

# Leading Business Development Healthcheck

Research into how well firms provide their fee earners with effective and motivational leadership in their business development, client management and sales efforts

PACE Healthcheck on leading business development		Just like us	Somewhat like us	Not really like us	Not like us at all
1	Our senior management view the effective leadership of business development as vital to the success of the firm.				
2	Success in leading and managing the business development efforts (and BD success) of colleagues is recognised and properly rewarded within the firm.				
3	Senior management ensure that enough high quality (fee earner and BD team) resource is dedicated to the management and leadership of the business development efforts of fee earners.				
4	Senior management of the firm provide business development leaders with the support, leadership and resources necessary for them to excel at this role.				
5	The right people – the ones who can make the biggest positive impact on the success of other fee earners - are chosen to be business development leaders in our firm.				
6	BD leadership is not the sole responsibility of the BD and Marketing team. BD Professionals, Partners, Directors and other fee earners all play their part.				
7	The firm understands the characteristics of great business development leaders and the skills they need to succeed. Just being successful at BD in their own right is not seen to be enough.				
8	We provide excellent training and coaching for our BD leaders.				
9	BD leaders have regular BD planning meetings with fee earners – these happen as frequently as necessary to maintain momentum for each individual.				
10	BD leaders help their team members to plan both the <i>results</i> those individuals need to achieve and the specific <i>actions</i> they will take to achieve them.				
11	BD leaders use practical planning ‘tools’ and ‘processes’ for leading others’ efforts in new business development and client management. Robust, creative and detailed plans are developed and agreed with each person.				
12	BD leaders provide the appropriate support to each individual’s BD plan - based on that person’s level of knowledge, skills, confidence and motivation in the relevant areas of business development. The leaders’ input is tailored to the specific needs of each person.				
13	BD leaders understand in detail the skills needed for success in business development. They do not rely on their own ‘opinions’ or focus solely on what has ‘worked for them’.				
14	BD leaders understand in detail the specific BD strengths and weaknesses of each individual in their teams.				
15	BD leaders have strong coaching skills. They are skilled in building confidence and skills in other individuals, and in helping them to achieve success.				
16	BD leaders have the time, motivation and resources necessary to ensure they provide the ‘right’ amount of (sustained) coaching input to each individual.				
17	BD leaders really understand what motivates (and demotivates) each specific person they are leading. They use this understanding to make sure their input is as inspiring and motivating as possible for each person.				
18	BD leaders know how to maintain each person’s motivation and enthusiasm through the ‘tough times’ and through the inevitable time lag between the efforts they put in and the results that BD activity will bring.				
19	BD leaders are good at giving recognition to those for whom it is important.				

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20	BD leaders achieve the right balance between motivation and direction in a way that maintains momentum, enthusiasm and effort.				
21	BD leaders help to ensure fee earners select, target and approach the 'best' target clients for the firm.				
22	BD leaders help fee earners to build the strongest possible reputation for themselves, and for the firm as a whole, in the minds of key people in their 'best' target clients.				
23	BD leaders help fee earners to plan the tactics and actions that will help them to sell their services to high quality new clients and to win new opportunities from their existing clients.				
24	BD leaders help to build all the skills necessary for success in winning new work - including skills in building relationships, networking, 'courting' new clients, pitching, proposing, negotiating and winning specific pieces of work.				
25	BD leaders attend BD / client meetings – and other BD opportunities - with team members on a regular basis to observe them 'in action'.				
26	In joint meetings BD leaders resist the temptation to 'jump in and take over' the meeting – even if they are the more senior and experienced professional present.				
27	BD leaders are skilled at observing an individual in a BD / client meeting and identifying 'good' and 'bad' in the way they handle the meeting. They know what they are looking for.				
28	BD leaders are skilled at – and focus on - coaching improvement after every joint client / BD meeting.				
29	BD leaders review progress in their colleagues' business development plans on an appropriate and regular basis.				
30	<b>Results</b> , business development <b>actions</b> and improvements in business development <b>knowledge</b> and <b>skills</b> are <i>all</i> reviewed and monitored.				
31	Efforts put into reviewing business development help to build and sustain motivation and momentum – these efforts are not seen as 'policing'.				
32	The efforts of BD leaders – and their impact on the firm's BD efforts, capabilities and results - are also reviewed and rewarded appropriately by the firm.				



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