

Managing The Professional Service Firm David H Maister

Aimed at practitioners and academics, this third edition discusses various issues such as to what extent are professional service firms (PSFs) different, when is a service (not) professional, what are particular challenges in managing PSFs, what are important strategic issues for PSFs and more.

"In this third revised edition the following issues are discussed among others: To what extent are professional service firms (PSFs) different? When is a service (not) professional? What are particular challenges in managing PSFs? What are important strategic issues for PSFs? Hiring, training and keeping the right people. Competing for, gaining, delivering, and learning from the "right" client projects. Delivering the "right" kind of services the "right" way."

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.'

Effective Client Management in Professional Services explains how firms become client-centric, providing a comprehensive, pragmatic, guide to the Client relationship journey, from identifying potential Clients to their engagement, care, retention, development, loyalty and beyond. The handbook format has exercises and tools which can help to establish which Clients are likely to be the most lucrative and thus provide the desired financial returns. The book also includes insights from top practitioners, anecdotes, case studies, charts and useful exercises and checklists. Readers can also determine their own level of effectiveness using the end of chapter reviews and a diagnostic tool to produce a Client Management Profile™.

A proven approach to revenue-generating marketing and client development Professional Services Marketing is a fully field-tested and research-based approach to marketing and client development for professional services firms. The book, now in its Second Edition, covers five key areas that are critical for firms that want to grow and become more profitable: creating a marketing and growth strategy; establishing a brand and reputation; implementing a marketing communications program; executing lead generation strategies; and developing business by winning new clients. You will also read real-world case studies that illustrate major points, as well as quotes and stories from well-respected professionals in the industry. The Second Edition features new research and updates throughout, including new chapters on social media and online marketing, as well as new case studies and interviews Authors Mike Schultz and John

E. Doerr are the coauthors of the Wall Street Journal and Inc. Magazine bestseller *Rainmaking Conversations* and *Professional Services Marketing*; Lee W. Frederiksen is coauthor of *Online Marketing for Professional Services*. Will be widely promoted via multiple online routes and direct mail marketing. Firms of any size can use this proven approach to marketing and client development to attract new clients and grow their professional service businesses.

Over the past years, knowledge-intensive industries have gained significant importance as economic factor, giving rise to professional service firms (PSFs) such as law firms, accounting firms, or consultancies. Following this development, the research interest especially in the strategies pursued by PSFs has grown substantially. However, past research focused mainly on strategies of established, mature PSFs, leaving academics as well as potential entrepreneurs without guidance on what newly founded, entrepreneurial PSFs should pay attention to in order to ensure lasting competitive advantages. Based on an explorative grounded theory analysis of two outstanding commercial law firm spin-offs in Germany, this work advances the research in this field. In addition to a detailed case study report, it offers a comprehensive theoretical framework and argues that PSFs have to employ a set of seven specific entrepreneurial strategies – including for example service delivery, people development, and client acquisition strategies – in order to successfully manage the entrepreneurial phase. In providing examples for the growing PSF industry, the findings on commercial law firm spin-offs also inform entrepreneurship research in other professions.

A consultant challenges professionals to closely examine the meaning of their work and to reach beyond their grasp, and advises professional institutions that they should invest in skill building. 30,000 first printing. Tour.

The interaction between clients and consultants during consulting projects is essential for their success and therefore for the long-term survival of consulting companies. The aim of this book is to further advance our understanding of the nature of client-consultant relationships. Building upon a critical discussion of the contributions and shortcomings of existing research, Natalia Nikolova proposes an innovative conceptual model, which provides a critical yet constructive platform for the development of a more differentiated view of professional work. The framework concentrates on the cultural and political relations between clients and consultants during service production. It represents a prolific platform for further research and provides practitioners with an increased awareness of hitherto under-explored issues of client-consultant relationships. This book is aimed at scholars of professional business service firms and those interested in multidisciplinary studies of human relations in general. It will also appeal to students interested in these areas and to clients and consultants involved in consulting projects.

Spanning everything from legal firms and architects to fundraisers and dentists, the professional services industry continues to experience spectacular growth yet remains largely undocumented in business literature. Until now. *The Professional Services Firm Bible* is a sophisticated and comprehensive guide to running a highly productive professional services organization. Top consultants John Baschab and Jon Piot provide specific and sharply defined policies, practices and tools for each important aspect of managing the professional services firm,

allowing you to assess current operations and develop a step-by-step plan for realising measurable productivity improvements. Further, the book will help you improve financial performance by managing costs, getting the most from external vendors and improving revenues. The Professional Services Firm Bible is full of best practices, proven advice and practical techniques and includes a CD-ROM with customizable tools every professional services firm can use to achieve improvements. Please visit www.iig1.com and www.impactinsights.com for more information on the book and top consultants John Baschab and Jon Piot.

Over the last decade, there has been a substantial rise in the number of knowledge-intensive firms - constituted primarily of professionals. The core assets of these businesses are the people themselves. Handle them badly, and they may defect or stall. Successful managers of knowledge-intensive firms must create meaning among and inspire their employees, to ensure high performance. To achieve this, leaders must understand how to target each employee's ambitions and challenges to facilitate their personal and professional development. This book examines what sets knowledge-intensive firms apart from other types of organizations, and the resultant organizational and strategic differences in business models, talent management, and client-handling approaches. The authors bring their own complementary perspectives on the subject: one, as the manager of a private consulting firm with a strong research background; another, as a business school professor whose practice-based skills are fundamental to his work; and a third, a world leading commentator on professional service firms acting as a consultant, business school researcher and a manager. Ejler, Poufelt and Czerniawska present a new model for transforming the management of knowledge-intensive firms, which is supported throughout with practical examples and cases.

We often (or even usually) know what we should be doing in both our personal and professional life. We also know why we should be doing it and (often) how to do it. 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. In 18 chapters, Maister explores the fat smoker syndrome and how individuals, managers, and organisations can overcome the temptations of the short-term and actually do what they already know is good for them.

The emphasis here is to explore the key issues influencing the culture, strategies and management operations of professional practices. The focus is upon established practices from growing ones to large international firms in the built environment. A key aim of the book is to promote aspects of management by function and activities, with discipline acting as context rather than the primary focus. The book is structured into sections around 3 main themes: managing the organisation; and managing specific issues that affect operations, and a third section reflects upon management from practitioner experience. Section I: 'Managing the organisation' looks at how the history of the firm creates both opportunities and rigidities for developing the practice, in terms of culture and

market position, strategies and implementation, financial, marketing and HR management. Section II: 'Managing specific strategic and tactical issues' looks at how these affect approaches a discipline and operational processes in practices. These issues compliment those covered in Section I. Section III: 'Reflecting on practice' covers experience of those in practice and top practitioners detail how they are addressing key issues in their practice and for their discipline. Each chapter by a practitioner has a postscript from academic authors to make links back to research on theory and application. Addresses the key issues facing practice managers Collects latest research from leading academics Offers comment on current practice from top practitioners

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.

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. Based on current research findings it includes the management of service quality, knowledge and marketing as well as people, organizational and strategic issues. In understanding critical resources managers and partners will be able to effectively develop and exploit them. The book contains practical advice and offers a profound insight into the managerial excellence of service companies.

Professional services firms - from the legal sector to accountancy, consulting and beyond - face increased disruption. Service delivery models are under pressure to adapt to changing client expectations. Technology offers new ways of working with clients, but changes the skills profile required of professionals, and threatens the traditional people-centred business model. The Professional Services Leadership Handbook equips leaders, and aspiring leaders, with tools and insights both to tackle these long-term disruptive trends and to maximise their firm's profitability today. Leaders of professional services firms find themselves with a daunting, but exciting, range of challenges ahead. Using practical insights drawn from experienced professional services leaders, the Professional Services Leadership Handbook explores new models and working practices to address four components of strategic leadership: clients, business, people and self leadership. It offers clear-sighted analysis of common pain points, and provides

innovative solutions for dealing with them. This practical guide is designed for everyone involved in leadership decisions, whether that be a practice area, sector group, business function, or even firm-wide leadership role. It will help readers to focus their attention on the activities that will really make a difference to the success of their firm.

We live in a values-driven world. As times change, businesses must evolve. The way that leaders have run companies for generations is no longer relevant. Today -- Purpose wins over products. Values win over features. Stories win over pitches. Everyone everywhere craves fulfillment. You must share the reason why you exist and infuse it into everything you do, in order to thrive. Many leaders see the shift in the market and make an effort to adapt. Companies quickly learn that one-off workshops and off-sites are not enough. Purpose is more than a press release. Your vision and mission statements should live in practice as well as print, and permeate through every aspect of your organization. You must close the gap between the messages you declare and the experiences you deliver. *How to Lead a Values-Based Professional Services Firm* shares the vital experience and valuable insights that leaders require to evolve their organizations and navigate the values-driven world we live in. • Live your purpose to stay alive and build a faithful following of clients and team members. • Employ your authentic values as your guide through the modern market and drive profitability. • Share meaningful stories that emotionally connect with today's clientele to transform them into tomorrow's brand ambassadors. 3 keys to unlock purpose and profit will enable you to turn the obstacles of the shifting market into your greatest opportunities, soar above your competitors, and grow your revenue beyond your highest projections.

Service business accounts for more than 75 per cent of the wealth and employment created in most developed market economies. The management and economics of service business is based around selling expertise, knowledge and experiences. This Handbook co

Innovating Professional Services provides a practical and detailed guide for change agents and leaders in professional service firms who are seeking to transform their firm's performance through innovation. The book covers business innovation in its broadest sense as it is relevant to the professional services sector. This includes process innovation - the re-engineering of services and internal support processes to reduce cost and increase value to clients. It also includes the development of new services, market-position innovation and also business model innovation. Alastair Ross draws heavily on his practical experience in working with leading law firms and business service and consulting firms over the past ten years in which he and his firm have applied best practice techniques and methods to create measurable improvements. Detailed techniques such as the use of Lean, process mapping, waste identification, service experience mapping and value profiling are explained. The book also details effective approaches for making the required changes in professional service firms. Multiple case studies are used to help demonstrate the opportunities - and challenges - of driving major improvement through innovation. The book can be

used by leaders and change agents in law firms, accountants, consultants, architects, financial services and engineering services, to explore the opportunities for innovation in their firms and then to construct and implement a transformation programme to embed innovation in their organisations.

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. overview of contemporary research on PSFs, and suggests

Managing The Professional Service Firm Simon and Schuster

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.

Beside talent and a sterling portfolio, what can world-class consultants like Deloitte & Touche, Societe General and Towers Perrin boast has helped them achieve success in our entrepreneurial economy? They all have the inside track on the indispensable “Trusted Advisor” model for client relationships, created by renowned experts Charles Green and Robert Galford. Now Green and Galford have teamed up with the acclaimed David Maister in order to help their latest high-profile, fast-forward client: you. In this straightforward guide, Maister, Green and Galford show readers that the key to professional success goes well beyond technical mastery or expertise. Today, it's all about the vital ability to earn the client's trust and thereby win the ability to influence

them. In these high risk times, trust is more valuable than gold. With this critical, highly detailed and accessible resource, readers will learn the five crucial steps for developing, managing and improving client confidence. For both emerging and established entrepreneurs and consultants, THE TRUSTED ADVISOR is the first truly indispensable business book of the decade.

The Handbook of Organizational and Managerial Innovation places humans, their acts, practices, processes and fantasies at the core of innovation. Bringing together some of the world's leading thinkers, academics and professionals, both established and emerging, this multidisciplinary book provides a comprehensive picture of the vibrant and engaging field of organizational and managerial innovation. The contributors present organizational and managerial innovation as a complex concept underpinned by varied ontological and epistemological traditions and disciplines. They reveal that it is something that exists and occurs at multiple levels of analysis, and from multiple zones of experience – the experience of managers, workers, psychologists, philosophers and economists. This innovative and engaging Handbook will be an essential resource for researchers, practitioners and students alike with an interest in the role of innovation in organizations.

"Clients At The Core is an essential blueprint to helping us all take the next steps. The authors, battle scarred by the evolution of professional firm management and marketing from then to now, have captured the changing needs of the firms in this turbulent new economic era. This is a well-written book that uses plain language to convey practical, well thought-out ideas."

-Patrick J. McKenna, a leading international consultant to professional service firms "The authors have captured the changing role of professional services marketing and firm management. There is valuable insight [in this] down-to-earth guide to competing successfully in the new environment." -David Maister, author and consultant "The book is a masterpiece!

Aquila and Marcus have produced the essential guide for managing a professional services firm. They've marshaled their considerable real-life experiences and far-reaching vision into a veritable operating manual for the successful firm." -Rick Telberg, Editor at Large, American Institute of Certified Public Accountants "At its heart, this book is the running shoe for legal and accounting professionals who want to put the client first. Following the evolution of the industry over the past twenty-five years, this must-have for every professional services firm is the key to leading in the turbulent and highly competitive waters ahead."

-Richard S. Levick, Esq., President, Levick Strategic Communications, LLC coauthor, Stop the Presses: The Litigation PR Desk Reference "Client selection and retention is one of the critical success factors for a professional services firm, and Aquila and Marcus do a masterful job at educating us on the necessary ingredients of each. The chapters on firm governance and paying for performance are thought provoking and certainly challenging to the conventional wisdom. If you want a better understanding of marketing and leading a professional firm in these turbulent times, this book is essential."

-Ronald J. Baker, author, Professional's Guide to Value Pricing and The Firm of the Future "Client at the Core is a commonsense approach to keeping your professional services firm relevant in the twenty-first century's client-driven economy. Aquila and Marcus have hit a home run with their insightful analysis and poignant prose." -Jeffrey S. Pawlow, Managing Shareholder, The Growth Partnership, Inc.

Creativity, Inc. is een boek voor managers die hun werknemers willen leiden naar excellentie, een handleiding voor iedereen die streeft naar originaliteit, en de allereerste, all-access reis naar het hart van Pixar Animation Studios. Het neemt je mee naar de story meetings, de postmortems en de Braintrust-sessies en laat zien hoe je een cultuur bouwt waar creativiteit ontstaat en floreert. Pixar domineert al bijna 20 jaar de animatiewereld. Films als de Toy Story-

trilogie, Monsters, Inc., Finding Nemo, The Incredibles, Up en WALL-E hebben box-office records gevestigd en wonnen samen 27 Academy Awards. Het plezier in het vertellen van verhalen, de inventieve plots en de emotionele authenticiteit laten zien wat creativiteit werkelijk is. In dit boek onthult Catmull de ideeën en technieken achter het succes en de winstgevendheid. Bij Pixar is een unieke omgeving gecreëerd met processen die creativiteit beschermen en die ingaan tegen conventies: - Geef een goed idee aan een middelmatig team en ze verkloten het. Geef een middelmatig idee aan een fantastisch team en ze repareren het of verzinnen iets beters. - Als je er niet naar streeft om het onzichtbare zichtbaar te maken en het te begrijpen, dan ben je slecht voorbereid om leiding te geven. - Managers zijn er niet om risico's te vermijden. Ze moeten een omgeving creëren waar het veilig is voor anderen om risico's te nemen. - De kosten om fouten te voorkomen zijn vaak hoger dan de kosten om fouten te herstellen. - De communicatiestructuur van het bedrijf is niet gelijk aan de organisatiestructuur. Iedereen moet elkaar kunnen praten. - Ga er niet vanuit dat algemene overeenstemming leidt tot verandering – zelfs als iedereen aan boord is, kost het veel energie om een groep in beweging te krijgen.

In today's highly competitive realm of professional service firms, the quest for individual stardom is at an all-time high. The temptation to rack up the most billable hours and outperform one's fellow advisers is often irresistible. But it is also shortsighted and terribly counterproductive, according to world-renowned authority and acclaimed author David Maister. In this groundbreaking book, Maister issues a much-needed wake-up call to today's professional service firms. Arguing that a far greater contribution to a firm's success can come from those who find fulfilment in seeing other's succeed rather than those who assume the role of "most valuable player". The author outlines and discusses in detail the nine key "people" issues upon which successfully managed and profitable organisations rely. Supporting his findings with a range of compelling data, Maister demonstrates how and why firms that emphasise the highest standards of employee professionalism are invariably more financially successful than those that don't.

The last ten years have been a period of extraordinary change for law firms. The rapid growth of corporate law firms and the emergence of global mega-firms have strained the traditional partnership model of management. Some managers of law firms are appalled at the creeping 'corporatism' that they fear may result. However a growing number believe that it is time to move on and adopt more contemporary forms of structure and management. In *Managing the Modern Law Firm* scholars and legal practitioners examine the latest insights from management research, to enable law firms successfully to meet the challenges of this new business environment.

A practical guide to the challenges facing professional services firms and how leaders can respond and take action to ensure a successful future.

Wie zoekt naar manieren om de concurrentie voor te blijven, komt al snel op het terrein van marketing, innovatie of strategie. Je wilt in feite slimmer zijn dan de rest. Maar ook de concurrentie volgt de ontwikkelingen op de voet, zodat je je behaalde voorsprong vaak al snel weer kwijt bent. Patrick Lencioni laat in dit toegankelijke maar diepgravende boek zien dat er een wereld te winnen is door niet slimmer maar gezonder te worden: wie politieke spelletjes, gebrekkige communicatie en slecht leiderschap weet uit te wieden, kan alle aanwezige ervaring, kennis en energie in zijn bedrijf maximaal inzetten. Een gezonde organisatie weet management, werkvloer en cultuur tot één geheel te smeden en dat is de enige manier om duurzaam concurrentievoordeel te behalen. Aan de hand van voorbeelden en tips uit zijn eigen praktijk laat Lencioni zien hoe uw organisatie gezond kan worden. Zo krijgt ook u de beslissende voorsprong.

Professional services firms play a vital role in the social, environmental and economic well-being of any economy. This book considers the key skills and elements required to

successfully lead and manage a professional services firm operating in the infrastructure sector. Public- and private-sector clients recognise the role that infrastructure plays in the functionality of our cities and that most urban conurbations have a backlog of infrastructure to deliver to meet the needs of increasing populations, greater urbanisation and emerging economies. Just keeping pace with projected global GDP growth will require an enormous investment in infrastructure and skilful leadership to deliver it. In response to this challenge, professional services firms will need to be well-led and well-managed to be successful and sustainable in the long-term. Such organisations must provide high-value advice, design, knowledge and innovations to get more out of the existing assets and to plan and design new assets with greater integrity and construct them more productively, efficiently and effectively. This book provides practical frameworks for emerging operational managers and future project leaders to prepare them to successfully manage these firms and deliver such projects in the face of new and often disruptive technologies and shifting corporate landscapes. The book is essential reading for aspiring leaders operating in all infrastructure market sectors including energy, water, sewerage, road, rail, ports, airports, education, health, justice, retail, entertainment, property and development sectors.

"This encyclopedia is a research reference work documenting the past, present, and possible future directions of knowledge management"--Provided by publisher.

Today, millions of people work at over one million professional service firms generating over \$2 trillion in revenue annually. These firms face unique issues that are not fully understood by management thinkers and consultants. Making matters more complex is that many of these firms stand at a crossroads, searching for new strategies and practices to succeed in a radically new economy. In *The Art of Managing Professional Services*, Maureen Broderick offers the solution. Broderick has brought together modern best practices for these and other crucial areas of professional services management:

- Building, communicating, and maintaining shared vision, values, and culture
- Recruiting, training, and evaluating people
- Crafting the right strategies, portfolio, and mix of clients
- Innovating and sharing knowledge
- Financial planning, metrics, and reporting
- Positioning: brand, marketing, and sales
- Defining effective partnerships: equity, selection, and compensation
- Ensuring responsibility and accountability
- Organizational design, structure, governance, and systems
- Leading effectively, and growing the next generation of leaders

This book reflects Broderick & Co.'s unparalleled research into professional services management, including 200+ executive interviews with leaders and innovators in organizations of all sizes and types. 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.

Felix Schulze-Borges entwickelt ein fundiertes Performanceverständnis für Professional Service Firms und bettet dieses thematisch in das strategische Management ein. Um die Performance für das Management handhabbar zu machen, identifiziert er deren zentrale Determinanten und integriert diese anhand ihrer Wirkungszusammenhänge in ein entsprechendes Performance-Management-System.

In *De vijf frustraties van teamwork* legt Patrick Lencioni de kern van samenwerking in teams bloot. Dat doet hij aan de hand van deze parabel, waarin Catherine Petersen als ceo een team moet leiden dat onderling zo in conflict is geraakt dat het de hele organisatie negatief beïnvloedt. Gaandeweg openbaren zich vijf grote frustraties waarmee teamleden worstelen, frustraties die de samenwerking saboteren: gebrek aan betrokkenheid, afschuiven van verantwoordelijkheid en niet-resultaatgericht werken. Lencioni laat middels dit verhaal zien hoe deze hindernissen ontstaan en hoe je ze achter je kunt laten. Vervolgens werkt hij het onderliggende model uit. Een boek met een krachtige boodschap voor iedereen die in of met teams werkt.

Management consultants of various kinds play an important role in the world of business, and other organizations. This Handbook provides a comprehensive overview of research and thinking on the role, history, and function of management consultants. With its inception at the end of the nineteenth century as a means of consolidation and reorganization, mergers and acquisitions (M&A) have since become quasi-institutionalized as one of the primary strategic options for organizations, as they seek to secure their position in an ever more competitive and globalizing market place. Despite the optimism surrounding M&A as strategic moves, research on post-merger company performance suggests that most firms engaging in M&A activity do not achieve the sought-after performance targets, either immediately or in the years following the deal. What is it that drives M&A activity when research results do not support the performance expectations of these undertakings? Alternatively, have M&A scholars got it all wrong in the way that M&A performance is measured? Is the topic too complex, enduring, and multifaceted to study? The Handbook argues that the field of M&A is in need of a re-rooting: past research needs to be critically reviewed, and fundamental assumptions revisited. A key issue preventing efforts in the practice and study of M&A from achieving dynamic syntheses has been the disciplinary gulf separating strategy, finance, and human relations schools. The Handbook aims to bridge the hitherto separate disciplines engaged in the study and practice of M&A to provide more meaningful results. Toward this end, the Handbook brings together a set of prominent and emerging scholars and practitioners engaged in the study of M&A to provide thought-provoking, state of the art overviews of M&A through four specific 'lenses' - strategic, financial, socio-cultural, and sectorial approaches. By summarizing key findings in current research and exploring ways in which the differing approaches could and should be 'synthesized', it aims to highlight the key issues facing M&A practitioners and academics at the dawn of the third millennium.

This research study brings theoretical insights on real-life negotiations in sales of professional services in Spain and Germany. From the interview data obtained through an exploratory study based on a grounded theory approach, several factors that affect and determine agenda setting and issue management have emerged. It has been spotted that industry standards rather than negotiation strategy determine agenda

setting and that issues about content are usually agreed on before negotiating price and bureaucratic conditions, being the degree of "productization" of Professional Service Firms a variable that needs to be taken into account. Moreover, a pattern has been found in sales negotiations of consulting companies dealing with client companies with an organized purchasing department, which has been labeled as "multi-party sequential negotiation model".

[Copyright: f3f602f12cc9139c0b393fc6ab3902b2](#)