CONTENTS

		Page
About the	Author and Contributors	7
Section 1-	The Foundation and Firm Structure	
1	Introduction - Get Excited About Your Job	13
2	The Role of the Practice Leader in Overall Firm Governance and Operations	17
3	The Job Description Overview – The Practice Leader's Role and Responsibilities	29
Section 2 -	- The Big Picture – Leading and Managing Your Group	
4	Leadership vs. Management	35
5	The Practice Leader as a Change Agent	41
6	Lawyer Personality Traits and Practice Group Management	51
Section 3 -	- The Nuts and Bolts of the Practice Leader Job	
7	Leadership, Communication, and Morale	65
8	Developing and Implementing a Successful Practice Group Plan	71
9	Leveraging Marketing to Accelerate Growth	89

10	Understanding Engagement	95
11	Talent Engagement and Development	101
12	Workload Assignment and Management	113
13	Intake	119
14	Financial Management	121
15	Reducing Risk	133
16	Knowledge Management	139
17	Running Effective Meetings	145
Section 4-1	Maximizing Your Performance as a Practice Leader	
18	How to Become a Great Practice Leader	153
19	The Role of Practice Group Professionals	165
20	Measuring Success of Practice Groups and Practice Management Activities	169
21	Conclusion – Evolution from Management to Leadership	177
Appendices		
1	Six Elements for Practice Group (and Practice Leader) Success	181
2	How Can Managing Partners Optimize Practice Group Leader Performance?	187
3	The Primary Organizational Models for Law Firms	193
4	Practice Group Leader Position Description	199
5	Practice Group Planning – Meeting Outline and Plan Template	213
6	Understanding the Impact of Lawyer Attrition and Taking Action	223

The Practice Group Leader's Handbook for Success | Page 5

7	Is There Any Benefit of a "Free Market" System?	229
8	Practice Group Leader Checklist	233
9	Practice Group Professionals – Background Information and Job Descriptions	237
10	Recommended Reading for Practice Leaders	267
11	A Practice Group Professional's Advice to Practice Leaders	273
12	Summary of Lessons Learned	275