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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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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.

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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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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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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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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