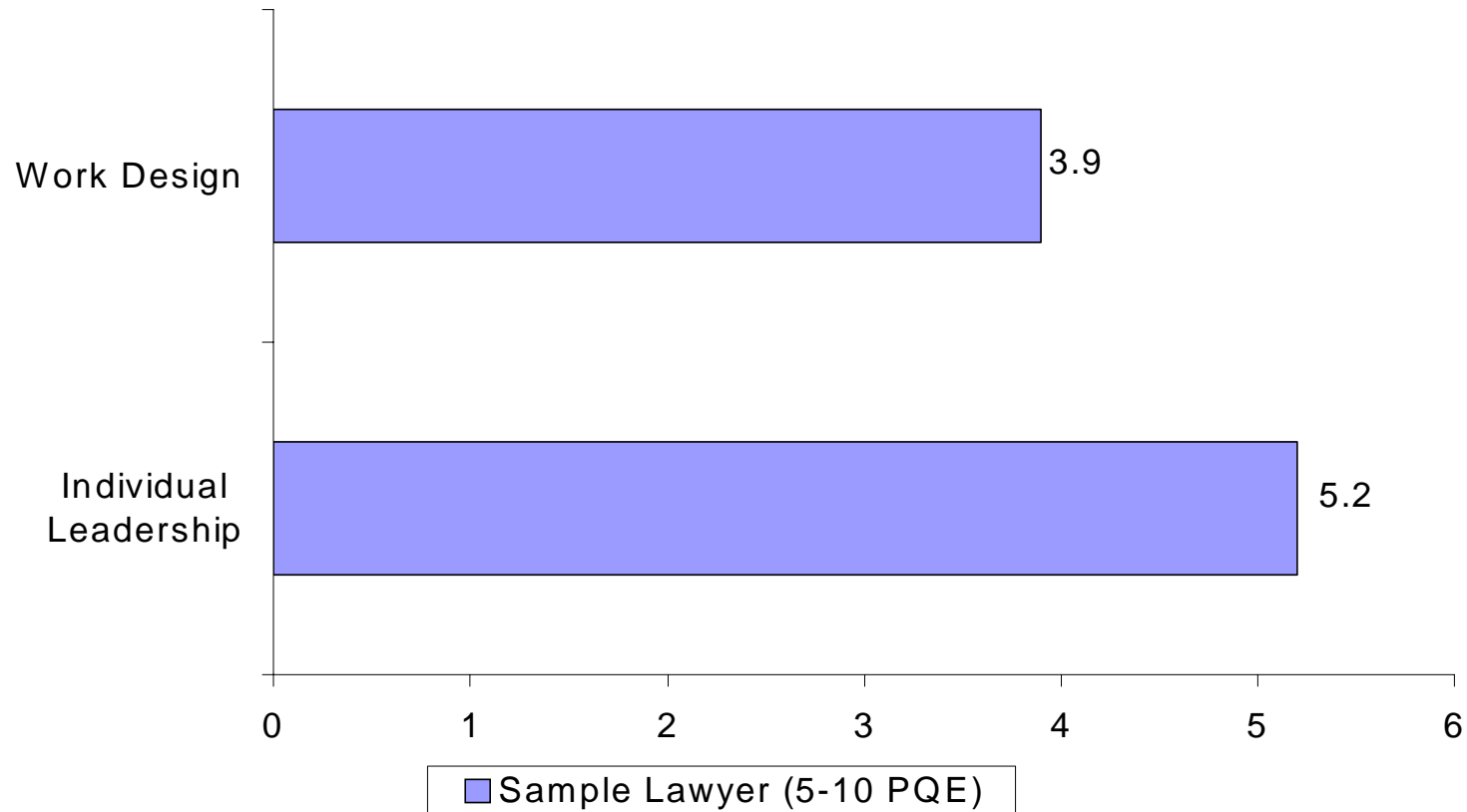


# Lawyer Work Redesign Programme – Individual Review Report

- Sample report based on review taken in July/August 2009

## Summary



## Highlights



## What the scores mean

Your **work design** score indicates the overall potential of your work for internally motivating you and improving your capability for leadership and innovation by measuring the degree to which the following characteristics are exhibited in your work:

- (1) Skill variety – different activities requiring different skills
- (2) Task identity – responsibility for a whole piece of work with a visible outcome
- (3) Task significance – impact on the work or lives of others
- (4) Autonomy – independence and discretion in scheduling and determining how to get the work done
- (5) Feedback – information about effectiveness of performance which results from carrying out the work.

Your **individual leadership** score indicates the degree to which you perform the leadership tasks of

- (1) Taking responsibility for the outcomes of your own work
- (2) Continuously monitoring your own performance
- (3) Taking corrective action at your own initiative to improve your own performance
- (4) Actively seeking from your organisation the guidance, help or resources you need to excel and
- (5) Taking the initiative to help others improve their performance and strengthen organisational performance as a whole.

## Specifically, you have indicated that ...

- Overall, the characteristics of your work require improvement in order to shape your leadership capabilities and drive internal motivation and innovation
- Although you are not given much scope to make necessary decisions concerning what work you get to do, you are still able to maintain a good degree of autonomy over the best way to get it done
- You do not have a strong conviction about the significance of your work to your firm or to society
- You do leadership work. However, as you have indicated, you are only somewhat taking the initiative to influence others and so are not practising leadership in your firm to your full capacity
- You want to participate in leadership and you have a preference for an organisational culture that accommodates self-management (task culture) but you perceive that the dominant culture at your firm is different (power culture)
- While you know the strategic direction of your firm, you're not as clear about your role in the achievement of its goals.

# What Next?

Schedule your **work redesign consultation** at <http://my.timedriver.com/557DH> to discuss the feedback from your review and start taking practical steps towards

- Understanding the strengths and vulnerabilities of your firm and identifying the significance of your role in it
- Establishing the strategic direction of your work in alignment with your firm's objectives
- Building a base from which you can influence matters of strategic significance in your firm
- Moving towards work assignments that build on that influence
- Identifying the support and resources you can draw on to improve the characteristics and quality of your work
- Taking responsibility for improving the effectiveness and viability of your firm.

## Outline of Work Redesign Consultations

### The influence consultation:

Following the review, the lawyer has an initial one-hour consultation during which he clarifies his understanding of his role in the firm and in working with others to formulate and achieve the firm's strategy and works out situations from which he can develop his influence at work. He then takes time for reflection, research and to formulate a strategy and implementation plan for influencing value creation drivers and strategic objectives and how he can draw help or guidance from others in the process.

### The personal development consultation:

Having completed the process of establishing his influence base with the plan, the lawyer has another one-hour consultation to clarify the plan and identify necessary skills and opportunities for improving the characteristics of their work. He then takes time to set out a vision, strategy and action plan for undertaking activities over a period which further enhance his leadership. These activities include client work, management work and training, acting as mentor for others, product and client development, etc.

### The round up consultation:

At the end of the planning process, a final consultation is held to review the plan and any milestones and introduce the balanced scorecard for continuous review.

To find out more about the lawyer work redesign programme go to <http://www.mbalegalpractice.com/> or contact Funmi Oyefuga at [funmi@mbalegalpractice.com](mailto:funmi@mbalegalpractice.com), on +44(0)785 260 3720 or choose a convenient time for a call you at <http://my.timedriver.com/557DH>.