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Managing The Professional Service Firm

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Although based on research articles published mainly back in the

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Managing The Professional Service Firm by David H. Maister

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.

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Managing the Professional Service Firm/ Page 4 detail, bankers with the elegance of their jargon, consultants with the sophistication of their solution, accountants with the rigour of their analysis. Sadly, for some professionals, this is about treating human beings as human beings and being empathic to their individual whims.

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Managing the Professional Service Firm Two aspects of professional work create the special management challenges of the professional service firm. First, professional services involve a high degree of customization in their work. Little, even management information, can be reliably made routine.

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Managing strategies for professional service firms is an important and complex activity. The main issues in this book cover the core management principles for service firms in a comprehensive way.

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DAVID MAISTER

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Professional service firms, he shows, must practice "balance sheet" management by learning to develop their two key assets: client relationships and their stock of skill, talent, knowledge, and ability. "David Maister's name is synonymous with the latest thinking in professional service firm management. This book suggests why."

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If you manage or work in a professional service firm, this book can put your operation into perspective by explaining what drives the firm's profitability. Author David Maister uses his personal experiences to enliven some of the dryer parts of the text with a few case studies, first-hand observations and advice.

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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., Frederic W. Gluck former managing director, McKinsey & Company Important ...

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Lack of management skills and experience may be an especial problem in professional services, but it is not limited to that sector.

Management is a craft, not a science. It has to be learned through practice.

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