

Polling Questions

1. Our Practice Group Leaders were *chosen* primarily for their interpersonal skills in coaching, influencing and motivating others (rather than things like seniority, rainmaking, or being the leading luminary in their field)?
2. Practice Group Leaders in our firm have a *written* outline of their authority, responsibilities, a clear indication of what firm leadership expects of them, and are fully conversant in how they will be measured?
3. Practice Group Leaders in our firm have been given specific expectations for how many *non-billable* hours they are required to spend managing and held accountable to invest those hours?
4. Every Practice Group Leader in our firm has chosen *one core* group (and only one) to be an active member in and to which they commit their non-billable efforts?
5. Every Practice Group in our firm has developed written, *sensible guidelines* outlining what partners have a right to expect of each other and how they will operate as a group (such as trivial issues like how we treat each other, how we run meetings, how we make decisions, how we deal with conflicts, etc.)?
6. In our Practice Groups, when members *commit* to a task, it is always done (people do what they say they will do)?
7. In evaluating and rewarding Practice Group Leaders, their *group results* carry more weight than their individual personal performance?