

Running With The Firm

Are you burnt out and overwhelmed by running your solo practice? Do you love the work that you do but hate the business side of things? The reason that so many solos struggle with running a law firm is because law school didn't teach us how to run a business. We go from law school to law firms to our solo and small practices without learning any of the tools that make a business successful. In fact, you may not even consider your law firm a business. It's time to change all that. Law Firm Business School: The MBA for Your Law Practice will teach you the business basics that you need to know to run your law firm successfully. With the lessons in this book, you will be able to transform your law practice into a thriving business. The tips and strategies presented are easily and immediately applicable so that way you can see results instantly. You deserve to have a law firm and life that you love. Law Firm Business School: The MBA for Your Law Practice will help you build it.

"[This book] is the first book published by the ABA to employ the graphic novel to teach business lessons. Follow the engaging story of lawyer Carson Wright, who suddenly finds himself responsible for saving a small law firm, as his mentor Guy Chapman imparts the lean techniques that transformed his factory from the brink of bankruptcy to new heights of profitability."--Back cover. This book is for young startups and entrepreneurs in the advertising, marketing, and digital services space. It's an A-to-Z guide for young advertising firms, full of advice that ranges from getting funding to how to value the company and sell it to how to hire your first employee.

Let's be honest, traditional small firm law practice is not working very well. Too many small firm lawyers struggle to make ends meet, get clients, meet clients' expectations, or they wrestle with mental health issues or substance abuse. Meanwhile, there is a huge gap between those who need legal help and those who can get it. But it doesn't have to be that way. We can build better firms, be more effective with our clients, enjoy better health and a greater sense of fulfillment, and make a bigger impact on our communities. With the client-centric law firm management model in The Small Firm Roadmap, you'll see that getting started is easier than you think. The team from Lawyerist.com-Aaron Street, Sam Glover, Stephanie Everett, and Marshall Lichty-will help you gain clarity around your career and firm goals and identify successful strategies for starting, managing, and growing a thriving future-oriented law firm. If you're ready to do great work that supports a great life, this book is for you.

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.”

In recent decades, the global wealth of the rich has soared to leave huge chasms of wealth inequality. This book argues that we cannot talk about inequalities in Britain today without talking about the monarchy. *Running the Family Firm* explores the postwar British monarchy in order to understand its economic, political, social and cultural functions. Although the monarchy is usually positioned as a backward-looking, archaic institution and an irrelevant anachronism to corporate forms of wealth and power, the relationship between monarchy and capitalism is as old as capitalism itself. This book frames the monarchy as the gold standard corporation: The Firm. Using a set of case studies – the Queen, Prince Charles, Prince Harry, Kate Middleton and Meghan Markle – it contends that The Firm’s power is disguised through careful stage management of media representations of the royal family. In so doing, it extends conventional understandings of what monarchy is and why it matters.

The all-inclusive reference to starting and operating a landscape architecture firm *The Professional Practice of Landscape Architecture, Second Edition* is completely revised to keep up with the latest developments driving the day-to-day operation of a successful private-practice landscape architecture office. Whether helping a landscape architecture student identify a career track, providing direction on starting a new office, guiding an owner seeking to jumpstart a stagnant or fledgling business, or assisting a landscape architect-in-training study for the national Landscape Architecture Registration Exam (LARE), this single-source blueprint is the key to prospering in this dynamic field. This new edition features: Indispensable information for practicing landscape architects, including professional ethics, finances, office administration, marketing and promotion, and project management An updated look at government regulatory laws, federal tax administration, sustainable design, and LEED certification Strategies for using the Internet, computer software, and technology to market and manage a firm Examples of professional contract templates Case study profiles of landscape architecture firms Requirements for professional registration and criteria for taking the national exam This comprehensive and practical reference combines real-world experience with the highest professional standards to instruct the reader on business concepts. Expertly organized and easy to follow, *The Professional Practice of Landscape Architecture, Second Edition* continues to be the one source that landscape architects need to direct all facets of their practice. This volume provides a rigorous examination of key issues relating to employment in small businesses. These include an analysis of the true extent of job creation provided by small firms, the relative quality of jobs in small firms, the growth of self-employment during the 1980s and the way in which the small firm interacts with its local labour markets. These issues are examined in an international context, with comparative examples from the USA, the UK and Europe.

This Special Report contains candid interviews with managing and senior partners of law firms large and small, from Europe and the City to the high street and Africa. We do not hear enough about running law firms from those who do the job. Here they talk frankly, free from jargon and management-speak, about their careers and what their role is really like. The interviews will cover

everything from their first jobs to becoming a partner and reveal their key pieces of advice for all current and aspiring senior partners. Most lawyers have to manage others at some point in their careers and anyone with management responsibilities in a law firm of any size will gain something from the hard-won experience of these leaders. The report features interviews with, among others, Edward Braham (Freshfields, Bruckhaus Deringer), Kathleen Russ (Travers Smith), James Palmer (Herbert Smith Freehills), Rafael Fontana (Cuatrecasas), and Olayemi Anyanechi (Sefton Fross), providing readers with a variety of perspectives on running a law firm. By lawyers, for lawyers, this report from senior members of the profession tells personal stories about their pathways to the law and gives their views on clients, management, the role of lawyers in society and the issues of the day. It will provide lasting and critical insights into the profession at this time of change and disruption.

"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.

This detailed overview of the construction contracting business delivers an invaluable collection of best practices, forms, templates, and checklists designed to reduce risks and increase profits. Contractors will learn everything they need to know about the make-or-break areas of estimating, pricing, bidding, project management, and financial management. The author is well-known in the industry, with a weekly newsletter, website, online digest, regular column for Contractor magazine, and 70-plus seminar bookings for 2006 Extensive examples and illustrations help readers apply the insights offered

"a provocative new book" -- The New York Times AI-centric organizations exhibit a new operating architecture, redefining how they create, capture, share, and deliver value. Marco Iansiti and Karim R. Lakhani show how reinventing the firm around data, analytics, and AI removes traditional constraints on scale, scope, and learning that have restricted business growth for hundreds of years. From Airbnb to Ant Financial, Microsoft to Amazon, research shows how AI-driven processes are vastly more scalable than traditional processes, allow massive scope increase, enabling companies to straddle industry boundaries, and create powerful opportunities for learning--to drive ever more accurate, complex, and sophisticated predictions. When traditional operating constraints are removed, strategy becomes a whole new game, one whose rules and likely outcomes this book will make clear.

Iansiti and Lakhani: Present a framework for rethinking business and operating models Explain how "collisions" between AI-driven/digital and traditional/analog firms are reshaping competition, altering the structure of our economy, and forcing traditional companies to rearchitect their operating models Explain the opportunities and risks created by digital firms Describe the new challenges and responsibilities for the leaders of both digital and traditional firms Packed with examples--including many from the most powerful and innovative global, AI-driven competitors--and based on research in hundreds of firms across many sectors, this is your essential guide for rethinking how your firm competes and operates in the era of AI.

The corporation is one of the most important and remarkable institutions in the world. It affects all our lives continuously. It feeds, entertains, houses and, employs us. It generates vast amounts of revenue for those who own it and it invests a substantial

proportion of the wealth that we possess. But the corporation is also the cause of immense problems and suffering, a source of poverty and pollution, and its failures are increasing. How is the corporation failing us? Why is it happening? What should we do to restore trust in it? While governments are subject to repeated questioning and scrutiny, the corporation receives relatively little attention. *Firm Commitment* provides a lucid and insightful account of the role of the corporation in modern society and explains why its problems are growing. It gives a fresh perspective on the crises in financial markets, developing countries, and the environment. Based on decades of analysis and research, it describes a new approach to thinking about the firm which not only stops it destroying us but turns it into the means of protecting our environment, addressing social problems, and creating new sources of entrepreneurship and innovation. It sets out an agenda for converting the corporation into a twenty-first century organization that we will value and trust. It takes you on a journey that starts in the Galapagos, ends in Ancient Egypt, and in the process brings you to a new level of appreciation of the economic world we inhabit.

Running with the Firm Random House

The best-selling author of *The Confession* and *The Appeal* presents a latest legal thriller in which high-stakes courtroom tensions lead up to an explosive, unorthodox conclusion. A best-selling novel. Reprint.

'Of course I'm a f**king hooligan, you pr**k. I am a hooligan...there I've said it...I'm a hooligan. And, do you know why? Because that's my f**king job.' In 1995, a film called *I.D.*, about an ambitious young copper who was sent undercover to track down the 'generals' of a football hooligan gang, achieved cult status for its sheer brutality and unsettling insight into the dark and often bloody side of the so-called beautiful game. The film was so shocking it was hard to believe the mindless events that took place could ever happen in the real world. Well, believe it now... Almost twenty years on, the man behind the film has explosively revealed that the script was largely a true story. That man, James Bannon, was the ambitious undercover cop. The football club was Millwall F.C. and the gang that he infiltrated was *The Bushwackers*, among the most brutal and fearless in English football. In *Running with the Firm*, Bannon shares his intense and dangerous journey into the underworld of football hooliganism where sickening levels of violence prevail over anything else. He introduces you to the hardest thugs from football's most notorious gangs, tells all about the secret and almost comical police operations that were meant to bring them down, and, how once you're on the inside, getting out from the mob proves to be the biggest mission of all. A disturbing but compelling read, this is the book that proves fact really is stranger than fiction.

Offers architects and creative services professionals exclusive insights and strategies for success from the former CEO of HOK. *Designing a World Class Architecture Firm: The People, Stories and Strategies Behind HOK* tells the history of one of the largest design firms in the world and draws lessons from it that can help other architects, interior designers, urban planners and creative services professionals grow bigger or better. Former HOK CEO Patrick MacLeamy shares the revolutionary strategies HOK's founders deployed to create a brand-new type of architecture firm. He pulls no punches, revealing the triple crisis that almost bankrupted HOK and describes how any firm can survive and thrive. *Designing a World Class Architecture Firm* tells the inside story of many of HOK's most iconic buildings, including the National Air and

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Space Museum, Moscone Convention Center, Oriole Park at Camden Yards, the Houston Galleria and the reimagined LaGuardia Airport. Each chapter conveys lessons learned from HOK's successes—and failures— including: The importance of diversifying to depression-and-recession-proof your firm The benefit of organizing your firm around specialized leaders and project types The difference between leading and managing your people The value of simple financial metrics to ensure your firm's health and profitability The "run toward trouble" strategy which prevents problems from ballooning MacLeamy delivers his advice via inspirational stories such as how HOK survived when its home office in St. Louis went up in flames and humorous stories, like the time an HOK executive was mistaken for royalty on a trip to Saudi Arabia. In this tell-all guide, the driven architecture or design professional will find the tools needed to evolve or grow any firm.

Without question, IT consultancy is one of the smartest jobs for the money, time and flexibility it allows. For this reason, people qualified and yet to be qualified aspire to enter the IT consulting space. It then becomes a question of what is required, how to set up, get clients and dominate competition. "How to start an IT consulting firm" provides you with proven answers to these how's as well as the educational requirements, and the financial outlay for starting an IT firm. Authored by an accomplished IT consultant, entrepreneur, and investor, How to start IT consulting contains all the information you need to hit the ground running in your IT consulting career. It is for anyone who desires to someday be reckoned as a competent IT consultant. For more great resources, visit: ConsultingOpportunity.com If you want to start your own business or build a business you love, then this book was written with you in mind. Scroll up and grab a copy today!

The story of McKinsey & Co., America's most influential and controversial business consulting firm, "an up-to-date, full-blown history, told with wit and clarity" (The Wall Street Journal). If you want to be taken seriously, you hire McKinsey & Company. Founded in 1926, McKinsey can lay claim to the following partial list of accomplishments: its consultants have ushered in waves of structural, financial, and technological change to the nation's best organizations; they remapped the power structure within the White House; they even revolutionized business schools. In The New York Times bestseller *The Firm*, star financial journalist Duff McDonald shows just how, in becoming an indispensable part of decision making at the highest levels, McKinsey has done nothing less than set the course of American capitalism. But he also answers the question that's on the mind of anyone who has ever heard the word McKinsey: Are they worth it? After all, just as McKinsey can be shown to have helped invent most of the tools of modern management, the company was also involved with a number of striking failures. Its consultants were on the scene when General Motors drove itself into the ground, and they were K-Mart's advisers when the retailer tumbled into disarray. They played a critical role in building the bomb known as Enron. McDonald is one of the few journalists to have not only parsed the record but also penetrated the culture of McKinsey itself. His access puts him in a unique position to demonstrate when it is worth hiring these gurus—and when they're full of smoke.

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.

They have names like Barmy Bernie, Daft Donald, and Steamin' Sammy. They like lager (in huge quantities), the Queen, football clubs (especially Manchester United), and themselves. Their dislike encompasses the rest of the known universe, and England's soccer thugs express it in ways that range from mere vandalism to riots that terrorize entire cities. Now Bill Buford, editor of the prestigious journal *Granta*,

enters this alternate society and records both its savageries and its sinister allure with the social imagination of a George Orwell and the raw personal engagement of a Hunter Thompson.

This is a book for solo and small firm attorneys. No matter where you are in the process of building your firm's financial foundation, we've got the tools and information that can take you to the next level. There is no shame in not knowing how to handle your firm's finances: We've dealt with hundreds of attorneys who are great lawyers, but share this same problem to one degree or another. It's not your fault. The law school you attended prepared you to be a lawyer, but likely left you completely unequipped to handle the business side of practicing law. Most of them adhere to the idea that the practice of law is a lofty, mission-driven profession, aimed at serving clients and righting wrongs - a mission that should be untainted by the concerns of business. Unfortunately, many mission-driven firms don't have the opportunity to serve their clients for very long because they can't fund their mission. Don't let this happen to you.

The legal industry has long been risk averse, but when it comes to adapting to the experience-driven world created by companies like Netflix, Uber, and Airbnb, adherence to the old status quo could be the death knell for today's law firms. In *The Client-Centered Law Firm*, Clio cofounder Jack Newton offers a clear-eyed and timely look at how providing a client-centered experience and running an efficient, profitable law firm aren't opposing ideas. With this approach, they drive each other. Covering the what, why, and how of running a client-centered practice, with examples from law firms leading this revolution as well as practical strategies for implementation, *The Client-Centered Law Firm* is a rallying call to unlock the enormous latent demand in the legal market by providing client-centered experiences, improving internal processes, and raising the bottom line.

Another extraordinary business fable from the New York Times bestselling author Patrick Lencioni. Written in the same dynamic style as his previous bestsellers including *The Five Dysfunctions of a Team*, Lencioni illustrates the principles of inspiring client loyalty through a fascinating business fable. He explains the theory of vulnerability in depth and presents concrete steps for putting it to work in any organization. The story follows a small consulting firm, Lighthouse Partners, which often beats out big-name competitors for top clients. One such competitor buys out Lighthouse and learns important lessons about what it means to provide value to its clients. Offers a key resource for gaining competitive advantage in tough times Shows why the quality of vulnerability is so important in business Includes ideas for inspiring customer and client loyalty Written by the highly successful consultant and business writer Patrick Lencioni This new book in the popular Lencioni series shows what it takes to gain a real and lasting competitive edge.

Praise for IMPLEMENTING VALUE PRICING A Radical Business Model for Professional Firms "Ron Baker is the most prolific and best writer when it comes to pricing services. This is a must-read for executives and partners in small to large firms. Ron provides the basics, the advanced ideas, the workbooks, the case studies—everything. This is a must-have and a terrific book." —Reed K. Holden founder and CEO, Holden Advisors, Corp., Associate Professor, Columbia University www.holdenadvisors.com "We've known through Ron Baker's earlier books that he's not just an extraordinary thinker and truly brilliant writer—he's a mover and a shaker on a mission. This is the End of Time! Brilliant." —Paul Dunn Chairman, B1G1® www.b1g1.com "Implementing Value Pricing is a powerful blend of theory, strategy, and tactics. Ron Baker's most recent offering is ambitious in scope, exploring topics that include economic theory, customer orientation,

value identification, service positioning, and pricing strategy. He weaves all of them together seamlessly, and includes numerous examples to illustrate his primary points. I have applied the knowledge I've gained from his body of work, and the benefits to me—and to my customers—have been immediate, significant, and ongoing." —Brent Uren Principal, Valuation & Business Modeling Ernst & Young® www.ey.com "Ron Baker is a revolutionary. He is on a radical crusade to align the interests of service providers with those of their customers by having lawyers, accountants, and consultants charge based on the value they provide, rather than the effort it takes. Implementing Value Pricing is a manifesto that establishes a clear case for the revolution. It provides detailed guidance that includes not only strategies and tactics, but key predictive indicators for success. It is richly illustrated by the successes of firms that have embraced value-based pricing to make their services not only more cost-effective for their customers, but more profitable as well. The hallmark of a manifesto is an unyielding sense of purpose and a call to action. Let the revolution begin." —Robert G. Cross, Chairman and CEO, Revenue Analytics, Inc. Author, Revenue Management: Hard-Core Tactics for Market Domination 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.

This friendly and accessible guide is one that you'll want to have on hand at every stage of the journey when starting your own law firm. From initial planning and choosing the right structure, overcoming teething problems, to expansion and beyond, in this book you'll find the practical guidance you need to set up and manage a law firm. Written by experienced practitioners who manage their own firms, How to Start a Law Firm includes guidance and advice on regulations, client care, staffing and managing finances, and new technology including AI. It offers lessons in how to develop the mindset of a business owner and a detailed study of how law firms have responded to the coronavirus pandemic.

Meet the UK's most notorious football hooligans. Author Andrew Woods has come face-to-face with Millwall's most

famous firm and now, for the first time, the Bushwackers reveal all about their bloodiest battles and fiercest rivalries -- in their own words. But among the camaraderie, the battles of wits with the police and the exhilarating toe-to-toe run-ins with the opposition, this book also examines the history of hooliganism and why measures brought in to combat violence have failed. Packed with hilarious characters, shocking tales and plenty of excitement, no stone is left unturned in this journey into the dark side of football. With stories from the 1960s to the present day -- including the infamous Luton riot of 1985, the 'Mad Season' of 2001/02 and the ongoing war with West Ham's ICF -- *No-one Likes Us, We Don't Care* is the ultimate collection of tales from the terraces.

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.'

The British royal family has experienced a resurgence in public interest at the same time as global inequalities have expanded between 'the elites' and 'the rest'. Yet, the monarchy is absent from conversations about inequality. This is the only book arguing that we cannot talk about inequalities in Britain today without talking about the monarchy.

Skilled lawyers who open their own firms can quickly find their dream career turning into a nightmare. When the firm doesn't grow as fast as you expected, the money doesn't come like you'd hoped despite working long hours, and your less-capable peers are passing you by, it can be demoralizing and deeply frustrating. Mike Morse has been there. The change he made that transformed both his personal life and his professional future was running his law firm like a business. Now, along with John Nachazel, Mike has written the book he wishes he had twenty years ago. In *Fireproof*, the duo lay out a roadmap of business principles to help you sort out what's missing from your firm. By running your firm like a business, you are free to work in your sweet spot, doing what you love to do every day. You'll attract more clients, make more money, and enjoy newfound freedom. As your firm grows, you'll enjoy peace of mind knowing it'll bring more profitability-not more problems.

Be the CEO of Your Law Firm: Gain Control, Turn a Profit, and Reclaim Your Life is written for attorneys who are

struggling to get out from under a mindset that is holding them back from building their dream law firm. A law practice is a business and you must treat it like one in order to be successful. Many of us became attorneys because we care about people. But our passion for our work doesn't always translate to making a good living. This book prepares you for the journey from barely keeping your head above water to being in control of your practice, your finances, and your life. Be the CEO of Your Law Firm defines what it means to be the CEO and outlines the Roles and Responsibilities you must master in order to grow and prosper: (1) Creating Your Vision and Strategy; (2) Marketing Your Services; (3) Taming Your Finances; (4) Managing Your Firm; (5) Cultivating Your Relationships; and (6) Attaining Client Satisfaction. It is designed to guide you through the most important aspects of what it takes to master your new CEO role and mindset. It is designed to make you think. It forces you to analyze the problems you face in running your law firm. It forces you to write down things that you may not necessarily feel good about when it comes to how your law firm has been operating. Ultimately, the book empowers you to look at the things you've been hiding from in your firm, face them head on, and take control of the firm rather than the firm continuing to take control of you.

They never told you this in law school. Out of a hundred new lawyers in prestigious, high-profile law firms: Two will have a long-term career at the firm, ninety-eight of you will (sooner or later) be shown the door. There's an overwhelming chance you will become another statistic and one day you'll be on your own with no law firm to provide security, a paycheck, or even a desk. If you don't know how to manage and grow a law firm, you will be lost in a sea of lawyers. You will be desperate for any clients you can get and have no idea how to manage a staff or hire a team of superstar employees. This book was written for you. Most books about law firm management and marketing are motivational with little practical advice. But when you have your own law practice and are just trying to survive, you don't need motivation--you need to know what to do ... right now. This book was written to fill that gap--the gap between theory and practice. The gap that law schools ignore, the gap that many lawyers ignore. Take small, baby steps to implement these principles, and with some time, consistent application, and a heavy dose of courage, you will be on the way to building the law firm of your dreams.

The instant New York Times bestseller! "Emily Oster dives into the data on parenting issues, cuts through the clutter, and gives families the bottom line to help them make better decisions." –Good Morning America "A targeted mini-MBA program designed to help moms and dads establish best practices for day-to-day operations." -The Washington Post From the bestselling author of *Expecting Better* and *Cribsheet*, the next step in data driven parenting from economist Emily Oster. In *The Family Firm*, Brown professor of economics and mom of two Emily Oster offers a classic business school framework for data-driven parents to think more deliberately about the key issues of the elementary years: school,

health, extracurricular activities, and more. Unlike the hourly challenges of infant parenting, the big questions in this age come up less frequently. But we live with the consequences of our decisions for much longer. What's the right kind of school and at what age should a particular kid start? How do you encourage a healthy diet? Should kids play a sport and how seriously? How do you think smartly about encouraging children's independence? Along with these bigger questions, Oster investigates how to navigate the complexity of day-to-day family logistics. Making these decisions is less about finding the specific answer and more about taking the right approach. Parents of this age are often still working in baby mode, which is to say, under stress and on the fly. That is a classic management problem, and Oster takes a page from her time as a business school professor at the University of Chicago to show us that thoughtful business process can help smooth out tough family decisions. *The Family Firm* is a smart and winning guide to how to think clearly--and with less ambient stress--about the key decisions of the elementary school years. Parenting is a full-time job. It's time we start treating it like one.

Finally, runners at all levels can improve their race times while training less, with the revolutionary Furman Institute of Running and Scientific Training (FIRST) program. Hailed by the Wall Street Journal and featured twice in six months in cover stories in *Runner's World* magazine, FIRST's unique training philosophy makes running easier and more accessible, limits overtraining and burnout, and substantially cuts the risk of injury, while producing faster race times. The key feature is the "3 plus 2" program, which each week consists of: -3 quality runs, including track repeats, the tempo run, and the long run, which are designed to work together to improve endurance, lactate-threshold running pace, and leg speed -2 aerobic cross-training workouts, such as swimming, rowing, or pedaling a stationary bike, which are designed to improve endurance while helping to avoid burnout With detailed training plans for 5K, 10K, half marathon, and marathon, plus tips for goal-setting, rest, recovery, injury rehab and prevention, strength training, and nutrition, this program will change the way runners think about and train for competitive races. Amby Burfoot, *Runner's World* executive editor and Boston Marathon winner, calls the FIRST training program "the most detailed, well-organized, and scientific training program for runners that I have ever seen."

De La Guardia provides aspiring entrepreneurs with practical steps and guidance at key career points to advance their careers and reach their professional goals in any engineering discipline.

A no-nonsense, practical guide on how and how not to run a law firm, examining why so many solicitors struggle in business, and how you can avoid the common mistakes and attitudes that lead to lack of growth or failure. ABOUT THE AUTHOR Bettina worked at the European Patent Office before qualifying as a solicitor in 1987. Specialising in litigation and employment she worked for a large multi office law firm becoming a partner in 1989. Her first role as partner was to

set up a human resources department for the firm which she continued to head for over 25 years. In 2002 she was appointed managing partner with responsibility for all aspects of the business, a role she successfully carried out for 13 years. Over the 30 years in private practice Bettina has helped her many clients develop the strategy for their business as well as advising on how best to deal with day to day issues. Drawing on her knowledge and first-hand experience of running a business including best financial management, staff communication and management, successful marketing campaigns and developing and implementing business development; her strength lies in her ability to offer clear and constructive help and support.

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