

Managing The Professional Service Firm David H Maister

The book bridges hitherto separate disciplines engaged in research in mergers and acquisitions (M&A) to integrate strategic, financial, socio-cultural, and sectorial approaches to the field. It examines the management processes involved, as well as valuations and post-acquisition performance, and considers international and sectorial dimensions.

"Clients At The Core is an essential blueprint to helping us all take the next steps. The authors, battle scarred by the evolution of professional firm management and marketing from then to now, have captured the changing needs of the firms in this turbulent new economic era. This is a well-written book that uses plain language to convey practical, well thought-out ideas." -Patrick J. McKenna, a leading international consultant to professional service firms "The authors have captured the changing role of professional services marketing and firm management. There is valuable insight [in this] down-to-earth guide to competing successfully in the new environment." -David Maister, author and consultant "The book is a masterpiece! Aquila and Marcus have produced the essential guide for managing a professional services firm. They've marshaled their considerable real-life experiences and far-reaching vision into a veritable operating manual for the successful firm." -Rick Telberg, Editor at Large, American Institute of Certified Public Accountants "At its heart, this book is the running shoe for legal and accounting professionals who want to put the client first. Following the evolution of the industry over the past twenty-five years, this must-have for every professional services firm is the key to leading in the turbulent and highly competitive waters ahead." -Richard S. Levick, Esq., President, Levick Strategic Communications, LLC coauthor, Stop the Presses: The Litigation PR Desk Reference "Client selection and retention is one of the critical success factors for a professional services firm, and Aquila and Marcus do a masterful job at educating us on the necessary ingredients of each. The chapters on firm governance and paying for performance are thought provoking and certainly challenging to the conventional wisdom. If you want a better understanding of marketing and leading a professional firm in these turbulent times, this book is essential." -Ronald J. Baker, author, Professional's Guide to Value Pricing and The Firm of the Future "Client at the Core is a common sense approach to keeping your professional services firm relevant in the twenty-first century's client-driven economy. Aquila and Marcus have hit a home run with their insightful analysis and poignant prose." -Jeffrey S. Pawlow, Managing Shareholder, The Growth Partnership, Inc.

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 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.

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.

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

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.

overview of contemporary research on PSFs, and suggests

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

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.

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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 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.

Felix Schulze-Borges entwickelt ein fundiertes Performanceverständnis für Professional Service Firms und bettet dieses thematisch in das strategische Management ein. Um die Performance für das Management handhabbar zu machen, identifiziert er deren zentrale Determinanten und integriert diese anhand ihrer Wirkungszusammenhänge in ein entsprechendes Performance-

Management-System.

Today, millions of people work at over one million professional service firms generating over \$2 trillion in revenue annually. These firms face unique issues that are not fully understood by management thinkers and consultants. Making matters more complex is that many of these firms stand at a crossroads, searching for new strategies and practices to succeed in a radically new economy. In *The Art of Managing Professional Services*, Maureen Broderick offers the solution. Broderick has brought together modern best practices for these and other crucial areas of professional services management: · Building, communicating, and maintaining shared vision, values, and culture · Recruiting, training, and evaluating people · Crafting the right strategies, portfolio, and mix of clients · Innovating and sharing knowledge · Financial planning, metrics, and reporting · Positioning: brand, marketing, and sales · Defining effective partnerships: equity, selection, and compensation · Ensuring responsibility and accountability · Organizational design, structure, governance, and systems · Leading effectively, and growing the next generation of leaders This book reflects Broderick & Co.'s unparalleled research into professional services management, including 200+ executive interviews with leaders and innovators in organizations of all sizes and types.

Michael Graubner investigates consultancies' organizational structure in terms of structural differentiation, specialization, centralization, and formalization. He analyzes extensive qualitative and quantitative data obtained during a series of personal interviews in consulting firms with offices in Germany, Austria, and Switzerland. The results show that organizational size and to a lesser degree task uncertainty are closely associated with organizational structure.

"In this third revised edition the following issues are discussed among others: 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? Hiring, training and keeping the right people. Competing for, gaining, delivering, and learning from the "right" client projects. Delivering the "right" kind of services the "right" way."

Bestselling author David Maister teams up with Charles H. Green and Robert M. Galford to bring us the essential tool for all consultants, negotiators, and advisors. In today's fast-paced networked economy, professionals must work harder than ever to maintain and improve their business skills and knowledge. But technical mastery of one's discipline is not enough, assert world-renowned professional advisors David H. Maister, Charles H. Green, and Robert M. Galford. The key to professional success, they argue, is the ability to earn the trust and confidence of clients. To demonstrate the paramount importance of trust, the authors use anecdotes, experiences, and examples -- successes and mistakes, their own and others' -- to great effect. The result is an immensely readable book that will be welcomed by the inexperienced advisor and the most seasoned expert alike.

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.

Professional services are estimated to be worth up to \$700 billion worldwide, but as the market matures there is an urgent need for new marketing thinking for global players or small businesses alike. This book applies the core principles of strategic marketing to professional services for the first time, in an approach that is at once accessible and compelling. With case studies from a range of companies including J. Walter Thompson, market research companies, the 'big four' accounting firms, Headhunters, Interbrand and large US legal firms, it is intended to become the definitive book for effective strategic marketing in professional services.

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.

Service business accounts for more than 75 per cent of the wealth and employment created in most developed market economies. The management and economics of service business is based around selling expertise, knowledge and experiences. This *Handbook* co

The *Handbook of Organizational and Managerial Innovation* places humans, their acts, practices, processes and fantasies at the core of innovation. Bringing together some of the world's leading thinkers, academics and professionals, both established and emerging, this multidisciplinary book provides a comprehensive picture of the vibrant and engaging field of organizational and managerial innovation. The contributors present organizational and managerial innovation as a complex concept underpinned by varied ontological and epistemological traditions and disciplines. They reveal that it is something that exists and occurs at multiple levels of analysis, and from multiple zones of experience – the experience of managers, workers, psychologists, philosophers and economists. This innovative and engaging *Handbook* will be an essential resource for researchers, practitioners and students alike with an interest in the role of innovation in organizations.

Professional service firms are critical agents of contemporary economies and understanding them has become a central focus of recent scholarship. This very timely and well organized *Handbook* brings together several leading scholars who explore how we might think and theorize about professional service firms and their entrepreneurial behaviours. The *Handbook* will become a key source for the growing community of researchers in this area. – Royston Greenwood, University of Alberta, Canada – For too long, both researchers and practitioners have presumed that professional service firms follow the status quo when they should

better understand how these professionals set the rules for globalization. This Handbook reminds us that professionals are as much the shock-troops of capitalism as the multinational corporations that they serve. As this Handbook shows, the leading firms successfully compete with each other by fostering entrepreneurship and innovation in order to service an institutional system that undergirds the international economy. ÷ Christopher McKenna, University of Oxford, UK Professional services are increasingly seen as an important foundation for future economic growth and prosperity. Yet research on innovative and entrepreneurial processes in professional services has been surprisingly scarce. This Handbook provides a collection of original contributions from leading scholars outlining the current stock of knowledge in the area as well as providing directions for further research. The expert contributors discuss entrepreneurship and innovation from a number of different perspectives, including the entrepreneurial professional team, the entrepreneurial firm and the institutional environment. The first part of the book looks at the challenges of entrepreneurship specific to the professional service firm while the second explores the creation and exploitation of entrepreneurial opportunities in the professional service team. Part III turns to the organization and Part IV to the management and growth of the entrepreneurial professional service firm. The final part discusses the interplay between professions, firms and the institutional environment. Researchers, scholars and PhD students in the areas of entrepreneurship and professional service firms along with advanced students of management will find this volume of great value.

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. 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.' *Innovating Professional Services* provides a practical and detailed guide for change agents and leaders in professional service firms who are seeking to transform their firm's performance through innovation. The book covers business innovation in its broadest sense as it is relevant to the professional services sector. This includes process innovation - the re-engineering of services and internal support processes to reduce cost and increase value to clients. It also includes the development of new services, market-position innovation and also business model innovation. Alastair Ross draws heavily on his practical experience in working with leading law firms and business service and consulting firms over the past ten years in which he and his firm have applied best practice techniques and methods to create measurable improvements. Detailed techniques such as the use of Lean, process mapping, waste identification, service experience mapping and value profiling are explained. The book also details effective approaches for making the required changes in professional service firms. Multiple case studies are used to help demonstrate the opportunities - and challenges - of driving major improvement through innovation. The book can be used by leaders and change agents in law firms, accountants, consultants, architects, financial services and engineering services, to explore the opportunities for innovation in their firms and then to construct and implement a transformation programme to embed innovation in their organisations.

Managing The Professional Service Firm Simon and Schuster

The interaction between clients and consultants during consulting projects is essential for their success and therefore for the long-term survival of consulting companies. The aim of this book is to further advance our understanding of the nature of client-consultant relationships. Building upon a critical discussion of the contributions and shortcoming of existing research, Natalia Nikolova proposes an innovative conceptual model, which provides a critical yet constructive platform for the development of a more differentiated view of professional work. The framework concentrates on the cultural and political relations between clients and consultants during service production. It represents a prolific platform for further research and provides practitioners with an increased awareness of hitherto under-explored issues of client-consultant relationships. This book is aimed at scholars of professional business service firms and those interested in multidisciplinary studies of human relations in general. It will also appeal to students interested in these areas and to clients and consultants involved in consulting projects.

A consultant challenges professionals to closely examine the meaning of their work and to reach beyond their grasp, and advises professional institutions that they should invest in skill building. 30,000 first printing. Tour.

A practical guide to the challenges facing professional services firms and how leaders can respond and take action to ensure a successful future.

"This updated resource covers all aspects of architectural practice, featuring: new material of sustainable design, managing multiple offices, lifelong learning, mentoring, and team building; revised content on programming, project management, construction contract administration, risk management, and ethics; and coverage of small firm considerations as well as emerging issues such as integrated practice and integrated project delivery."--Jacket.

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.

Management consultants of various kinds play an important role in the world of business, and within other types of organization. The Oxford Handbook on Management Consulting is a comprehensive overview of thinking and research on management consultancy with contributions from leading international scholars. The first section provides an account of the historical developments in management consulting research, and how current thinking has evolved from prior work. The second section focuses on disciplinary and theoretical perspectives, their

diversities, areas of synergy, and parallel concerns. The following sections examine consulting as a knowledge business, consultants and management fashion, and the relationship between management consultants and their clients. The Handbook concludes with an assessment of areas of future research and debate. By bringing together a wide range of research and thinking on management consulting across different disciplines, sub-disciplines, and conceptual approaches, the Handbook provides a comprehensive understanding of both current thinking and future directions for research.

How do firms become Client-centric? Effective Client Management in Professional Services is about putting the Client first, everywhere, in the activities of professional services firms. The book introduces The Client Management Model to enable firms to assess their level of Client orientation and relationship development. It also features The Client Management Index which enables firms to benchmark their result against their peers. Many firms are still developing and improving their commercial structures and approaches to attract, develop and retain Clients. Characteristically, professional services firms tend to lag their consumer goods and service industry counterparts in overall commerciality. Only recently have they discovered the value of having a strong brand promise with the associated employee engagement. In many firms achievement of Client satisfaction is not a strategic objective; this may need to be reviewed. This book provides 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 Profile.

The last ten years have been a period of extraordinary change for law firms. The rapid growth of corporate law firms and the emergence of global mega-firms have strained the traditional partnership model of management. Some managers of law firms are appalled at the creeping 'corporatism' that they fear may result. However a growing number believe that it is time to move on and adopt more contemporary forms of structure and management. In *Managing the Modern Law Firm* scholars and legal practitioners examine the latest insights from management research, to enable law firms successfully to meet the challenges of this new business environment.

Over the last decade, there has been a substantial rise in the number of knowledge-intensive firms - constituted primarily of professionals. The core assets of these businesses are the people themselves. Handle them badly, and they may defect or stall. Successful managers of knowledge-intensive firms must create meaning among and inspire their employees, to ensure high performance. To achieve this, leaders must understand how to target each employee's ambitions and challenges to facilitate their personal and professional development. This book examines what sets knowledge-intensive firms apart from other types of organizations, and the resultant organizational and strategic differences in business models, talent management, and client-handling approaches. The authors bring their own complementary perspectives on the subject: one, as the manager of a private consulting firm with a strong research background; another, as a business school professor whose practice-based skills are fundamental to his work; and a third, a world leading commentator on professional service firms acting as a consultant, business school researcher and a manager. Ejler, Poulfelt and Czerniawska present a new model for transforming the management of knowledge-intensive firms, which is supported throughout with practical examples and cases.

Comprehensive summary of the conventions, treaties and agreements administered by the World Intellectual Property Organization.

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