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Managing The Professional Service Firm

David 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*.

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Simply put, every professional firm must satisfy these three goals of "service, satisfaction, and success" if it is to

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survive. Management of a professional firm requires a delicate balancing act between the demands of the client marketplace, the realities of the people marketplace (the market for staff), and the firm's economic ambitions.

Managing The Professional Service Firm by David H. Maister ...

Although based on research articles published mainly back in the 1980s-1990s, it is a priceless collection of well-structured thoughts on how to manage people, clients and organisation of a company providing professional services (such as law practice, accounting, management consulting, custom software development, training etc).

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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,

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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 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.

Managing the Professional Service Firm

Professional service firms differ from other business enterprizes in two distinct ways. Firstly, they provide highly customized services, thus cannot apply many of the management principles developed for product based industries. Secondly, professional services are highly personalized, involving the skills of individuals.

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Figure 2-1 in Managing the Professional Service Firm shows David's original classification of work types. He colourfully described a spectrum ranging from brain surgery (the most complex, mission-critical work requiring specialised Expertise) through grey hair (requiring lots of Experience) to routinised, procedural work (Efficiency).

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25 years ago David Maister published Managing the ...

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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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.

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