(Free pdf) Managing The Professional Service Firm

Managing The Professional Service Firm

David H. Maister
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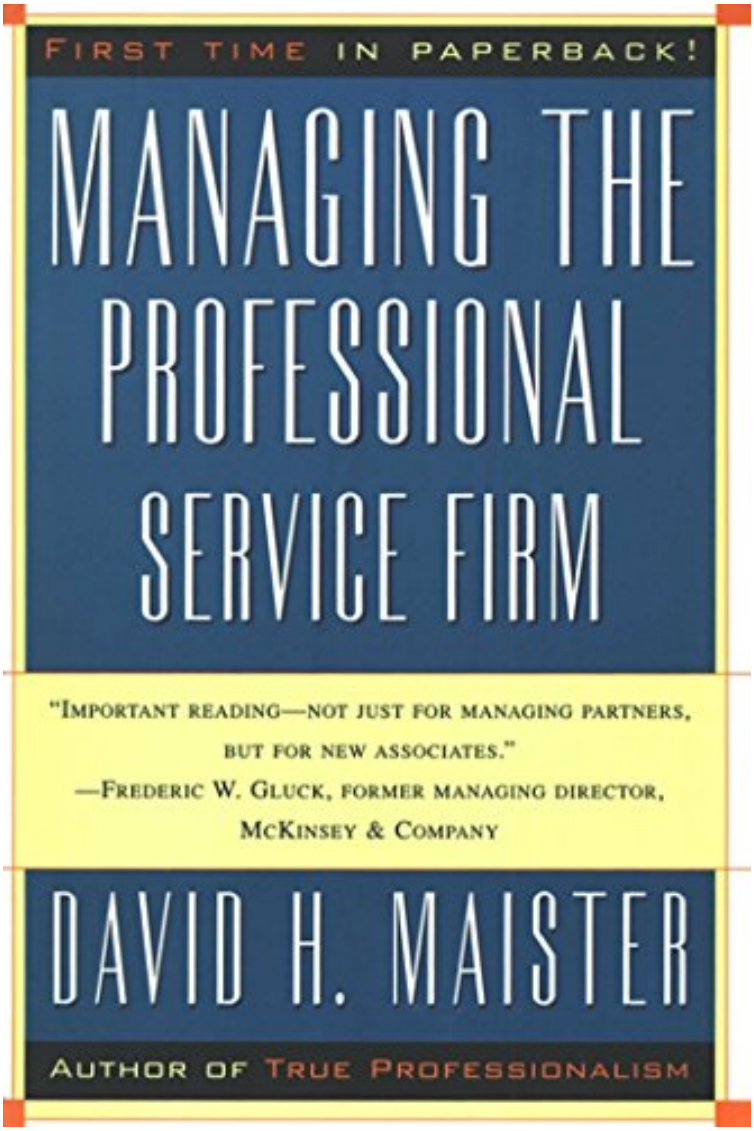

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David H. Maister : Managing The Professional Service Firm before purchasing it in order to gage whether or not it would be worth my time, and all praised Managing The Professional Service Firm:

2 of 2 people found the following review helpful. Probably a ClassicBy J. BayleyRight out of the gate I will admit that I am not an expert in this field. This book was recommended to me by an individual with over ten years experience working for large consulting organizations. My interest in the topic arose out of a career change I was considering that involved an association with a small consulting firm that was in its early formative stages. I found this book to be easy to read and very informative. My understanding is that Maister is pretty much considered the guru of the form and function of these types of firms. This book was published in 1993 and it is essentially a collection of earlier articles

written by him for professional publications so some of the material goes back to the 1980's. As one would expect, some of the examples found in these chapters are obviously dated but the over-all concepts seem to have held up well. This book provides a great insight into the types of practices or engagements various professional service firms may have: brains, grey hair and procedural and how they relate to organizational structures and life cycles. This book would be a great value to anyone entering a field populated by professional service firms (law, accounting, management consulting, etc) - especially young people - as it provides an excellent prospective on the issues these organizations must face. It could also be of some value to management folks who must hire these firms from time to time.1 of 1 people found the following review helpful. Practical and very accessibleBy Erik GfesserThis text is a classic resource on the professional service firm, and as a consultant this reviewer appreciates the accumulated wealth of knowledge the author graciously decided to share. The content that Maister provides here is practical and very accessible, and consists mainly of articles published separately over a 10-year time period within such publications as "Sloan Management Review", the "Journal of Management Consulting", "International Accounting Bulletin", and "The American Lawyer". While most of these articles refer to professional service firms as partnerships, the vast majority of the material is still applicable to other types of firms, including the limited liability company (LLC). And the title might suggest a management audience, but the content is important for all associated professionals, including new associates. Because this book is so well written, this reviewer also recommends a reading by those considering work in this field, either those still studying at the university or those contemplating a professional transition. There is no other book quite like "Managing the Professional Service Firm", even though it has been over 15 years since its first appearance (1993) and a host of other texts have entered this space, especially after the late-1990s boom in consulting. The foundation of this book is the simplified mission statement that Maister indicates is the same, with varying refinements, for most professional service firms: "To deliver outstanding client service; to provide fulfilling careers and professional satisfaction for our people; and to achieve financial success so that we can reward ourselves and grow". Probably no coverage of this book can quite deliver justice to its quality. This reviewer set out to list several of the articles which they consider to be above and beyond the rest, but it was difficult to include all but just a small minority of the chapters. The strength of the content is slightly skewed toward the first half of the book, but strong articles persist throughout the 7 sections covering basic matters such as balancing company composition and profitability, client matters such as listening and marketing to clients, people matters such as motivation and scheduling, management matters such as strategy, partnership matters such as performance and compensation, and multisite matters. Highly recommended.0 of 0 people found the following review helpful. Five StarsBy alempelEscelent book for profesionals

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 ldquo;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.rdquo;

UnknownFrederic W. Gluck former managing director, McKinsey Company Important reading -- not just for managing partners, but for new associates. Tom Peters author/co-author of In Search of Excellence, Thriving on Chaos, and Liberation Management The professional service firm is the best model for tomorrow's organization in any industry. When it comes to understanding these firms, David Maister has no peers. James L. Heskett Professor, Harvard Business School; co-author of Service Breakthroughs David Maister's name is synonymous with the latest thinking in professional service firm management. This book suggests why. Peter P. Mullen Managing Partner, Skadden, Arps, Slate, Meagher Flom I have found David Maister to be one of the best thinkers in the law firm consulting arena. His writings apply common sense and a long background in business consulting to provide practical advice about law firm and other professional service firm management.About the AuthorDavid H. Maister, one of the world's leading authorities on the management of professional service firms, is the author of several successful books, including Managing the Professional Service Firm, True Professionalism, and Practice What You Preach, and coauthor of The Trusted Advisor.