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# Must-do Tips No 71 - Introducing Master Classes: Plus A "Best of" Tips

If you are a regular Must-do Tips reader, you'll know that each month we give you three helpful tips, and that's all. However, this month we're breaking the mould - but only because you've asked us to. Recent feedback from MDTs has been all around requests for focused, pithy training along the same lines as the tips. So this is what we've done.

## Tip 1 – ravage rotten leadership

...which is where the best-laid plans can often fail. Typically, this is seen in partners who sign up to the CRM or BD initiative and then, by their every (in)action, show that they do not believe in it or want it. Everybody else takes their lead from them and that's it. Until the self-same partners then take the time to diss the initiative publicly for its "lack of achievement".

Such dysfunctional behaviour is beloved of some. Tune your radar, seek out these saboteurs and exclude them wherever possible. Choose instead your advocates and their clients for the initiative....and make sure that you trumpet their successes loudly.

(This tip first appeared in Must-do Tips No 32 - Seeing CRM Work)

## Tip 2 - we are the champions?

It may have been OK for Queen to warble this in front of ecstatic rock concert-goers in the 80s, but it is the kiss of death for your client pitch if partner x declares blithely in the document or presentation that you are "the best". Most clients are looking for relevant evidence of quality and differentiation...not meaningless superlatives. So don't let them get away with it!

(This tip first appeared in Must-do Tips No 20 - Three Things They Hate About Tenderers)

## Tip 3 – achievement, not CPD points

This is one for readers who want to see real, positive changes in behaviour for client-facing and other professionals. Sticking our necks out (not very far!), we would say that the majority of training and development conducted by professional firms in non-technical areas like selling skills still concentrates on **inputs** not **outputs**. In other words, there are no substantive links made between what participants do in the training room and what they do subsequently as a result in their 'day job'. So don't be surprised if NOTHING is what you get from many for this investment. Still...it was worth a few CPD points wasn't it?

At the very least, every intervention should contain clear, unambiguous commitments to action for each participant that feed into the firm's performance management system, against which they are made responsible and accountable.

(This tip first appeared in Must-do Tips No 17 - Festive Festerings)

We now have some 20 workshops available as off-the-shelf Master Classes: and as tailored Bespoke courses. These are in three main areas - **Business Development, Client Relationship Management and Leadership & Management** - and cover everything from the *Fundamentals of Practice Development, The Art of Cross Selling and Good Fee Negotiation to Professional Appraisals and Handling Difficult Situations & People*. A comprehensive, non-technical development resource. To find out more, just go to <http://www.peoplescope.com/training-programme.php>.

We are also often asked for a selection of the best tips from the MDT back catalogue. So, in the same spirit, this month we have chosen three examples that we think are some of the most helpful to professionals. As ever, we hope that you enjoy and find them useful.

You can tap into help on how to survive the downturn via **Business Development in Recession**. This article series is available **free** to view and download at [www.peoplescope.com/articles.php](http://www.peoplescope.com/articles.php). Also to access for free, we have a wide selection of the previous 70 issues of Must-do Tips offering practical, real world advice: just go to [www.peoplescope.com/must-do-tips.php](http://www.peoplescope.com/must-do-tips.php).

For fuller information on us, what we do, and who we work with, go to our website at [www.peoplescope.com](http://www.peoplescope.com).

We welcome feedback on what you think about "Must-Do Tips". If you like it hit 'Reply' and tell us specifically what you have enjoyed. If there is a topic or issue that you would like us to cover what is it? And if there is something that annoys, tell us too! We want to improve.

Finally, if you do NOT wish to receive "Must-Do Tips", [unsubscribe]click here to unsubscribe[/unsubscribe]. Or press 'Reply' and type 'Unsubscribe': we will do exactly that.

Best regards.

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