

# True Professionalism David H Maister

First Among Equals Managing the Professional Service Firm The Trusted Advisor: 20th Anniversary Edition First Among Equals Practice What You Preach True Professionalism The Trusted Advisor: 20th Anniversary Edition The Psychology of Waiting Lines Summary of David H. Maister's Managing The Professional Service Firm 3 Minute Summary of The Trusted Advisor by David H. Maister Strategy and the Fat Smoker Business Solutions on Demand When Professionals Have to Lead Journal of Regulatory Economics The Service Encounter Management Consulting, 1990 Handling & Shipping Cases in Advertising and Promotion Management Introduction to Transportation Services Marketing Patrick J. McKenna David H. Maister David H. Maister Patrick J. McKenna David H. Maister David H. Maister Charles H. Green David H. Maister Everest Media, thimblesofplenty David H. Maister Mark Vincent Cerasale Thomas DeLong John A. Czepliel John A. Quelch Wayne Kenneth Talley Govind Apte

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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

explores issues such as marketing business development multinational strategies human resource policies profit improvement strategic planning and effective leadership

the 20th anniversary edition of the brilliant and practical tom peters author of the professional service 50 business classic now updated to reflect the digital world provides essential tools and wisdom 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 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 in this 20th anniversary edition maister green and galford enrich our understanding of today's society and illustrate how to be effective communicators in a digital world using their model of the trust equation they dissect the rational and emotional components of trustworthiness with precision and clarity they detail five distinct steps you must take to create a trust based relationship each step engage listen frame envision and commit is richly described in distinct chapters this immensely accessible book offers an invaluable road map to all those who seek to develop truly special relationships with their clients carl stern ceo boston consulting group the authors weave together anecdotes experience and examples of both their own and others successes and mistakes to great effect the trusted advisor is essential reading for anyone who must advise negotiate or manage complex relationships with others

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

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

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

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

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

thimblesofplenty is a group of friends who also happen to be business people and avid readers we wanted to keep up with the latest business books but found that time was a factor so we divided out the work and each of us took a book and summarised it for the others we though it might be a great idea to share these summaries with you for a small price and a 3 minute time investment our summary gives you some of the wisdom from the book some food for thought and hopefully the impetus to make some time to read the whole book

we often or even usually know what we should be doing in both personal and professional life we also know why we should be doing it and often how to do it figuring all that out is not too difficult what is very hard is actually doing what you know to be good for you in the long run in spite of short run temptations the same is true for organizations what is noteworthy is how similar if not identical most firms strategies really are provide outstanding client service act like team players provide a good place to work invest in your future no sensible firm or person would enunciate a strategy that advocated anything else however just because something is obvious does not make it easy 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 should do this simple insight if accepted has profound implications for how organizations should think about strategy how they should think about clients marketing and selling and how they should think about management in 18 chapters maister explores the fat smoker syndrome and how individuals managers and organizations can overcome the temptations of the short term and actually do what they already know is good for them

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

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 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 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 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 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

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## Introduction

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