

# Must-do Tips No 89 - Client Focus for Young Professionals: Part 2

Last month we gave you three practical things for partners and/or other senior professionals to do that will help create the rainmakers of your firm's future.\* It's a big subject so here are three more. Package them up and you have a mandate for effective action.

In next month's festive issue, we will publish our annual round-up of the most amusing and instructive stories of professionals at work and play.

\* If you missed it, go to [www.peoplescope.com/must-do-tips/PLSmdt88clientfocusyoungprofspt1.pdf](http://www.peoplescope.com/must-do-tips/PLSmdt88clientfocusyoungprofspt1.pdf).

## Tip 1 - analyse, agree, act

Sometimes the development of less experienced fee earners - especially in non-technical areas like Business Development - can seem haphazard...because it is. Despite the increasing prevalence of career competencies and other definitions of required behaviours in this area, a disjoin occurs when it comes to their application. The solution lies largely in supervising partners and seniors **actively managing** the BD performance of their teams.

This means having: 1) a clear understanding of the behaviours that they are looking for in each individual; 2) an ongoing dialogue throughout the year (not just at appraisal!) with said individuals about your expectations of them in BD; and 3) making the time to observe - either in person or via others - how each junior professional actually performs, and providing help and guidance as appropriate (see Tip 2 on Mentoring from last month).

## Tip 2 - encourage and network support

Just as your young professionals are the potential partners of the future, so are their contacts the potential client decision-makers of the next decade and beyond. This means that they need to be making connections NOW. We see the more enlightened and entrepreneurial firms embrace this observation by positively encouraging their young professionals to develop their own networks: allowing them the time and budget to invest in their and the firm's client futures. Wisely guided, this can deliver jam today (as well as growing fruit for tomorrow).

## Tip 3 - ask their view!

The traditional manner in dealing with junior professionals used to resemble Victorian attitudes to children - they should be seen but not heard. By doing this, firms lose out on the hidden value that exists in the cadre of bright young people that is now being carefully recruited to have commercial as well as technical flair.



From trainee upward, junior professionals are far savvier, up-to-date and in touch with what is happening today. This information can be extremely useful, especially when dealing with contemporary client or prospective client issues: so, for example, when you involve a junior member of the team in such a pitch, remember to ask for their views on how your proposal will play with the client's perspective. You might be pleasantly surprised with the insights you get!

**We offer training programmes for business development and client management that provide junior professionals with a comprehensive grounding in these important disciplines. To find out more, just go to <http://www.peoplescope.com/training-programme.php>.**

In addition, we have a wide selection of previous issues of Must-do Tips offering practical, real world advice at <http://www.peoplescope.com/must-do-tips.php>, plus in-depth articles on the key commercial issues for professional firms at <http://www.peoplescope.com/articles.php>. All these are free to access.

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Best regards.

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