcome these challenges	1	2	3	4	5	6	7	8	9
14	Each of the people in my team 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	My leader understands what makes each of us tick. He/she is able to use this understanding to maximise and sustain our motivation towards business and client development	1	2	3	4	5	6	7	8	9
16	The way my leader plans business development with each member of his/her 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	My leader understands what best practice in business and client development looks like. This enables him/her to coach us in this element of our role	1	2	3	4	5	6	7	8	9

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18	My leader observes us in business development situations and, by doing so, he/she identifies specific areas of strength and weakness in our approach	1	2	3	4	5	6	7	8	9
19	My leader is able to give useful feedback to us on our capability in business development. This feedback is very valuable to us and is effective in helping us to improve	1	2	3	4	5	6	7	8	9
20	My leader reviews our 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	The people in my team 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	My leader is 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	My leader is confident that our business development and client management efforts are not 'crowded out' by our client delivery responsibilities	1	2	3	4	5	6	7	8	9



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