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Although the nature of service

Page 1/226

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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

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internal discipline and control necessary to manage professional service engagements and long-term success in the professional services industry. It details engagement-tested methods for success at every step in delivering a professional service and includes real-life

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examples from a number of professional service organizations. Here ' s What You Get: The steps for how to develop your niche in the marketplace A structure for how to manage professional service delivery, from start to finish Tips on how to set up an environment and develop a

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culture that will result in superior service delivery—such that the delivery process incorporates rigorous internal discipline and control Discussion of rapid implementation and deployment concepts that can be attained without compromising internal

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discipline and control Examples of documentation standards for professional service proposals and deliverables (reports) Discussion of application of the 9 Rules for Success in two engagements conducted by the authors The authors draw on their many years of experience in the field

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of management science to lay out procedures, tools, and techniques that address each step of the life cycle of an engagement—from definition of the services to be delivered, to evaluation of the results with the client. They take a back-to-basics approach that can be used in any size

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organization, from a sole practitioner to a firm of up to 75 practitioners and support staff as well as larger firms that also may be experiencing sustainability issues with their process improvement initiatives. The book guides you—starting with the 9 Rules—through the maze of obstacles

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in delivering your professional service.

For too long, professional services firms have relied on the “producer-manager” model, which works well in uncomplicated business environments. However, today’s managing directors must balance

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often conflicting roles, more demanding clients, tougher competitors, and associates with higher expectations of partners at all levels. When Professionals Have to Lead presents an overarching framework better suited to such complexity. It identifies the four

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critical activities for effective PSF leadership: setting strategic direction, securing commitment to this direction, facilitating execution, and setting a personal example. Through examples from consulting practices, accounting firms, investment banks, and other professional service

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organizations, industry veterans
DeLong, Gabarro, and Lees show how
this model works to:

- Align your firm ' s culture and key organizational components.
- Satisfy your clients ' needs without sacrificing essential managerial responsibilities.
- Address matters of

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size, scale, and complexity while maintaining the qualities that make professional services firms unique. A valuable new resource, this book redefines the role of leadership in professional services firms.

Professional services firms - from the legal sector to accountancy,

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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-

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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

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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

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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,

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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.

We often (or even usually) know what

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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

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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.

How to Get Value for Money from

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Consultants and Other Professional
Service Providers
How to Navigate Clueless Colleagues,
Lunch-Stealing Bosses, and the Rest
of Your Life at Work
Strategic Management of
Professional Service Firms
Commercial Project Management

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And Other Advice for Growing and
Managing Services Firms
How the World's Best Consulting and
Professional Services Firms Expand
Client Relationships
Art's Principles
Public and private sector

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organisations are spending huge amounts of money buying professional services, and most are doing it badly, without sufficiently rigorous procurement processes or an adequate understanding of the marketplace, resulting in wasted

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money and disappointing outcomes. Even among those organisations with formal procurement processes and techniques, many are applying them inappropriately and therefore achieve similar poor results. On the other side of the fence, many

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professional services firms don't understand how the increasing application of procurement processes could affect the way they get business and work with clients, the way they charge and, ultimately, their profitability.

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Furthermore, while they are working together, both professional services providers and their clients too often behave in ways that reduce the potential benefits to both parties. Using real examples from a range of private sector firms,

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government departments and the professional services firms themselves, this book explores what users and providers of professional services need to do to ensure that the users' money is well spent and the providers' earnings are well

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earned. "A practical and thought provoking guide that gets to the heart of the matter about what differentiates this category of spend."—Helen Wilber FCIPS, Senior Procurement Manager, Professional Services, Group

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Procurement, Royal Mail "This insightful book will help buyers and providers of professional services get a better understanding of the issues – and achieve better results."—Lindsay Morgan, Partner and Head of Global Real Estate,

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Norton Rose LLP and Group
Companies world-wide continue to
seek new growth opportunities by
establishing professional services to
complement their current company
portfolio. These professional
service organisations are being

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chartered to secure high margin streams of revenue, improve customer satisfaction, and solidify customer loyalty. However, many of these companies have little experience building and managing a professional services

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organisation. This lack of experience is creating incredible organisational pain. Not just product companies are struggling in their attempts to create profitable and effective professional service organisations. System integrators

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and value added resellers that must incorporate complicated technologies into their service offerings are struggling to scale service capabilities. Outsourcing and managed service providers that now want to provide consultative

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support are learning there are significant differences in these service lines. Many times, the current professional service strategy for these companies is simply not sustainable. Mastering Professional Services is the first

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book to guide accompany through the process of designing a viable services strategy that complements a broader company portfolio. From the author of Building Professional Services: The Siren's Song, this book continues the tradition of

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providing practical tools and techniques to manage professional services when it is not the core offering of the company.

Becoming a successful business-person and running a successful services firm associated to a craft is

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a challenge for many because the business aspects can be seen as an anchor to the craft. Many craftspeople just want to design beautiful homes, write code, help clients with legal matters, create award-winning user interfaces, and so on.

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Running successful services firms doesn't mean the crafts-people have to run away from their craft to be successful. But they do have to embrace, understand, and get good at the business-person side of it, or they will end up working for

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someone else who has figured it out. Between the covers of this book, you will find scores of insights, tips, and strategies gleaned from the author's decades of experience in managing and selling for services firms. From

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team dynamics, to cash-flow management, from growth strategies to finding the right client fit, and from forming partnerships to the best exit strategy, this book's eight sections will help you understand the art and skill-sets

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required to manage a successful services firm. Much of the focus of this book is on growing a services firm. Many firms get marketing and sales wrong across the board. Some firms get pieces of it right, but it is rare to see a firm that is

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executing well across the entire marketing and sales continuum. In addition to explaining why he recommends that you should "sell naked," author Ryan Frederick covers a range of marketing and sales strategies and activities to

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help services firms of all types become business-development juggernauts. Most of these marketing and sales strategies are not epiphanies. Some are counter-intuitive and challenge preconceived ideas of how things

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should be done around business development for a services firm, but none of them are out of reach for any services firm. Services firms that choose to become intentional and disciplined about becoming great marketing and sales firms

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will get there over time. The best advice is to START now.

Learn the secrets of how recurring revenue is driven at expert firms like BCG, KPMG, EY, and more
Never Say Sell: How the World's Best Consulting and Professional

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Services Firms Expand Client Relationships explains how to scale individual engagements into long-term business relationships. Cowritten by Tom McMakin, the coauthor of How Clients Buy and expert in account development, and

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colleague Jacob Parks, this book provides insights from key rainmakers at firms like Accenture, IBM, and more into how they drive growth from existing relationships. Never Say Sell is a business development guide for professional

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service providers like consultants, accountants, and lawyers, whether they are sole proprietors or members of account teams tasked with expanding key accounts. Doing good work with existing clients is not enough to have them

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come back to you again and again. You must do more. This book explores the techniques and methods that leading professional service providers use to add value, cross sell, and drive recurring revenue from existing

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engagements. Never Say Sell will help you turn one-and-done clients into some of your most exciting and lucrative relationships. It is a must-have for any professional who benefits from repeat business.

The Boutique

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The Courage To Care About Your
Clients & Career

Woo, Wow, and Win

How To Manage A Group Of
Professionals

Practice What You Preach

Professional Services Leadership

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Handbook

How To Write A Good
Advertisement: A Short Course In
Copywriting

*Professional organizations - such as
accounting and consulting firms, law
firms, and investment banks - are*

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fundamental to the functioning of the global economy. Yet many of the most powerful are notoriously private. This book uncovers the complex, messy, and surprisingly emotional challenges of leading professional organizations - revealing the realities that lies beneath

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the 'professional' surface which these organizations present to the outside world. Individual professionals - highly educated, highly intelligent, and highly opinionated - are generally reluctant to see themselves as followers and may be equally reluctant to put

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themselves forward as leaders. They value their autonomy and confer authority on their leaders on a highly contingent basis. How does a professional come to be seen as a leader within a professional organization? How do leaders

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maintain their position once they have reached the top of their organization? How do they navigate the complex power relationships among their professional colleagues and actually get things done? Leading Professionals: Power, Politics, and

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Prima Donnas analyses the complex power dynamics and interpersonal politics that lie at the heart of leadership in professional organizations. It is based on Laura Empson's scholarly research into the world's leading professional

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organizations across a range of sectors, including interviews with over 500 senior professionals in 16 countries. It draws on the latest organizational and leadership theory to analyse in detail exactly how professionals come together to create

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'leadership'. It identifies how change happens within professional organizations and explains why their leaders so often fail.

Art's Principles reveals the blueprint behind one of the most successful professional services firms, giving

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career-minded individuals the tools they need to excel in business. The book covers the essentials of leadership, talent acquisition and operations, while outlining the creative strategies that propelled a small business into one of the largest and

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most admired in its industry. This guidebook is full of well-tested ideas that are applicable to someone running a small, medium or large a professional firm--or running any project where people, profit and customers matter.

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

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your products and services irresistible to potential customers. This remarkable book has turned many novice mail order entrepreneurs into expert copywriters and many experienced copywriters into masters of their trade. Whether you are new to

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the craft or have been writing copy for years, your knowledge and practice of advertising fundamentals will determine the extent of your success. How to Write a Good Advertisement presents these fundamentals from the perspective of a 44-year veteran in the

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copywriting business. Following these proven techniques and tips, anyone can write professional advertisements that create a memorable image, pull in mailboxes full of orders, or attract new customers to their service. LEARN HOW TO: Grab reader attention

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*immediately Write compelling copy
that holds attention Write a call to
action that's difficult to refuse Design
winning layouts Increase the number
of orders Convert more inquiries to
orders GET ANSWERS TO
IMPORTANT TECHNICAL*

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QUESTIONS: Effective advertisement length...use of color...smart media placement...and much more.

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Ask a Manager

Mastering Professional Services

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Theory and Practice

Marketing and Managing Today's

Professional Services Firm

Managing Professional Service

Delivery

Client at the Core

Are some technically

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*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*

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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

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*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*

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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

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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

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PROFESSIONALISM a worthy
successor to his previous
writings.

*Who controls how
transnational issues are
defined and treated? In
recent decades professional
coordination on a range of*

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issues has been elevated to the transnational level. International organizations, non-governmental organizations (NGOs) and firms all make efforts to control these issues. This volume shifts focus away

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*from looking at
organizations and zooms in
on how professional networks
exert control in
transnational governance. It
contributes to research on
professions and expertise,
policy entrepreneurship,*

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normative emergence, and change. The book provides a framework for understanding how professionals and organizations interact, and uses it to investigate a range of transnational cases. The volume also

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deploys a strong emphasis on methodological strategies to reveal who controls transnational issues, including network, sequence, field, and ethnographic approaches. Bringing together scholars from

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*economic sociology,
international relations, and
organization studies, the
book integrates insights
from across fields to reveal
how professionals obtain and
manage control over
transnational issues.*

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Most businesses rely on talent to succeed, but none so much as professional service firms. Within this rapidly expanding, trillion-dollar industry, professionals--and how they're managed--are the

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*primary source of
competitive advantage. In
fact, success in this sector
is determined more by the
people you pay than the
people who pay you. This
path-breaking book provides
readers with a practical and*

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*integrated perspective on
how to win in the unique and
tumultuous world of
professional services. From
strategy to organization to
culture, it offers
customized insights for
businesses in which*

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professionals drive bottom-line results and long-term company success. Respected academic Jay W. Lorsch and accomplished practitioner Thomas J. Tierney apply their broad experience to the realities of "Monday

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*morning" decision making.
Their work reflects decades
of personal experience,
combined with a rigorous
study of outstanding
professional service firms
in industries that include
law, information technology,*

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*accounting, advertising,
investment banking,
executive search, and
consulting. Aligning the
Stars explains what
differentiates the "best of
the best" within
professional services. By*

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*describing how to attract,
retain, motivate, organize,
and lead the stars that
shape a company's destiny,
this book provides valuable
lessons for the current and
future leaders of every
talent-driven business.*

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Schuster

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*Practical Magic for Crafting
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Unconventional Strategies to
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Maintain Your Sanity
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*A Guide for Selling and
Delivering Professional
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*Tools for Modern Financial
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Strategy and the Fat Smoker
*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*

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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

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research labs and software companies, management responsibility is increasingly delegated - ususally without guidance - to those who head up smaller teams of professionals.
FIRST AMONG EQUALS speaks

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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

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*dealing with talented prima
donnas, McKenna and Maister
present a thorough introduction to
managing and orchestrating
talent.*

*A guide to putting cognitive
diversity to work Ever wonder*

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what it is that makes two people click or clash? Or why some groups excel while others fumble? Or how you, as a leader, can make or break team potential? Business Chemistry holds the answers. Based on

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extensive research and analytics, plus years of proven success in the field, the Business Chemistry framework provides a simple yet powerful way to identify meaningful differences between people's working styles. Who

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*seeks possibilities and who
seeks stability? Who values
challenge and who values
connection? Business Chemistry
will help you grasp where others
are coming from, appreciate the
value they bring, and determine*

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what they need in order to excel. It offers practical ways to be more effective as an individual and as a leader. Imagine you had a more in-depth understanding of yourself and why you thrive in some work environments and

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flounder in others. Suppose you had a clearer view on what to do about it so that you could always perform at your best. Imagine you had more insight into what makes people tick and what ticks them off, how some interactions unlock

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potential while others shut people down. Suppose you could gain people's trust, influence them, motivate them, and get the very most out of your work relationships. Imagine you knew how to create a work

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environment where all types of people excel, even if they have conflicting perspectives, preferences and needs. Suppose you could activate the potential benefits of diversity on your teams and in your organizations,

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*improving collaboration to
achieve the group's collective
potential. Business Chemistry
offers all of this--you don't have
to leave it up to chance, and you
shouldn't. Let this book guide you
in creating great chemistry!*

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Risk control, capital allocation, and realistic derivative pricing and hedging are critical concerns for major financial institutions and individual traders alike. Events from the collapse of Lehman Brothers to the Greek sovereign

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debt crisis demonstrate the urgent and abiding need for statistical tools adequate to measure and anticipate the amplitude of potential swings in the financial markets—from ordinary stock price and interest

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rate moves, to defaults, to those increasingly frequent "rare events" fashionably called black swan events. Yet many on Wall Street continue to rely on standard models based on artificially simplified assumptions

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that can lead to systematic (and sometimes catastrophic) underestimation of real risks. In Practical Methods of Financial Engineering and Risk Management, Dr. Rupak Chatterjee—former director of

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*the multi-asset quantitative
research group at
Citi—introduces finance
professionals and advanced
students to the latest concepts,
tools, valuation techniques, and
analytic measures being*

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*deployed by the more discerning
and responsive Wall Street
practitioners, on all operational
scales from day trading to
institutional strategy, to model
and analyze more faithfully the
real behavior and risk exposure*

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*of financial markets in the cold
light of the post-2008 realities.
Until one masters this modern
skill set, one cannot allocate risk
capital properly, price and hedge
derivative securities realistically,
or risk-manage positions from the*

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multiple perspectives of market risk, credit risk, counterparty risk, and systemic risk. The book assumes a working knowledge of calculus, statistics, and Excel, but it teaches techniques from statistical analysis, probability,

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*and stochastic processes
sufficient to enable the reader to
calibrate probability distributions
and create the simulations that
are used on Wall Street to
value various financial
instruments correctly, model the*

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risk dimensions of trading strategies, and perform the numerically intensive analysis of risk measures required by various regulatory agencies. Beside talent and a sterling portfolio, what can world-class

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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"

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*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,*

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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

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*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*

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ADVISOR is the first truly
indispensable business book of*

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the decade.

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50 Years of Hard-Learned
Lessons in Building a World-
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*Walking the Consulting Tightrope
What Managers Must Do To
Create A High-achievement
Culture
Managing the Professional
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Business Chemistry*

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*A Practical Guide to Business
Development for Consulting and
Professional Services*

"Clients At The Core is an essential blueprint to helping us all take the next steps. The authors, battle

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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

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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

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marketing and firm
management. There is
valuable insight[in this]
down-to-earth guide to
competing successfully in
the newenvironment." -David
Maister, author and
consultant "The book is a

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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-

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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

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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

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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:

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The Litigation PRDesk

Reference "Client selection and retention is one of the critical successfactors for a professional services firm, and Aquila and Marcus do a masterful job at educating us on the

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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

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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

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Core is a commonsense 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

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analysis and poignant
prose." -Jeffrey S. Pawlow,
Managing Shareholder, The
GrowthPartnership, Inc.
In today's highly
competitive realm of
professional service firms,
the quest for individual

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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

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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

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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"

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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

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highest standards of employee professionalism are invariably more financially successful than those that don't.

Managing strategies for professional service firms is an important and complex

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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

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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

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contains practical advice
and offers a profound
insight into the managerial
excellence of service
companies.

A proven approach to revenue-
generating marketing and
client development

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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

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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

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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-

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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

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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.

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Frederiksen is coauthor of
Online Marketing for
Professional Services Will
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direct mail marketing Firms
of any size can use this
proven approach to marketing

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and client development to attract new clients and grow their professional service businesses.

Insights from Leaders of the World's Top Firms, Portable Documents

Buying Professional Services

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Professional Service Firms
How to Lead a Professional
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Practical Methods of
Financial Engineering and
Risk Management

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When Professionals Have to
Lead

How Professional Service
Firms Compete to Win

**The real-world guide to selling
your services and bringing in
business How Clients Buy is the**

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much-needed guide to selling your services. If you're one of the millions of people whose skills are the 'product,' you know that you cannot be successful unless you bring in clients. The problem is, you're trained to do your job—not

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sell it. No matter how great you may be at your actual role, you likely feel a bit lost, hesitant, or 'behind' when it comes to courting clients, an unfamiliar territory where you're never quite sure of the line between under- and over-

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**selling. This book comes to the
rescue with real, practical advice
for selling what you do. You'll
have to unlearn everything you
know about sales, but then you'll
learn new skills that will help you
make connections, develop**

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rapport, create interest, earn trust, and turn prospects into clients. Business development is critical to your personal success, and your skills in this area will dictate the course of your career. This invaluable guide gives you a

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**set of real-world best practices
that can help you become the
rainmaker you want to be. Get the
word out and make productive
connections Drop the fear of self-
promotion and advertise your
accomplishments Earn potential**

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**clients' trust to build a lasting
relationship Scrap the sales pitch
in favor of honesty, positivity, and
value Working in the consulting
and professional services fields
comes with difficulties not
encountered by those who sell**

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tangible products. Services are often under-valued, and become among the first things to go when budgets get tight. It is now harder than ever to sell professional services, so your game must be on-point if you hope to out-compete

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the field. How Clients Buy shows you how to level up and start winning the client list of your dreams.

An innovative approach to winning more profitable sales in the growing professional services

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**industry In recent years,
professional services providers
have had to rethink their sales
methods and adapt to profound
changes in the way clients buy
services. In response, Winning the
Professional Services Sale argues**

for fundamental changes in the seller's mindset and sales strategies. Rather than pressing the sale, salespeople must help clients buy--the way that works best for each client. This new approach gives buyers what they

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**now want in a services seller: a
consultative problem solver,
change agent, and solution
integrator, all rolled into one.
Author Michael McLaughlin
presents a strategy for winning
new business with a holistic**

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approach to each client relationship. Only by fully understanding a sale from every angle, including its impact on the client's business and career, can salespeople thrive in the new era of the service economy.

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

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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:

Page 164/226

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

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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

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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

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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

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**clients, satisfying careers for its
people, and financial success for
its owners.”**

**Doing What's Obvious But Not
Easy**

**How to Start, Scale, and Sell a
Professional Services Firm**

Page 169/226

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**The Seven Principles of
Professional Services
Research in the Sociology of
Organizations: Professional
service firms
The Trusted Advisor
Never Say Sell**

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The Governance of Professional Service Firms

**In this pioneering
guide, two business
authorities introduce
the new discipline of
Service Design and**

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reveal why trying new strategies for pleasing customers isn't enough to differentiate your business—it needs to be designed for service from the ground up. Woo,

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Wow, and Win reveals the importance of designing your company around service, and offers clear, practical strategies based on the idea that the design of

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**services is markedly
different than
manufacturing.**

**Bestselling authors and
business experts Thomas
A. Stewart and Patricia
O'Connell contend that**

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**most companies, both
digital and brick-and-
mortar, B2B or B2C; are
not designed for
service—to provide an
experience that matches
a customer's**

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**expectations with every
interaction and serves
the company's needs.
When customers have more
choices than ever
before, study after
study reveals that it's**

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**the experience that
makes the difference. To
provide great
experiences that keep
customers coming back,
businesses must design
their services with as**

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**much care as their
products. Service Design
is proactive—it is about
delivering on your
promise to customers in
accordance with your
strategy, not about**

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**acceding to customer
dictates. Woo, Wow, and
Win teaches you how to
create "Ahhh" moments
when the customer makes
a positive judgment, and
to avoid Ow"**

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moments—when you lose a sale or worse, customer trust. Whether you're giving a haircut, selling life insurance, or managing an office building, your customer

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**is as much a part of
your business as your
employees are. Together,
you and customers create
a bank of trust; fueled
by knowledge of each
other's skills and**

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**preferences. This is
Customer Capital, the
authors explain, and it
is jointly owned. But
it's up to you to manage
it profitably.**

Innovative yet grounded

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**in real world examples,
Woo, Wow, and Win is the
key strategy for winning
customers—and keeping
them.**

**Selling and delivering a
project to a satisfied**

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client, and making a profit, is a complex task. Project manager and author Robin Hornby believes this has been neglected by current standards and is poorly

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**understood by
professionals in the
field. Commercial
Project Management aims
to rectify this
deficiency. As a unique
'how-to' guide for**

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**project and business
managers, it offers
practical guidance, and
a wealth of explanatory
illustrations, useful
techniques, proven
checklists, real life**

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examples, and case stories. It will give project managers a needed confidence boost and a head start in their demanding role as they go 'on contract'.

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At the heart of Robin's approach is a vendor sales and delivery lifecycle that provides a framework for business control of projects. Unique elements include

**the integration of buyer
and vendor project
lifecycles, the
recasting of project
management as a cyclic
set of functions to lead
the work of the project,**

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**and the elevation of
risk assessment from a
project toolkit to a
fundamental control
process. Beyond project
management, the book
proposes a comprehensive**

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**template for the firm
whose business is
delivering projects.
This is a how-to book
for project and business
managers working in a
commercial environment**

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**Looking for practical
guidance on conducting
their projects and
organizing their firm.
From the creator of the
popular website Ask a
Manager and New York's**

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**work-advice columnist
comes a witty, practical
guide to 200 difficult
professional
conversations—featuring
all-new advice! There's
a reason Alison Green**

**has been called “the
Dear Abby of the work
world.” Ten years as a
workplace-advice
columnist have taught
her that people avoid
awkward conversations in**

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the office because they simply don't know what to say. Thankfully, Green does—and in this incredibly helpful book, she tackles the tough discussions you may need

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**to have during your
career. You'll learn
what to say when •
coworkers push their
work on you—then take
credit for it • you
accidentally trash-talk**

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**someone in an email then
hit “reply all” • you’re
being micromanaged—or
not being managed at all
• you catch a colleague
in a lie • your boss
seems unhappy with your**

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loud speakerphone is
making you homicidal •
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holiday party Praise for
Ask a Manager "A must-
read for anyone who**

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**works . . . [Alison
Green's] advice boils
down to the idea that
you should be
professional (even when
others are not) and that
communicating in a**

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pleasure to read, and
her advice can be widely
applied to relationships
in all areas of readers'
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Journal (starred review)
“I am a huge fan of
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book is even better. It
teaches us how to deal
with many of the most
vexing big and little
problems in our
workplaces—and to do so**

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**with grace, confidence,
and a sense of
humor.”—Robert Sutton,
Stanford professor and
author of The No Asshole
Rule and The Asshole
Survival Guide “Ask a**

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**Manager is the ultimate
playbook for navigating
the traditional
workforce in a
diplomatic but firm
way.”—Erin Lowry, author
of Broke Millennial:**

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**Stop Scraping By and Get
Your Financial Life
Together**

**This book details the
prerequisite knowledge
every consultant must
master when delivering**

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complex professional services. Coupled with the author's and his industry colleagues' real life examples of success and failure, these principles provide

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**every consultant with
actionable guidance to
improve their service
quality. Professional
services consultants are
walking a dangerous high
wire between the success**

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**of their customers and
the ongoing success of
their firm. To maintain
balance and walk this
tightrope successfully,
a consultant needs a
strong set of principles**

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**that can be relied upon
in the heat of a
customer engagement.
Through detailed
analysis of his own
experience as a
consultant, a customer,**

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**and a professional
services executive,
Shane describes in
detail the seven
principles of
professional services
that have led him and**

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**others to repeated
success. If you have
been a consultant for
ten minutes or ten
years, this book will
help you assess how well
you deliver your service**

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**today and enable you to
identify ways to elevate
it in the future. Doing
so will benefit your
customer, your firm and
your career.**

The Art of Managing

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**Professional Services
Leading Professionals
Sell Naked
Marketplace Masters
Aligning the Stars
Professional Networks in
Transnational Governance**

Remaking Law Firms

Professional service firms differ from other business enterprises in two distinct ways: first they provide highly customised services thus cannot apply many of the management principles developed for product-based industries.

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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

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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

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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

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people and financial success for its owners.'

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

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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

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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 ·

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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

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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

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Broderick & Co.'s unparalleled research into professional services management, including 200+ executive interviews with leaders and innovators in organizations of all sizes and types. overview of contemporary research on PSFs, and suggests

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Winning the Professional Services Sale
9 Rules for Success
True Professionalism

Service Design, Strategy, and the Art
of Customer Delight
Power, Politics, and Prima Donnas

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