

Managing The Professional Service Firm David H Maister

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Leading and Managing Professional Services Firms in the Infrastructure Sector
The Oxford Handbook of Professional Service Firms
Research in the Sociology of Organizations: Professional service firms

Remaking Law Firms

Professional services firms - from the legal sector to accountancy, consulting and beyond - face increased disruption. Service delivery models are under pressure to adapt to changing client expectations. Technology offers new ways of working with clients, but changes the skills profile required of professionals, and threatens the traditional people-centred business model. The Professional Services Leadership Handbook equips leaders, and aspiring leaders, with tools and insights both to tackle these long-term disruptive trends and to maximise their firm's profitability today. Leaders of professional services firms find themselves with a daunting, but exciting, range of challenges ahead. Using practical insights drawn from experienced professional services leaders, the Professional Services Leadership Handbook explores new models and working practices to address four components of strategic leadership: clients, business, people and self leadership. It offers clear-sighted analysis of common pain points, and provides innovative solutions for dealing with them. This practical guide is designed for everyone involved in leadership decisions, whether that be a practice area, sector group, business function, or even firm-wide leadership role. It will help readers to focus their attention on the activities that will really make a difference to the success of their firm.

Strategy and the Fat Smoker

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"Author provides a roadmap for success to professional services firms looking to emulate the great firms in their industry. Covers firm strategy, the disciplines that serve as a foundation for the firm's success, key ways firms differentiate themselves, and ways to create a high-performing culture"--Provided by publisher.

Ask a Manager

We often (or even usually) know what we should be doing in both our personal and professional life. We also know why we should be doing it and (often) how to do it. Real strategy lies not in figuring out what to do, but in devising ways to ensure that, compared to others, we actually do more of what everybody knows they should do. In 18 chapters, Maister explores the fat smoker syndrome and how individuals, managers, and organisations can overcome the temptations of the short-term and actually do what they already know is good for them.

Managing The Professional Service Firm

Shows service professionals how to understand their shifting markets, organize to compete aggressively, and stimulate new business opportunities.

Excellence Now: Innovation

Spanning everything from legal firms and architects to fundraisers and dentists, the professional services industry continues to experience spectacular growth

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yet remains largely undocumented in business literature. Until now. The Professional Services Firm Bible is a sophisticated and comprehensive guide to running a highly productive professional services organization. Top consultants John Baschab and Jon Piot provide specific and sharply defined policies, practices and tools for each important aspect of managing the professional services firm, allowing you to assess current operations and develop a step-by-step plan for realizing measurable productivity improvements. Further, the book will help you improve financial performance by managing costs, getting the most from external vendors and improving revenues. The Professional Services Firm Bible is full of best practices, proven advice and practical techniques and includes a CD-ROM with customizable tools every professional services firm can use to achieve improvements. Please visit www.iig1.com and www.impactinsights.com for more information on the book and top consultants John Baschab and Jon Piot.

Winning the Professional Services Sale

"High praise for Maureen Broderick. Her book gives firm leaders a step up in competing on the global landscape." -James Turley, Chairman and CEO, Ernst & Young
"Anyone involved in the management of a professional service firm will find real value here." -David Childs, Global Managing Partner, Clifford Chance
"Maureen Broderick brings shape and clarity to the vital, but abstract, essence of professional service firms." -Ralph Shrader, Chairman and Chief

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Executive Officer, Booz Allen Hamilton "Broderick's book is filled with best practices that will help all kinds of companies-whether they are professional service firms or not-meet the challenges of doing business in the 21st century."-Ray Kotcher, Senior Partner and Chief Executive Officer, Ketchum "Every professional service partner-and aspiring partner-should read this book."-Paul Laudicina, Managing Officer and Chairman, A.T. Kearney "This comprehensive overview of best practices from the world's leading firms will resonate with leaders and managers."-Eric Friedman, Executive Partner, Skadden, Arps "The takeaways are fantastic!"-Andy Cohen, Co-CEO, Gensler "One only needs to read this book to realize that managing a professional service firm is very much an art, if not a science, worthy of its own special study and examination."-Mike Goss, Managing Director and COO, Bain Capital Building and managing a professional service firm is very different from running a product-based business. Infrastructure, governance, talent acquisition and retention, and compensation and financial management vary significantly from traditional corporate environments. Conventional management advice doesn't offer all the answers, and mainstream business gurus rarely address the unique challenges facing professional service firm leaders. "The Art of Managing Professional Services "is one of the most comprehensive, research-based guides to firm management ever written for the industry. Based on more than 130 in-depth interviews with leaders of the world's top firms, the book offers practical, proven, best practices on how to tackle the ten critical areas that firm leaders must monitor to build and maintain

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a strong organization: vision, values, and culture; people; clients; services; finance; positioning; partnership; strategy; structure; and leadership style. Maureen Broderick draws on her 30 years of experience in professional services to explore both the art and science of running a high performance firm. She presents tangible processes and programs--including 40 featured best practices--that readers can tailor to their own organizations and cultures. Inside you will learn: " How to create and maintain a shared vision, values, and culture" Best programs to recruit, train, and retain great people" Strategies to develop and manage a profitable portfolio of clients" What it takes to innovate services and share knowledge" The key metrics to monitor financial health" Insights into effective positioning, marketing, and selling firm services" Proven practices for rewarding and managing the partnership" A guide to both long-term and annual strategic planning" Balancing structure and governance in a consensus-driven organization" Secrets for leading "incredibly smart and independent people"

It's That Simple: How to Build the Professional Service Firm of the Future

The Challenge Built to Last, the defining management study of the nineties, showed how great companies triumph over time and how long-term sustained performance can be engineered into the DNA of an enterprise from the very beginning. But what about the company that is not born with great DNA? How can good companies, mediocre companies, even bad

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companies achieve enduring greatness? The Study For years, this question preyed on the mind of Jim Collins. Are there companies that defy gravity and convert long-term mediocrity or worse into long-term superiority? And if so, what are the universal distinguishing characteristics that cause a company to go from good to great? The Standards Using tough benchmarks, Collins and his research team identified a set of elite companies that made the leap to great results and sustained those results for at least fifteen years. How great? After the leap, the good-to-great companies generated cumulative stock returns that beat the general stock market by an average of seven times in fifteen years, better than twice the results delivered by a composite index of the world's greatest companies, including Coca-Cola, Intel, General Electric, and Merck. The Comparisons The research team contrasted the good-to-great companies with a carefully selected set of comparison companies that failed to make the leap from good to great. What was different? Why did one set of companies become truly great performers while the other set remained only good? Over five years, the team analyzed the histories of all twenty-eight companies in the study. After sifting through mountains of data and thousands of pages of interviews, Collins and his crew discovered the key determinants of greatness -- why some companies make the leap and others don't. The Findings The findings of the Good to Great study will surprise many readers and shed light on virtually every area of management strategy and practice. The findings include: Level 5 Leaders: The research team was shocked to discover the type of leadership required to achieve greatness. The Hedgehog

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Concept (Simplicity within the Three Circles): To go from good to great requires transcending the curse of competence. A Culture of Discipline: When you combine a culture of discipline with an ethic of entrepreneurship, you get the magical alchemy of great results. Technology Accelerators: Good-to-great companies think differently about the role of technology. The Flywheel and the Doom Loop: Those who launch radical change programs and wrenching restructurings will almost certainly fail to make the leap. "Some of the key concepts discerned in the study," comments Jim Collins, "fly in the face of our modern business culture and will, quite frankly, upset some people." Perhaps, but who can afford to ignore these findings?

Strategic Management of Professional Service Firms

Effective Client Management in Professional Services explains how firms become client-centric, providing a comprehensive, pragmatic, guide to the Client relationship journey, from identifying potential Clients to their engagement, care, retention, development, loyalty and beyond. The handbook format has exercises and tools which can help to establish which Clients are likely to be the most lucrative and thus provide the desired financial returns. The book also includes insights from top practitioners, anecdotes, case studies, charts and useful exercises and checklists. Readers can also determine their own level of effectiveness using the end of chapter reviews and a diagnostic tool to produce a Client Management

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Profile™ .

Smart Collaboration

Professional organizations - such as accounting and consulting firms, law firms, and investment banks - are fundamental to the functioning of the global economy. Yet many of the most powerful are notoriously private. This book uncovers the complex, messy, and surprisingly emotional challenges of leading professional organizations - revealing the realities that lies beneath the 'professional' surface which these organizations present to the outside world. Individual professionals - highly educated, highly intelligent, and highly opinionated - are generally reluctant to see themselves as followers and may be equally reluctant to put themselves forward as leaders. They value their autonomy and confer authority on their leaders on a highly contingent basis. How does a professional come to be seen as a leader within a professional organization? How do leaders maintain their position once they have reached the top of their organization? How do they navigate the complex power relationships among their professional colleagues and actually get things done? *Leading Professionals: Power, Politics, and Prima Donnas* analyses the complex power dynamics and interpersonal politics that lie at the heart of leadership in professional organizations. It is based on Laura Empson's scholarly research into the world's leading professional organizations across a range of sectors, including interviews with over 500 senior professionals in 16 countries. It draws on the latest

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organizational and leadership theory to analyse in detail exactly how professionals come together to create 'leadership'. It identifies how change happens within professional organizations and explains why their leaders so often fail.

The Trusted Advisor

For more than three decades, Tom Peters has been obsessed with Excellence (with a capital E). In this beautifully designed eBook, the second in a series, he's sharing his thoughts, ideas, inspirations, opinions, stories, tips, lessons, examples, and, perhaps most important, attitude. And the topic is Innovation (with a capital I). The bottom line: Don't ask what Excellence in Innovation is. Ask when. Tom's answer: Excellence Now.

On Becoming Extraordinary

Innovating Professional Services

The ideal graduation gift for anyone about to enter the workforce, a witty, practical guide to 200 difficult professional conversations—featuring all-new advice from the creator of the popular website Ask a Manager and New York's work-advice columnist. There's a reason Alison Green has been called "the Dear Abby of the work world." Ten years as a workplace-advice columnist have taught her that people avoid awkward conversations in the office because they simply don't know what to say.

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Thankfully, Green does—and in this incredibly helpful book, she tackles the tough discussions you may need to have during your career. You’ll learn what to say when • coworkers push their work on you—then take credit for it • you accidentally trash-talk someone in an email then hit “reply all” • you’re being micromanaged—or not being managed at all • you catch a colleague in a lie • your boss seems unhappy with your work • your cubemate’s loud speakerphone is making you homicidal • you got drunk at the holiday party Advance praise for Ask a Manager “A must-read for anyone who works . . . [Alison Green’s] advice boils down to the idea that you should be professional (even when others are not) and that communicating in a straightforward manner with candor and kindness will get you far, no matter where you work.”—Booklist (starred review) “I am a huge fan of Alison Green’s Ask a Manager column. This book is even better. It teaches us how to deal with many of the most vexing big and little problems in our workplaces—and to do so with grace, confidence, and a sense of humor.”—Robert Sutton, Stanford professor and author of The No Asshole Rule and The Asshole Survival Guide “Clear and concise in its advice and expansive in its scope, Ask a Manager is the book I wish I’d had in my desk drawer when I was starting out (or even, let’s be honest, fifteen years in).”—Sarah Knight, New York Times bestselling author of The Life-Changing Magic of Not Giving a F*ck

Professional Services Marketing

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Although the nature of service delivery varies significantly from profession to profession, the way the service is delivered tends to be fairly consistent among professions—or, at least, it should be. A step-by-step guide, *Managing Professional Service Delivery—9 Rules for Success* describes in detail how to achieve the internal discipline and control necessary to manage professional service engagements and long-term success in the professional services industry. It details engagement-tested methods for success at every step in delivering a professional service and includes real-life examples from a number of professional service organizations.

Here's What You Get: The steps for how to develop your niche in the marketplace A structure for how to manage professional service delivery, from start to finish Tips on how to set up an environment and develop a culture that will result in superior service delivery—such that the delivery process incorporates rigorous internal discipline and control Discussion of rapid implementation and deployment concepts that can be attained without compromising internal discipline and control Examples of documentation standards for professional service proposals and deliverables (reports) Discussion of application of the 9 Rules for Success in two engagements conducted by the authors The authors draw on their many years of experience in the field of management science to lay out procedures, tools, and techniques that address each step of the life cycle of an engagement—from definition of the services to be delivered, to evaluation of the results with the client. They take a back-to-basics approach that can be used in any size organization, from a sole practitioner to a

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firm of up to 75 practitioners and support staff as well as larger firms that also may be experiencing sustainability issues with their process improvement initiatives. The book guides you—starting with the 9 Rules—through the maze of obstacles in delivering your professional service.

Good to Great

Are some technically competent professionals who work hard and long hours 'true professionals' or are they just cruisers? In this deeply illuminating call to arms, David Maister, the world's premier consultant to professional service firms, vigorously challenges individuals to examine closely the meaning of their work and reach beyond their grasp. The pursuit of the highest standards, Maister argues, is the primary road to commercial success. He presents a visionary reconception of professionalism that encompasses a lifelong dedication to self-improvement, a personal commitment to excellence, and a true spirit of service to clients. Looking first at the individual professional, Maister dares those good corporate citizens who 'do their duty' to discover what they truly love to do. Turning to the institution, Maister focuses on what he calls the 'instability' of professional service firms today, and offers advice on how to invest in skill building. David Maister's message is a recipe for success and for professional satisfaction making TRUE PROFESSIONALISM a worthy successor to his previous writings.

Building Professional Services

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Few researchers have studied professional service firms (PSFs). But there are fascinating questions that call for an answer. Why do some PSFs prosper in extraordinary fashion, while others fail to do so? What do these firms do that makes them excellent? On *Becoming Extraordinary - Star Professional Service Firms* unlocks the secrets of leading PSFs. It describes the ways whereby some of the best-known PSFs succeed in winning. The practices of the elite are streets ahead of other firms. So what can those 'other firms' learn from the best-of-the-best? Challengers need to be successful in the following areas of competence in order to reach the 'peak of the pyramid':

1. People development: attracting, developing, and retaining the right people. There is no substitute for the best-of-the-best professionals.
2. Client development: building and deepening in-depth client relationships.
3. Practice development: great PSFs create, enrich, and leverage knowledge - the lifeblood of the PSF - through effective practices or 'centers of excellence', i.e., a high-quality knowledge support infrastructure.
4. Office management: managing professional intellect, core principles and values, and key stakeholders - think of alumni - effectively and efficiently through local and/or global offices.
5. Reputation management: reputation is a vital strategic asset for conveying information about the firm's capabilities to existing and new clients and the community at large.
6. Information logistics management: effective management of the flow of information to, through, and from the PSF. Getting the right information to the right people at the right time is key to a firm's competitive edge.
7. Innovation

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management: the ability to generate and commercialize new and unique value to clients systematically and on a continuing basis. 8.

Continuous performance improvement management: a relentless focus on improvement means constantly searching for a better or best practice, implementing that practice, and then searching for another better or best practice. Without the emphasis on 'continuous' improvement, one-time gains are unlikely to lead to further improvements. The following research process was used: - Phase 1: 338 interviews with senior managers, directors, and partners of PSFs.

Interviewing these people provided invaluable insights into the voice, character, and personality of the world's best PSFs. - Phase 2: 366 client executive interviews, i.e., senior officials of client organizations, primarily members of management boards, supervisory boards, and advisory boards. Client interviewees represented a wide range of public companies, as well as state-owned enterprises and private (family) companies, in terms of geography, size, positions, nationalities, professional backgrounds, and sectors.- Phase 3: secondary research and archiving material.- Phase 4: interviews and telephone conversations with 51 'knowledgeable outsiders', such as industry experts, professors, academic subject matter experts, and experienced journalists. The strengths of star PSFs and the quality of their people development and client relationships have created a virtual 'wheel of fortune'. Star PSFs capture a disproportionate share of the business of the most interesting clients in the most attractive markets. Since 2010, the 116 star PSFs from nine sectors (accounting, advertising, executive search,

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management consulting, investment banking, private equity, law, HR advisory services, and IT) have as a group more than tripled in overall profitability, outperforming most manufacturing and other service firms in everything that truly counts: reputation and presence, profits and total fee level, status and influence. Pieter Klaas Jagersma, Ph.D., is an independent researcher, business professor and supervisory board member. His writings have been widely published. Earlier in his career, he worked at McKinsey & Company.

Art's Principles

THE MARKET-PROVEN PRINCIPLES OF SOLUTION SELLING FOR TODAY'S HIGH-SPEED, HIGHER-PRESSURE SALES ENVIRONMENT The long-awaited sequel to Solution Selling, one of history's most popular selling guides Nearly 10 years ago, the influential bestseller Solution Selling literally rewrote the rules for selling big-ticket, long-cycle products. The New Solution Selling expands the classic text's cases, examples, and situations and sharpens its focus on streamlining the sales process to achieve greater success in fewer steps and a shorter time frame. Much in sales has changed in the past decade, and The New Solution Selling incorporates those changes into an integrated, tailored approach for improving both individual productivity and organizational return on investment. Written to enhance the results and careers of sales pros and managers in virtually any industry, this performance-focused book features: A completely revamped,

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updated sales philosophy, management system, and architecture Tools to increase the quality and velocity of sales pipeline opportunities Techniques that "Best of the Best" use to prospect for success Solution Selling created new rules for one-to-one selling of hard-to-sell items. The New Solution Selling focuses on streamlining the proven Solution Selling process and quickly differentiating both oneself and one's products from the competition while decreasing the time spent between initial qualifying and a successful, profitable close.

Strategy and the Fat Smoker

Aimed at practitioners and academics, this third edition discusses various issues such as to what extent are professional service firms (PSFs) different, when is a service (not) professional, what are particular challenges in managing PSFs, what are important strategic issues for PSFs and more.

Leading Firms

Innovating Professional Services provides a practical and detailed guide for change agents and leaders who are seeking to transform their firm's performance through innovation. Alastair Ross draws heavily on his 10 years of applying best practice techniques that created measurable improvements for leading law, business service and consulting firms. Multiple case studies are used to help demonstrate the opportunities - and challenges - of driving major improvement through innovation. Read this book to

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see how it is possible to increase client value and reduce cost.

How to Lead a Values-Based Professional Services Firm

The Little Big Things

Professional services firms play a vital role in the social, environmental and economic well-being of any economy. This book considers the key skills and elements required to successfully lead and manage a professional services firm operating in the infrastructure sector. Public- and private-sector clients recognise the role that infrastructure plays in the functionality of our cities and that most urban conurbations have a backlog of infrastructure to deliver to meet the needs of increasing populations, greater urbanisation and emerging economies. Just keeping pace with projected global GDP growth will require an enormous investment in infrastructure and skilful leadership to deliver it. In response to this challenge, professional services firms will need to be well-led and well-managed to be successful and sustainable in the long-term. Such organisations must provide high-value advice, design, knowledge and innovations to get more out of the existing assets and to plan and design new assets with greater integrity and construct them more productively, efficiently and effectively. This book provides practical frameworks for emerging operational managers and future project leaders to prepare them to successfully manage these

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firms and deliver such projects in the face of new and often disruptive technologies and shifting corporate landscapes. The book is essential reading for aspiring leaders operating in all infrastructure market sectors including energy, water, sewerage, road, rail, ports, airports, education, health, justice, retail, entertainment, property and development sectors.

Practice What You Preach

"It is [Tom] Peters—as consultant, writer, columnist, seminar lecturer, and stage performer—whose energy, style, influence, and ideas have [most] shaped new management thinking." —*Movers and Shakers: The 100 Most Influential Figures in Modern Business* "We live in a Tom Peters world." —*Fortune Magazine* Business uber-guru Tom Peters is back with his first book in a decade, *The Little Big Things*. In this age of economic recession and financial uncertainty, the patented Peters approach to business and management—no-nonsense, witty, down-to-earth, insightful—is more pertinent now than ever. As essential for small-business owners as it is for the heads of major corporations, *The Little Big Things* is a rousing call-to-arms to American business to get "back to the basics" of running a successful enterprise.

Aligning the Stars

First Among Equals

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Over the past three decades the Professional Service Firm (PSF) sector has emerged as one of the most rapidly growing, profitable, and significant in the global economy. In 2013 the accountancy, management consulting, legal, and architectural sectors alone generated revenues of US\$ 1.6 trillion and employed 14 million people. PSFs play an important role in developing human capital, creating innovative business services, reshaping government institutions, establishing and interpreting the rules of financial markets, and setting legal, accounting and other professional standards. The study of PSFs can offer insights into the contemporary challenges facing organizations within the knowledge economy, and deepen understanding of more conventional organizations. Despite their significance, however, PSFs have until recently remained very much in the shadows of organizational and management research. The Oxford Handbook of Professional Service Firms marks the coming of age of PSF scholarship with a comprehensive and integrative exploration of current research and thinking on PSFs, featuring contributions from internationally renowned scholars in the fields of organizational and management studies. It is divided into three distinct sections - the professions, the firms, and the professionals that work within them - and covers subjects from governance and leadership to regulation, entrepreneurship, and diversity. Bringing together a broad range of empirical and theoretical perspectives, the Handbook offers many potentially important insights into the contemporary challenges of organizations in the knowledge economy and suggests new lines of inquiry that may shed further light on the activities and performance of

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PSFs and the professionals who work within them.

Strategic Management of Professional Service Firms

International expert and consultant David Maister offers a brilliant and accessible guide to every management issue at play in professional firms. Professional firms differ from other business enterprises in two distinct ways: first, they provide highly customized services and thus cannot apply many of the management principles developed for product-based industries. Second, professional services are highly personalized, involving the skills of individuals. Such firms must therefore compete not only for clients but also for talented professionals. Drawing on more than ten years of research and consulting to these unique and creative companies, David Maister explores issues ranging from marketing and business development to multinational strategies, human resources policies to profit improvement, strategic planning to effective leadership. While these issues can be complex, Maister simplifies them by recognizing that “every professional service firm in the world, regardless of size, specific profession, or country of operation, has the same mission statement: outstanding service to clients, satisfying careers for its people, and financial success for its owners.”

True Professionalism

We live in a values-driven world. As times change,

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businesses must evolve. The way that leaders have run companies for generations is no longer relevant. Today -- Purpose wins over products. Values win over features. Stories win over pitches. Everyone everywhere craves fulfillment. You must share the reason why you exist and infuse it into everything you do, in order to thrive. Many leaders see the shift in the market and make an effort to adapt. Companies quickly learn that one-off workshops and off-sites are not enough. Purpose is more than a press release. Your vision and mission statements should live in practice as well as print, and permeate through every aspect of your organization. You must close the gap between the messages you declare and the experiences you deliver. How to Lead a Values-Based Professional Services Firm shares the vital experience and valuable insights that leaders require to evolve their organizations and navigate the values-driven world we live in. • Live your purpose to stay alive and build a faithful following of clients and team members. • Employ your authentic values as your guide through the modern market and drive profitability. • Share meaningful stories that emotionally connect with today's clientele to transform them into tomorrow's brand ambassadors. 3 keys to unlock purpose and profit will enable you to turn the obstacles of the shifting market into your greatest opportunities, soar above your competitors, and grow your revenue beyond your highest projections.

Commercial Project Management

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Managing strategies for professional service firms is an important and complex activity. The main issues in this book cover the core management principles for service firms in a comprehensive way. Based on current research findings it includes the management of service quality, knowledge and marketing as well as people, organizational and strategic issues. In understanding critical resources managers and partners will be able to effectively develop and exploit them. The book contains practical advice and offers a profound insight into the managerial excellence of service companies.

Strategic Management of Professional Service Firms

Beside talent and a sterling portfolio, what can world-class consultants like Deloitte & Touche, Societe General and Towers Perrin boast has helped them achieve success in our entrepreneurial economy? They all have the inside track on the indispensable "Trusted Advisor" model for client relationships, created by renowned experts Charles Green and Robert Galford. Now Green and Galford have teamed up with the acclaimed David Maister in order to help their latest high-profile, fast-forward client: you. In this straightforward guide, Maister, Green and Galford show readers that the key to professional success goes well beyond technical mastery or expertise. Today, it's all about the vital ability to earn the client's trust and thereby win the ability to influence them. In these high risk times, trust is more valuable than gold. With this critical, highly detailed and

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accessible resource, readers will learn the five crucial steps for developing, managing and improving client confidence. For both emerging and established entrepreneurs and consultants, *THE TRUSTED ADVISOR* is the first truly indispensable business book of the decade.

The Governance of Professional Service Firms

In today's highly competitive realm of professional service firms, the quest for individual stardom is at an all-time high. The temptation to rack up the most billable hours and out-perform one's fellow advisers is often irresistible. But it is also shortsighted and terribly counterproductive, according to world-renowned authority and acclaimed author David Maister. In this groundbreaking book, Maister issues a much-needed wake-up call to today's professional service firms. Arguing that a far greater contribution to a firm's success can come from those who find fulfilment in seeing other's succeed rather than those who assume the role of "most valuable player". The author outlines and discusses in detail the nine key "people" issues upon which successfully managed and profitable organisations rely. Supporting his findings with a range of compelling data, Maister demonstrates how and why firms that emphasise the highest standards of employee professionalism are invariably more financially successful than those that don't.

Effective Client Management in

Professional Services

Managing people when you're not their boss is a challenge, particularly in professional service firms where, increasingly, top professionals are being tapped to lead their peers. Now Patrick McKenna and David Maister provide a 'play book' for professionals trying to be both a team member and coach. In industries ranging from banking and insurance to law and engineering, as well as in research labs and software companies, management responsibility is increasingly delegated - usually without guidance - to those who head up smaller teams of professionals. *FIRST AMONG EQUALS* speaks directly to those who have gone from focusing on their own performance to being a group manager in charge of leading others. From understanding the group leader role to setting terms of reference and effectively dealing with talented prima donnas, McKenna and Maister present a thorough introduction to managing and orchestrating talent.

The New Solution Selling

Most businesses rely on talent to succeed, but none so much as professional service firms. Within this rapidly expanding, trillion-dollar industry, professionals--and how they're managed--are the primary source of competitive advantage. In fact, success in this sector is determined more by the people you pay than the people who pay you. This path-breaking book provides readers with a practical and integrated perspective on how to win in the

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unique and tumultuous world of professional services. From strategy to organization to culture, it offers customized insights for businesses in which professionals drive bottom-line results and long-term company success. Respected academic Jay W. Lorsch and accomplished practitioner Thomas J. Tierney apply their broad experience to the realities of "Monday morning" decision making. Their work reflects decades of personal experience, combined with a rigorous study of outstanding professional service firms in industries that include law, information technology, accounting, advertising, investment banking, executive search, and consulting. *Aligning the Stars* explains what differentiates the "best of the best" within professional services. By describing how to attract, retain, motivate, organize, and lead the stars that shape a company's destiny, this book provides valuable lessons for the current and future leaders of every talent-driven business.

Managing Professional Service Delivery

Building Professional Services is the first comprehensive guide to creating professional services organizations, managing them to maturity, and delivering both quality services and superior margins. It covers strategy, tactics, and operations; identifies key success factors; and offers expert guidance on professional services in "product-centric" companies. Coverage includes planning, metrics, solutions development, organization, project delivery, infrastructure, and more.

Marketplace Masters

Art's Principles reveals the blueprint behind one of the most successful professional services firms, giving career-minded individuals the tools they need to excel in business. The book covers the essentials of leadership, talent acquisition and operations, while outlining the creative strategies that propelled a small business into one of the largest and most admired in its industry. This guidebook is full of well-tested ideas that are applicable to someone running a small, medium or large a professional firm--or running any project where people, profit and customers matter.

Professional Services Leadership Handbook

A Washington Post Bestseller Not all collaboration is smart. Make sure you do it right. Professional service firms face a serious challenge. Their clients increasingly need them to solve complex problems—everything from regulatory compliance to cybersecurity, the kinds of problems that only teams of multidisciplinary experts can tackle. Yet most firms have carved up their highly specialized, professional experts into narrowly defined practice areas, and collaborating across these silos is often messy, risky, and expensive. Unless you know why you're collaborating and how to do it effectively, it may not be smart at all. That's especially true for partners who have built their reputations and client rosters independently, not by working with peers. In *Smart Collaboration*, Heidi K. Gardner shows that firms earn

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higher margins, inspire greater client loyalty, attract and retain the best talent, and gain a competitive edge when specialists collaborate across functional boundaries. Gardner, a former McKinsey consultant and Harvard Business School professor now lecturing at Harvard Law School, has spent over a decade conducting in-depth studies of numerous global professional service firms. Her research with clients and the empirical results of her studies demonstrate clearly and convincingly that collaboration pays, for both professionals and their firms. But Gardner also offers powerful prescriptions for how leaders can foster collaboration, move to higher-margin work, increase client satisfaction, improve lateral hiring, decrease enterprise risk, engage workers to contribute their utmost, break down silos, and boost their bottom line. With case studies and real-world insights, *Smart Collaboration* delivers an authoritative case for the value of collaboration to today's professionals, their firms, and their clients and shows you exactly how to achieve it.

Leading Professionals

A proven approach to revenue-generating marketing and client development *Professional Services Marketing* is a fully field-tested and research-based approach to marketing and client development for professional services firms. The book, now in its Second Edition, covers five key areas that are critical for firms that want to grow and become more profitable: creating a marketing and growth strategy; establishing a brand and reputation; implementing a

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marketing communications program; executing lead generation strategies; and developing business by winning new clients. You will also read real-world case studies that illustrate major points, as well as quotes and stories from well-respected professionals in the industry. The Second Edition features new research and updates throughout, including new chapters on social media and online marketing, as well as new case studies and interviews. Authors Mike Schultz and John E. Doerr are the coauthors of the Wall Street Journal and Inc. Magazine bestseller *Rainmaking Conversations and Professional Services Marketing*; Lee W. Frederiksen is coauthor of *Online Marketing for Professional Services*. Will be widely promoted via multiple online routes and direct mail marketing. Firms of any size can use this proven approach to marketing and client development to attract new clients and grow their professional service businesses.

The Art of Managing Professional Services

This book provides examples of innovative and successful business models from remade law firms to inspire change that goes beyond thinking and planning, and leads straight to implementing change and better client service.

Managing The Professional Service Firm

It's That Simple Are you a service professional committed to positively impacting your clients' and employees' lives? While there are many talented

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lawyers, doctors, accountants, and wealth managers out there, all too often these service professionals are not skilled businesspeople. Larry Miles wants to change that. It's That Simple offers an array of actionable ideas and strategies geared to building the professional service firm of the future. Miles examines the following:

- How service businesses miss the opportunity to offer an exceptional experience for customers and employees
- The keys to recruiting, building, and sustaining a championship team
- The critical impact of a shared mission
- The importance of attracting great clients--and how to do it
- How to leverage new technology and why you must start now
- How to build enterprise value

Service professionals are in the business of helping others. With its easy-to-follow wisdom and insight, It's That Simple helps these professionals become true business leaders.

"When building a championship team with the Rockets, we used many of the same principles Larry outlines in It's That Simple. In the NBA, as in professional services, you've got to purposefully build your team and your culture in order to contend for the title. Larry's concepts and techniques are action-oriented and undeniably applicable." - Leslie Alexander, former owner of the Houston Rockets

"Amidst the ocean of 'the best' business books, It's That Simple stands out for its perfect blend of guidance across business fundamentals and management. Larry's humble and relatable style belies his methodical approach to providing the reader with a clear roadmap to value creation and business greatness." - Eric N. Marton, former executive director, Cedars-Sinai Medical Center

Larry Miles is an award-winning principal with

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AdvicePeriod, whose team's mission is to reinvent wealth management. He was named Innovator of the Year by WealthManagement.com in 2018 and was included in InvestmentNews' "40 Under 40" list in 2017. His teams have been recognized in Inc. magazine's "Best Workplaces" and the Los Angeles Business Journal's "#1 Best Place to Work in Los Angeles." Larry also served as the youngest regional president of BNY Mellon Wealth Management and helped build and sell a national advisory firm. Larry, who graduated from Amherst College and has a master's degree from the London School of Economics, has taught leadership courses at MIT and belongs to the Young Presidents' Organization. He and his wife, Dani, live in Park City, Utah. To learn more, visit adviceperiod.com.

The Professional Services Firm Bible

Leading and Managing Professional Services Firms in the Infrastructure Sector

An innovative approach to winning more profitable sales in the growing professional services industry In recent years, professional services providers have had to rethink their sales methods and adapt to profound changes in the way clients buy services. In response, Winning the Professional Services Sale argues for fundamental changes in the seller's mindset and sales strategies. Rather than pressing the sale, salespeople must help clients buy--the way

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that works best for each client. This new approach gives buyers what they now want in a services seller: a consultative problem solver, change agent, and solution integrator, all rolled into one. Author Michael McLaughlin presents a strategy for winning new business with a holistic approach to each client relationship. Only by fully understanding a sale from every angle, including its impact on the client's business and career, can salespeople thrive in the new era of the service economy.

The Oxford Handbook of Professional Service Firms

Selling and delivering a project to a satisfied client, and making a profit, is a complex task. Project manager and author Robin Hornby believes this has been neglected by current standards and is poorly understood by professionals in the field. *Commercial Project Management* aims to rectify this deficiency. As a unique 'how-to' guide for project and business managers, it offers practical guidance, and a wealth of explanatory illustrations, useful techniques, proven checklists, real life examples, and case stories. It will give project managers a needed confidence boost and a head start in their demanding role as they go 'on contract'. At the heart of Robin's approach is a vendor sales and delivery lifecycle that provides a framework for business control of projects. Unique elements include the integration of buyer and vendor project lifecycles, the recasting of project management as a cyclic set of functions to lead the work of the project, and the elevation of risk assessment from a project

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toolkit to a fundamental control process. Beyond project management, the book proposes a comprehensive template for the firm whose business is delivering projects. This is a how-to book for project and business managers working in a commercial environment looking for practical guidance on conducting their projects and organizing their firm.

Research in the Sociology of Organizations: Professional service firms

Professional service firms differ from other business enterprises in two distinct ways: first they provide highly customised services thus cannot apply many of the management principles developed for product-based industries. Second, professional services are highly personalised, involving the skills of individuals. Such firms must therefore compete not only for clients but also for talented professionals. Drawing on more than ten years of research and consulting to these unique and creative companies, David Maister explores issues ranging from marketing and business development to multinational strategies, human resources policies to profit improvement, strategic planning to effective leadership. While these issues can be complex, Maister simplifies them by recognising that 'every professional service firm in the world, regardless of size, specific profession, or country of operation, has the same mission statement: outstanding service to clients, satisfying careers for its people and financial success for its owners.'

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