

True Professionalism David H Maister

Managing The Professional Service Firm First Among Equals First Among Equals The Trusted Advisor: 20th Anniversary Edition Practice What You Preach Powerful Professionals Business Solutions on Demand Managing Quality in Architecture The Architect's Handbook of Professional Practice Service Breakthroughs The Firm of the Future Management Consulting Today and Tomorrow Service Management Course Consulting in Uncertainty The Trusted Advisor The National Public Accountant The Internationalization of the Practice of Law Investment Leadership Professional Financial Advisor II FileMaker 8 Functions and Scripts Desk Reference David H. Maister Patrick J. McKenna Patrick J. McKenna Charles H. Green David H. Maister Murray Hiebert Mark Vincent Cerasale Charles Nelson Joseph A. Demkin James L. Heskett Paul Dunn Larry E. Greiner Sasser Ann Brooks David H. Maister Jens Drolshammer Jim Ware John De Goey Scott Love

Managing The Professional Service Firm First Among Equals First Among Equals The Trusted Advisor: 20th Anniversary Edition Practice What You Preach Powerful Professionals Business Solutions on Demand Managing Quality in Architecture The Architect's Handbook of Professional Practice Service Breakthroughs The Firm of the Future Management Consulting Today and Tomorrow Service Management Course Consulting in Uncertainty The Trusted Advisor The National Public Accountant The Internationalization of the Practice of Law Investment Leadership Professional Financial Advisor II FileMaker 8 Functions and Scripts Desk Reference *David H. Maister Patrick J. McKenna Patrick J. McKenna Charles H. Green David H. Maister Murray Hiebert Mark Vincent Cerasale Charles Nelson Joseph A. Demkin James L. Heskett Paul Dunn Larry E. Greiner Sasser Ann Brooks David H.*

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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

in this guide to managing in professional environments two renowned consultants show professional group managers lacking formal authority how to lead colleagues to peak performance 15 tables

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

bestselling author david maister teams up with charles h green and robert m galford to bring us the essential tool for all consultants negotiators and advisors in today s fast paced networked economy professionals must work harder than ever to maintain and improve their business skills and knowledge but technical mastery of one s discipline is not enough assert world renowned professional advisors david h maister charles h green and robert m galford the key to professional success they argue is the ability to earn the trust and confidence of clients to demonstrate the paramount importance of trust the authors use anecdotes experiences and examples successes and mistakes their own and others to great effect the result is an immensely readable book that will be welcomed by the inexperienced advisor and the most seasoned expert alike

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 be 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

if you are a professional working in an organization this is the book you ve been waiting for chock full of checklists dos and don ts models assessments worksheets andflowcharts this book is designed to help you market your skills sell your ideas and proposals secure client commitment to action establish 50 50 partnerships with managers establish powerful professional roles make client resistance work for you using these skills effectively you will experience increased impact and career satisfaction while being viewed as a valued core member of your organization this practical down to earth how to book will become your constant reference it also offers you the unique opportunity to rate yourself against the world s largest database of client customer feedback with this book as your success guide turn your expertise into results

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 peplus 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

a quality management book written for architectural design practices

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

discover the game changing strategies of service breakthroughs where harvard business school experts unveil innovative service management techniques breakthrough leadership insights and the self reinforcing service cycle to elevate customer satisfaction retention and profitability in competitive industries what do citicorp ups and marriott have in common they are breakthrough service providers firms that changed the rules of the game in their respective industries by consistently meeting or exceeding customer needs and expectations to find out how these companies do it service management experts james heskett earl sasser and christopher hart put the question to the chief executive officers of fifteen of america s leading service firms attending a workshop at the harvard business school breakthrough leaders they discovered think very differently about their businesses than their competitors now in service breakthroughs based upon five years of exhaustive research in fourteen service industries heskett sasser and hart show exactly what enables one or two companies in each industry to constantly set new standards for quality and value that force competitors to adapt or fail at the heart of breakthrough performance the authors contend is a sometimes intuitive but thorough understanding of the self reinforcing service cycle that replaces traditional management of trade offs the cycle is a paradigm derived from the research results suggesting direct links between heightened customer satisfaction increased customer retention augmented sales and profit improved quality and productivity greater service value per

unit of cost improved satisfaction of service providers increased employee retention and further heightened customer satisfaction with detailed examples and dramatic case studies of mark twain bancshares american airlines florida power and light federal express mcdonald s and many other companies heskett sasser and hart show how this self reinforcing cycle of behavior differentiates breakthrough leaders from their merely good competitors the authors describe how breakthrough managers develop counterintuitive even contrarian strategic service visions these companies define their service concept in terms of results achieved for customers rather than services performed they target market segments by focusing on psychographics how customers think and behave instead of demographics and instead of viewing a service delivery system as a facility where the service is produced and sold breakthrough firms see it as an opportunity to enhance the quality of the service these profound differences in thought and action have brought spectacular results for managers who wish to set the pace in their service industries service breakthroughs is essential reading

provides accountants in small and medium sized firms the tool to expand services beyond attest and compliance functions shows how to transition to other professional services that clients value provides a pro forma business plan for mapping a three to five year plan for the transition to a successful practice positions consulting as an extension to traditional services not just an alternative includes many real world examples of accountants who have made a successful transition to new services discussing the challenges and the results achieved focuses on quality of life issues and how to get there

this book provides a thorough examination of a variety of specialties within the broad range of management consulting a book of such scope and depth could only be written by a large number of experts each from one of the many specialties related to management consulting together all 27 contributors take the reader through an industry that is currently undergoing significant change while covering all the major practice areas of consulting the book also offers new insights into change processes and addresses compelling management

issues now facing consulting firms

the traditional model of consulting places an emphasis on diagnosing a problem and finding a cure but in today's business world of globalized organizations rapid knowledge proliferation and the intertwining of economies that approach is becoming less and less viable problems are quickly redefined new knowledge and ownership of that knowledge is constantly surfacing and being challenged and no solution is a permanent solution consulting in uncertainty articulates a model of consulting that addresses the uncertainty and interconnectedness of the world in a post industrial knowledge era emphasizing outcomes and inquiry over diagnosis brooks and edwards outline this new consulting model as well as the skills consultants must bring to the table in any uncertain and dynamic environment integrating practical knowledge with scholarship this book covers skills such as relational skills and the consulting relationship cultural awareness and related skills contextual analysis facilitating inquiry collecting and efficiently analyzing data or information consultants and students of consulting as well as managers teachers counselors and even parents will find this book enlightening and useful in navigating today's uncertain world

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

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 michael's 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

sweeping changes have hit the financial services industry at the same time as more and more canadians are turning to professionals to invest their money consumers want to work with qualified professionals but are often left to work with narrow product based sales representatives

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