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MANAGING THE PROFESSIONAL SERVICE FIRM

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Managing The Professional Service Firm David H Maister

Dan Remenyi



Managing The Professional Service Firm David H Maister:

Managing The Professional Service Firm David H. Maister, 1993 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 *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 **First Among Equals** Patrick J. McKenna, David H.

Maister, 2010-05-11 Professional service gurus David Maister and Patrick McKenna have created a practical handbook on how to lead professional colleagues or peers when you lack formal authority Harvard Business School's Working Knowledge calls it a timely easy to read work leavened with action plans and examples Whether you have recently been appointed as a group leader or are a battle scarred veteran you know that managing professional people is difficult In this unique handbook Patrick J McKenna and David H Maister argue that leaders will best enable their people to achieve peak performance not by managing them not by leading them but by inspiring them The authors show you how to actually add value as a group leader or induce people to accept your guidance even with intelligent professionals who are often free agents accustomed to having autonomy to work on grueling assignments with little supervision They also give advice on how to handle those oh so talented

but oh so annoying professionals who exhibit attitude problems or are just exceedingly difficult to work with when you need them but they tend to needle you The lessons and learning presented here will give you insights and action tips to help you provoke and inspire your people to their full potential 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 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

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 Governance of**

Professional Service Firms Dirk Harlacher,2010 *True Professionalism* David H. Maister,Robert Galford,Charles Green,2012-12-11 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 **Managing the Professional Service Firm** David H. Maister,1993 The Trusted Advisor David H. Maister,Charles H. Green,Robert M. Galford,2014-05-09 In order to survive today s professionals must earn the trust of their clients and re earn it throughout their careers This is a dynamic must listen for successfully negotiating relationships in today s bold new economy **The Architect's Handbook of Professional Practice** American Institute of Architects,2011-09-26 Architects must be proficient in a variety of business practices to contribute to manage or launch a successful firm They are responsible for the same kind of legal financial marketing management and administrative activities as any other professional Within these broad categories however there are many details including professional standards and documents that are unique to the profession of architecture **Practice What You Preach** David H. Maister,2001-10-18 Firms that are perceived by their employees to actually practice what they preach are more financially successful than their competitors says consultant David H Maister based on a worldwide survey of 139 offices in 29 professional service firms in 15 countries in 15 different lines of business Maister asked the simple question Are employee attitudes correlated with financial success The answer he found was an unequivocal Yes Further the author shows that high levels of employee commitment and dedication cause yes cause a demonstrable measurable improvement in financial performance Maister proves that if your firm doesn t promote enthusiasm and high morale in your employees your firm will make less money So how can you create a culture in your firm that promotes growth and superior financial returns Maister discovered that the most successful firms surveyed excelled by doing well on things to which most if not all firms pay only lip service commitment to clients teamwork high standards employee development and other familiar topics However what distinguishes the best from the rest is that the best live up to their own standards Digging deeper by conducting in depth interviews with managers and employees of the firms he surveyed Maister has found that the key to success is not the systems of the firm but the character and skills of the individual manager He explores in detail the central role of the manager what he or she must do and must require of others The reader will find specific action recommendations from the managers and employees of these superstar businesses on how to build an energized workplace enforce standards of excellence develop people and have fun all as powerful profit improvement tactics Practice What You Preach can help any manager increase firm growth and profitability and will provide proof to firm executives that great financial rewards come from living up to the high standards that most businesses advocate but few achieve Business Solutions on Demand Mark Vincent Cerasale,Merlin Stone,2005 It argues convincingly that companies should look at what solutions they can provide consumers with rather than looking at what products they can foist upon them This is an effective guide to delivering real value to the customer through genuine innovative thinking The Marketer One of the most successful business solutions tomes ever published PCPlus Business Based partly on IBM s own transformation and partly on the transformations that IBM has helped its clients to achieve this ground breaking book shows how companies can increase sales and improve margins by

introducing a range of solutions Highly readable motivational and fast paced Business Solutions On Demand is packed with examples from many diverse industries The authors emphasize that for today s business to compete and survive it has to exceed the expectations of its customers Technological advancement globalization increased competition market saturation and easy access to information are all conspiring to make traditional business models redundant *The Professional Services Firm Bible* John Baschab,Jon Piot,2004-12-17 Spanning everything from legal firms and architects to fundraisersand dentists the professional services industry continues toexperience spectacular growth yet remains largely undocumented inbusiness literature Until now The Professional Services Firm Bible is a sophisticatedand comprehensive guide to running a highly productive professionalsservices organization Top consultants John Baschab and Jon Piotprovide specific and sharply defined policies practices and toolsfor each important aspect of managing the professional servicesfirm allowing you to assess current operations and develop astep by step plan for realising measurable productivityimprovements Further the book will help you improve financialperformance by managing costs getting the most from externalvendors and improving revenues The Professional Services Firm Bible is full of bestpractices proven advice and practical techniques and includes aCD ROM with customizable tools every professional services firm canuse to achieve improvements Please visit [www iig1 com](http://www.iig1.com) and[www impactinsights com](http://www.impactinsights.com)for more information on the book and top consultants John Baschaband Jon Piot

Investment Leadership Jim Ware,Beth Michaels,Dale Primer,2004-06-01 A comprehensive guide to best practices within the investment industry Investment Leadership provides readers with the tools to understand the leadership factors that contribute to sustainable growth diagnose their firm s culture and understand why it is important and replicate best practices from leading firms With the help of diagnostic tools practical advice from industry leaders and real life case studies this book sets out to explain what is wrong with the status quo and reveal the secrets of long term success in the investment industry James W Ware CFA currently works as a consultant to money managers He is the coauthor of The Leadership Genius of George W Bush 0 471 42006 9 Beth Michaels has worked with many organizations including Chevrolet Motors and the McDonald s Corporation Dale Primer has worked with business executives from more than 700 individual businesses in over eighty five separate industries **Developing Knowledge-Based Client Relationships** Ross Dawson,2012-10-02 The publication of this book heralds a new field of management thought and practice The advocates of the knowledge economy have to date focused almost exclusively on how managers can increase the internal productivity of their knowledge assets and intellectual capital The important next step is understanding that a large and rapidly increasing proportion of the value of business transactions is in knowledge itself Once this is recognized managers must devote their attention to how to maximize the value of that knowledge to customers and tie that directly to developing enduring and profitable relationships Developing Knowledge Based Client Relationships guides the reader to understanding the increasing importance of information and knowledge in business transactions and client relationships It then goes on to present in an extremely

practical fashion what knowledge organizations can do to enhance the value of the knowledge they deliver to clients and use that to develop profitable relationships This is done by presenting underlying theoretical framework a variety of tools for structuring relationships and presenting knowledge to clients and numerous case studies and examples of firms which have implemented these concepts successfully Fills a gap in present knowledge literature in the customer knowledge area Practical tools and effective case studies with world recognized companies Shows how knowledge organizations of all kinds can increase their competitive edge by adding value to their clients

The Vanishing American Lawyer Thomas D. Morgan, 2010-02-01 Over 4 000 lawyers lost their positions at major American law firms in 2008 and 2009 In The Vanishing American Lawyer Professor Thomas Morgan discusses the legal profession and the need for both law students and lawyers to adapt to the needs and expectations of clients in the future The world needs people who understand institutions that create laws and how to access those institutions works but lawyers are no longer part of a profession that is uniquely qualified to advise on a broad range of distinctly legal questions Clients will need advisors who are more specialized than many lawyers are today and who have more expertise in non legal issues Many of today s lawyers do not have a special ability to provide such services While American lawyers have been hesitant to change the ways they can improve upon meeting client needs lawyers in other countries notably Great Britain and Australia have been better at adapting Law schools must also recognize the world their students will face and prepare them to operate successfully within it Professor Morgan warns that lawyers must adapt to new client needs and expectations The term professional should be applied to individuals who deserve praise for skilled and selfless efforts but this term may lead to occupational suicide if it becomes a justification for not seeing and adapting to the world ahead

Chasing Stars Boris Groysberg, 2012-03-25 It is taken for granted in the knowledge economy that companies must employ the most talented performers to compete and succeed Many firms try to buy stars by luring them away from competitors But Boris Groysberg shows what an uncertain and disastrous practice this can be Chasing Stars offers profound insights into the fundamental nature of outstanding performance It also offers practical guidance to individuals on how to manage their careers strategically and to companies on how to identify develop and keep talent Publisher s description

How to Become a Successful IT Consultant Dan Remenyi, 2013-06-17 How to Become a Successful IT Consultant is a practical book for anyone considering setting themselves up as an IT consultant It is essential reading for those contemplating such a career change Today IT consulting has become a major opportunity for many IT professionals who want to work for themselves It is no longer only the domain of the high flying international organization In fact tens of thousands of IT professionals are leaving their regular jobs to set up as IT consultants on their own Although there are many consulting opportunities available it is quite a challenge to make a success of your own IT consulting business There are a lot of things to think about and many decisions to be made For those who get it right there is a very exciting and highly lucrative business career ahead This book takes the IT professional through all the key issues which have to be

understood and explains how to optimize your chances of developing a long term IT consulting business of your own This practical book explains what is involved in setting up your own business as an IT Consultant It explains the opportunities involved and gives practical advice as to how to take advantage of them The book looks at the full range of issues concerned with getting started and maintaining your business and gives practical guidelines about how to face the many challenges which you will encounter if you leave your job and set up on your own Amongst the many issues involved this book specifically addresses how to find clients how to get more business and the opportunities areas available how to price your services the funding you will require how to plan your consulting assignments And much more This book is an essential reading for anyone who is seriously thinking about taking this big career step *The Architect's Handbook of Professional Practice Update 2004* The American Institute of Architects,2004-03-30 The Architect s Handbook of Professional Practice Update 2004 offers the latest critical information to supplement the Thirteenth Edition Updated sample contracts Includes an overview and new sample documents on CD ROM Expanded practice topics Features seven new topics including proven techniques for improving client communications and four new services such as building security assessment that architects can provide Practice profiles Contains seven practice profiles that illustrate how firms of all sizes can increase business and profits by adding new practice methods and services

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Table of Contents Managing The Professional Service Firm David H Maister

1. Understanding the eBook Managing The Professional Service Firm David H Maister
 - The Rise of Digital Reading Managing The Professional Service Firm David H Maister
 - Advantages of eBooks Over Traditional Books
2. Identifying Managing The Professional Service Firm David H Maister
 - Exploring Different Genres
 - Considering Fiction vs. Non-Fiction
 - Determining Your Reading Goals
3. Choosing the Right eBook Platform
 - Popular eBook Platforms
 - Features to Look for in an Managing The Professional Service Firm David H Maister
 - User-Friendly Interface
4. Exploring eBook Recommendations from Managing The Professional Service Firm David H Maister
 - Personalized Recommendations
 - Managing The Professional Service Firm David H Maister User Reviews and Ratings
 - Managing The Professional Service Firm David H Maister and Bestseller Lists

5. Accessing Managing The Professional Service Firm David H Maister Free and Paid eBooks
 - Managing The Professional Service Firm David H Maister Public Domain eBooks
 - Managing The Professional Service Firm David H Maister eBook Subscription Services
 - Managing The Professional Service Firm David H Maister Budget-Friendly Options
6. Navigating Managing The Professional Service Firm David H Maister eBook Formats
 - ePub, PDF, MOBI, and More
 - Managing The Professional Service Firm David H Maister Compatibility with Devices
 - Managing The Professional Service Firm David H Maister Enhanced eBook Features
7. Enhancing Your Reading Experience
 - Adjustable Fonts and Text Sizes of Managing The Professional Service Firm David H Maister
 - Highlighting and Note-Taking Managing The Professional Service Firm David H Maister
 - Interactive Elements Managing The Professional Service Firm David H Maister
8. Staying Engaged with Managing The Professional Service Firm David H Maister
 - Joining Online Reading Communities
 - Participating in Virtual Book Clubs
 - Following Authors and Publishers Managing The Professional Service Firm David H Maister
9. Balancing eBooks and Physical Books Managing The Professional Service Firm David H Maister
 - Benefits of a Digital Library
 - Creating a Diverse Reading Collection Managing The Professional Service Firm David H Maister
10. Overcoming Reading Challenges
 - Dealing with Digital Eye Strain
 - Minimizing Distractions
 - Managing Screen Time
11. Cultivating a Reading Routine Managing The Professional Service Firm David H Maister
 - Setting Reading Goals Managing The Professional Service Firm David H Maister
 - Carving Out Dedicated Reading Time
12. Sourcing Reliable Information of Managing The Professional Service Firm David H Maister
 - Fact-Checking eBook Content of Managing The Professional Service Firm David H Maister
 - Distinguishing Credible Sources
13. Promoting Lifelong Learning

- Utilizing eBooks for Skill Development
- Exploring Educational eBooks

14. Embracing eBook Trends

- Integration of Multimedia Elements
- Interactive and Gamified eBooks

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