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MANAGING THE PROFESSIONAL SERVICE FIRM

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Managing The Professional Service Firm

JR Anderson



Managing The Professional Service Firm:

Managing The Professional Service Firm David H. Maister, 2012-12-11 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

Summary of David H. Maister's Managing The Professional Service Firm Everest Media, 2022-06-09T22:59:00Z Please note This is a companion version not the original book Sample Book Insights 1 The mission of every professional service firm is to deliver outstanding client service provide fulfilling careers and professional satisfaction for their employees and achieve financial success so that they can reward themselves and grow 2 The required shape of the organization is primarily determined by the skill requirements of its work For Brains projects which involve highly skilled and highly paid professionals the opportunities to leverage the top professionals with juniors are limited 3 The three categories of project types are those that involve the highest proportion of junior time those that involve the highest proportion of senior time and those that involve both junior and senior time The choice of project types is one of the most important variables available to balance the firm 4 The archetypal structure of the professional service firm is an organization containing three professional levels In a consulting organization these levels might be labeled junior consultant manager and vice president In a CPA firm they might be referred to as staff manager and partner *Strategic Management of Professional Service Firms* Bente Løwendahl, 2005 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

The Art of Managing Professional Services Maureen Broderick, 2010-10-24 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

Strategic Management of Professional Service Firms Stephan Kaiser,Max Josef Ringlstetter,2010-11-19 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

First Among Equals Patrick J. McKenna,David H. Maister,2012-12-11 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 Art of Managing Professional Services Maureen Broderick,1900 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 Executive Officer Booz Allen Hamilton Broderick s book is filled with best practices that will help all kinds of companies w

Leading and Managing Professional Services Firms in the Infrastructure Sector Tim Ellis,2018-02-12 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 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.

The Professional Services Firm Bible John Baschab, Jon Piot, 2004-12-17. 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 realising 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.

Managing the Professional Service Firm David H. Maister, 1993. *Client at the Core* August J. Aquila, Bruce W. Marcus, 2004-07-29. *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, says: "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, says: "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, says: "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 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

The Oxford Handbook of Professional Service Firms Laura Empson, Daniel Muzio, Joseph P. Broschak, Christopher Robin Hinings, 2015 The Oxford Handbook of Professional Service Firms discusses firms providing services in the traditional professions such as law accounting and architecture as well as newer sectors such as management consulting advertising and engineering It provides a critical overview of contemporary research on PSFs and suggests avenues of future inquiry

First Among Equals Patrick J. McKenna, David H. Maister, 2002 A guide to managing professional environments by two noted business consultants provides readers with the play book for inspiring employees to do their best on the job as it furnishes helpful guidance on the art of leadership 25 000 first printing *Entrepreneurial Strategies of Professional Service Firms* Andreas B. Günther, 2019-02-19 Over the past years knowledge intensive industries have gained significant importance as economic factor giving rise to professional service firms PSFs such as law firms accounting firms or consultancies Following this development the research interest especially in the strategies pursued by PSFs has grown substantially However past research focused mainly on strategies of established mature PSFs leaving academics as well as potential entrepreneurs without guidance on what newly founded entrepreneurial PSFs should pay attention to in order to ensure lasting competitive advantages Based on an explorative grounded theory analysis of two outstanding commercial law firm spin offs in Germany this work advances the research in this field In addition to a detailed case study report it offers a comprehensive theoretical framework and argues that PSFs have to employ a set of seven specific entrepreneurial strategies including for example service delivery people development and client acquisition strategies in order to successfully manage the entrepreneurial phase In providing examples for the growing PSF industry the findings on commercial law firm spin offs also inform entrepreneurship research in other professions **Performance in Professional Service Firms** Felix Schulze-Borges, 2011-03-30 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

nge in ein entsprechendes Performance Management System Managing Professional Service Delivery Barry M. Mundt, Francis J. Smith, Stephen D. Egan Jr., 2014-06-05 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 contr *Marketing the Professional Services Firm* Laurie Young, 2010-03-11 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 **The New Professional Service Firm** L. Martin van der Mandele, Henk W. Volberda, Rob B. Wagenaar, 2022-10-27 The authors of this book alert that professional services like law accountancy and consultancy firms are set to face major disruption The most important driver and enabler are the new technologies that help and in part substitute the work done by professionals The second important disruptor is the new generation of professionals NewGen who are less interested in building their careers in a hierarchical organization and more interested in entrepreneurial challenges in small teams with more rapid returns In the meanwhile major service conglomerates the big four accounting firms the big three consulting firms to name a few examples build their network using their brand and substantial resources All along the relentless pressure from clients to receive more services at lower cost continues Medium sized professional firms as well as one person independents appear to suffer most from these disruptions and are most anxious to find new ways to conduct their business But the leaders of large firms also feel that they are increasingly unable to support the innovative entrepreneurship of their most promising professionals while their organizations institutionalize and their overheads continue to grow This book proposes a new orientation and model of a professional service firm as an answer to these challenges by creating a Professional Service Community It is a synergistic team of organizations that share a vision of their role in society and main lines of their mission as well as the quality of their deliverables and their key clients At the same time they are independent in designing their internal business models like recruitment training knowledge management and economics The Professional Service Community provides a unique and highly attractive level of entrepreneurship flexibility and efficiency to the benefit of its clients partners staff and other stakeholders It is the way of the future *Innovating Professional Services* Alastair Ross, 2016-03-09 *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 Focusing on the professional services sector the book highlights process innovation the re engineering of services

and internal support processes to reduce cost and increase value to clients Detailed techniques such as the use of lean process mapping waste identification service experience mapping and value profiling are explained drawing on the author s extensive experience in working with leading law business service and consulting firms to create measurable improvements With case studies to illuminate the challenges of driving major improvement through innovation this book is valuable reading for leaders and change agents in law firms accountants consultants architects financial services and engineering services

Consulting & Professional Services Firm Hiring by U.S. Middle-Market Companies Mark N. Clemente, 2009-05-05
In depth market research study analyzes hiring decision making selection criteria and use of consulting and professional services firms by middle market companies in the current market environment Input based on data from corporate procurement executives and C level officers Comprehensive 80 page report identifies companies specific pain points and the strategic issues driving their retention of management consulting accounting law IT marketing and communication and other specialized advisory firms Statistics detail key purchasing trends and buyers decision making criteria

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