

The Ultimate Practice Manager | Learning Objectives and Assessment tasks

Module	Core Topic	Focus Area	Learning objectives	Assessment tasks
1	The business of practice management	<ol style="list-style-type: none"> 1. Business role and responsibilities 2. Relationship with partners and colleagues 3. Your professional development plan 4. Key current areas for business focus 	<ol style="list-style-type: none"> 1. Understand and document your role and responsibilities as practice manager 2. Examine the role of business relationships in the implementation of your plans 3. Identify key areas of current business focus as a practice manager 4. Start to develop your practice management operational plan 	<ol style="list-style-type: none"> 1. Document your position description if not already in place. Review the key responsibilities you have in a 'Practice Management' role. Are you satisfied with these responsibilities? Is there anything you would like to take on or delegate to others? 2. With reference to your notes, what are the top 3 areas of focus for you personally over the next 12 months? Why are these areas of focus important to you? 3. What are the top 3 projects for the firm over the next 12 months? What is your role in implementing these projects? What challenges do you see in getting these projects completed? 4. Identify up to 3 personal, team or firm SMART actions that you can take in relation to your learnings from this module. Document in your consolidated SMART action list for ongoing review.
2	Workflow management	<ol style="list-style-type: none"> 1. Develop a workflow plan for your business 2. A focus on throughput of work 3. Workflow management and tracking 	<ol style="list-style-type: none"> 1. Understand core principles of workflow management in a technologically advanced professional services firm 2. Explore options to improve the flow of work in your 	<ol style="list-style-type: none"> 1. Ask team members for feedback on the flow of work within your firm. What's working well? What could be improved? 2. What are client expectations in relation to workflow? What can you do to improve the way you communicate with clients in relation to status of matters?

		<ol style="list-style-type: none"> 4. IT systems to improve efficiency 	<ol style="list-style-type: none"> 3. Identify software that can improve workflow in your firm 	<ol style="list-style-type: none"> 3. Identify one key area for improvement in workflow. Map out current processes and determine what needs to change. 4. Identify up to 3 personal, team or firm SMART actions that you can take in relation to your learnings from this module. Document in your consolidated SMART action list for ongoing review.
3	Client management	<ol style="list-style-type: none"> 1. Develop a client management plan for your business 2. Client engagement – scope and fee for service 3. A service quality program for your firm 4. Effective management of client issues 	<ol style="list-style-type: none"> 1. Critically review your firm’s approach to client management at a workflow and communication level. 2. Explore your firm’s approach to client engagement and review of scope and fee for service 3. Learn how to deal with client issues and queries in a proactive manner 	<ol style="list-style-type: none"> 1. Document the process of client engagement and re-engagement. What could be done to encourage more communication and real engagement with clients during this process? 2. Review your firm’s client service charter? Is it linked to specific systems, procedures or behaviours? IF you don’t have a charter, consider developing your own using the workbook in supporting resources to this module. 3. What are the top 3 issues that your firm has with managing client relationships. Ask colleagues if you are not sure. What steps can your firm take to address these issues? 4. Identify up to 3 personal, team or firm SMART actions that you can take in relation to your learnings from this module. Document in your consolidated SMART action list for ongoing review.

4	Team development	<ol style="list-style-type: none"> 1. Develop a people plan for your business 2. Structure, capacity and leverage issues 3. Learning and professional development 4. Recruitment and retention strategies 	<ol style="list-style-type: none"> 1. Explore your firm's approach to people and your role in managing this 2. Determine your firm's capacity for work and leverage of workflow 3. Review and update your firm's approach to learning and professional development 	<ol style="list-style-type: none"> 1. Does your firm clearly outline the professional development pathway for each team member? If not, what can you do to address this? 2. Calculate the capacity of your firm using either the simple or detailed method described in this module. Do you have sufficient capacity to achieve your targets in this financial year? If not, what can you do to address this? 3. Does your firm have a formal policy in relation to learning development? Determine the level of formal training you provide to team members. Is this sufficient for their professional development needs? Do they also engage in their own professional development? 4. Identify up to 3 personal, team or firm SMART actions that you can take in relation to your learnings from this module. Document in your consolidated SMART action list for ongoing review.
5	Business development	<ol style="list-style-type: none"> 1. Develop a marketing plan for your business 2. Firm branding and positioning 3. Online marketing strategies 4. Referral and networking strategies 	<ol style="list-style-type: none"> 1. Explore key initiatives for growth in professional service firms 2. Understand the value of client segmentation in identifying opportunities 3. Identify key actions that you can take in relation to marketing activities on behalf of your firm 	<ol style="list-style-type: none"> 1. Identify all the key marketing activities undertaken by the firm. Which of these are, and could be, co-ordinated by the administrative team? 2. Based on the information presented in this module, consider what steps you could take to improve the effectiveness of the firm's communication with clients and prospects. Consider the source and nature of content, the

				<p>frequency of ebulletins and targeting strategies.</p> <ol style="list-style-type: none"> 3. Design a simple monthly report to provide a summary of at least 5 key metrics to the business growth team in relation to marketing and business development activities. 4. Identify up to 3 personal, team or firm SMART actions that you can take in relation to your learnings from this module. Document in your consolidated SMART action list for ongoing review.
6	Financial management	<ol style="list-style-type: none"> 1. Develop a financial plan for your firm 2. Profit and cashflow management 3. WIP and debtor management 4. Expense management 	<ol style="list-style-type: none"> 1. Critically review your firm's approach to financial reporting and analysis 2. Consider the impact of KPIs on performance and behaviour 3. Explore key principles of effective WIP and debtor management in accounting firms 	<ol style="list-style-type: none"> 1. Document the financial and performance reports available within the firm. Are these reports (a) understood, (b) discussed and (c) utilized to improve firm performance. What needs to change to achieve this? 2. Calculate the firm's current WIP and Debtor days. Identify targets based on industry benchmark data. Describe 3 actions that the business can take to achieve the targets. 3. Identify how you measure individual performance in your firm? Are the measures appropriate for the behaviours you desire? What needs to change? 4. Identify up to 3 personal, team or firm SMART actions that you can take in relation to your learnings from this module. Document in your consolidated SMART action list for ongoing review.

7	Business planning strategies	<ol style="list-style-type: none"> 1. Develop a business plan for your firm 2. Fast track growth strategies 3. KPIs for your firm and employees 4. Getting buy-in for key projects 	<ol style="list-style-type: none"> 1. Identify the strategies and actions your firm needs to consider to achieve your business targets 2. Explore key ways to link firm, team and individual goals 3. Identify and address roadblocks to implementation of internal projects 	<ol style="list-style-type: none"> 1. Organise a meeting to (a) review your firm's current business plan or (b) develop a strategic plan to guide your business over the next 12 months. Consider what decisions require management input and what actions can be developed by the team. 2. Confirm the top 3 quantitative objectives for your firm this year? How are you planning to achieve these objectives? Are they communicated to the team? 3. Identify an important internal project that is struggling to be started or implemented. What are the key issues? What can the management team do to address these issues? 4. Identify up to 3 personal, team or firm SMART actions that you can take in relation to your learnings from this module. Document in your consolidated SMART action list for ongoing review.
8	Corporate Governance	<ol style="list-style-type: none"> 1. Management and board meetings 2. QC and risk management strategies 3. Business financial reporting 4. Succession and career development 	<ol style="list-style-type: none"> 1. Explore your firms' approach to management meetings and reporting 2. Identify key quality control and risk management issues in your firm 3. Explore your firm's approach to career development and succession planning. 	<ol style="list-style-type: none"> 1. Ask the management team for feedback on the effectiveness and value of management or board meetings in your firm? What's working well? What could be improved? 2. Does your firm have QC and Risk Management guidelines? When were they last reviewed? Are they communicated to the team? What specific actions do you want to address now in relation to business risks? 3. Document the reports that are made available to the management team for ongoing review

				<p>at a strategic and operational level. How effective are these reports in providing information to the management team. Is there anything that could be improved?</p> <p>4. Identify up to 3 personal, team or firm SMART actions that you can take in relation to your learnings from this module. Review and update your consolidated SMART action list for ongoing review.</p>
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