

Law Firm Leadership

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Think Influence... not Position.

Real leadership is more than having authority. You can grant someone a position, but you cannot grant him real leadership. Real leadership is being the person others will gladly and confidently follow regardless of your position. Simply put, leadership is **INFLUENCE**.

How do you know if you have influence? Leadership expert John Maxwell uses this acrostic in his acclaimed book, *Becoming a Person of Influence*:

- **Integrity**—builds relationships on trust
- **Nurturing**—cares about people as individuals
- **Faith**—believes in people
- **Listening**—values what others have to say
- **Understanding**—sees from their point of view
- **Enlarging**—helps others become bigger
- **Navigating**—assists others through difficulties
- **Connecting**—initiates positive relationships
- **Empowering**—gives them the power to lead

Mark the qualities listed above that you excel in. Now list the qualities you need to work on—along with a short note on how you are going to improve in that area.

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Evaluate Your Leadership

Rate your leadership by placing the number 1, 2, or 3 next to each statement:

1=Never 2=Sometimes 3=Always

1. People seem to want to follow me.
 2. Within the context of new acquaintances, I emerge as the leader.
 3. As an elementary-school child, I was recognized as a leader.
 4. My family recognizes me as a leader.
 5. I find it easy to recruit people for volunteer projects.
 6. I feel I am understood as a leader.
 7. I have a great relationship with at least 80 per cent of the people in my firm.
 8. When conflict arises between someone in the firm and myself, I confront that person one-on-one to deal with the situation.
 9. Most of the key leaders in the firm agree with my leadership.
 10. My partners and practice group members respect me as a leader and follow my lead enthusiastically.
 11. It is easy for me to patiently listen when in a conversation, and I avoid interrupting until the other part has finished.
 12. I make mistakes, but I do not make the same mistake twice.
 13. I find it easy to relate to and connect with new people.
 14. Concerning issues that are important to me, other leaders vote in a positive and supportive way.
 15. I do not have trouble getting people to follow through with their commitments.
 16. People trust me as a person and as a leader—my integrity is unquestioned.
 17. I am definitely an encourager of people, so much that people migrate toward me in a crowd.
 18. My influence is growing.
- 50-60 This is an area of strength. Continue growing as a leader, but also ss area may not be spend time helping others to develop in this area.
 - 40-49 This area may not be hurting you as a leader, but it isn't helping you much either. To strengthen your leadership, develop yourself in this area.
 - 20-39 This is an area of weakness in your leadership. Until you grow in this area, your leadership effectiveness will be negatively impacted.

Action Steps to Unleash Your Leadership Potential

Would you consider yourself to be a leader? Whom do you influence?

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This week try to influence five people:

1. Your superior
2. A colleague on the same position level
3. A follower in your sphere of influence
4. A follower not in your sphere of influence
5. A family member or close friend

What you do to exert your influence could be as simple as suggesting where to go eat, or as important as suggesting a new project.

The measure of your success will be: Did people follow you?

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