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If you manage a company you have huge influence over its success.

Great managers deliver more sales, bigger profits and lower staff turnover.

The fact is that you are only as good as your team.

In their book, *First Break All the Rules*, authors Buckingham and Coffman report on Gallup Inc and how they researched what makes a great manager.

Gallup Inc. found 12 questions that employees answered captured the most important information about whether management of a company is good or bad.

**Employees that gave a more favourable response worked in higher performing companies.**

These are the questions that employees answered and accurately reflected management and company performance.

- 1 Do I know what is expected of me at work?
- 2 Do I have the materials and equipment I need to do my work the right way?
- 3 At work do I have the opportunity to do my best, every day?
- 4 In the last 7 days have I received recognition for doing work well?
- 5 Does my manager or supervisor seem to care about me as a person?
- 6 Is there someone at work who encourages my development?
- 7 At work do my opinions seem to count?
- 8 Does the mission or purpose of my company make me feel my job is important?
- 9 Are my co-workers committed to doing quality work?
- 10 Do I have a best friend at work?
- 11 In the last six months has someone at work talked to me about my progress?
- 12 This last year, have I had opportunities to learn and to grow?

These questions were answered by 105,000 employees in 250 business units in 24 different companies.

With this research they then went on to find the good managers and interviewed 80,000 highly rated managers. Over and over again the researchers heard...

Great managers help each person become more and more of who he or she already is.

**“Manager as coach”** is how it can easily be summed up.

The process of finding the right person for the right position and then coaching them to a higher level starts with hiring. When hiring, behaviour-based questions, (tell me a time when...) can indicate natural talent and interests, (which can then be coached).

Matching the right talent to the right job can have huge results.

Perhaps you could ask your legal firm employees these 12 questions once every six months?

You'll find out any obvious improvements that managers can make.

And you'll find out what talents you have among your staff that needs to be coached and developed to maximise your success.