

# References

- Debra M. Amidon, *The Ken Awakening – innovation strategy for the Knowledge Economy* (Boston: Butterworth-Heinemann, 1997).
- David Armstrong, *Managing by Storying Around: the new method of leadership* (New York: Doubleday, 1992).
- Ron Ashkenas, Dave Ulrich, Todd Jick & Steve Kerr, *The Boundaryless Organization – breaking the chains of organizational structure* (San Francisco: Jossey-Bass, 1995).
- Alan Barker, *The Alchemy of Innovation – perspectives from the leading edge* (London: Spiro Press, 2002).**
- Peter Bolt, *Coaching for Growth – how to bring out the best in your team and yourself* (Dublin: Oak Tree Press, 2000).
- Tony Buzan, *The Mind Map Book* (London: BCA, 1993).
- Margaret Cauley de la Sierra, *Managing Global Alliances – key steps for successful collaboration* (Wokingham: Addison-Wesley Publishing Company, 1995).
- Subir Chowdhury (ed.) *Management 21C* (London: Pearson Education Limited, 2000).**
- Don Cohen & Laurence Prusak, *In Good Company – how social capital makes organizations work* (Boston: Harvard Business School Press, 2001).
- Robert Cooper & Ayman Sawaf, *Executive EQ – emotional intelligence in business* (London: Orion Business Books, 1997).
- Mick Cope, *Leading the organisation to learn – the 10 levers for putting knowledge and learning to work* (London: Financial Times Management, 1998).
- James W. Cortada, *Rise of the Knowledge Worker* (Boston: Butterworth-Heinemann 1998).
- Thomas H. Davenport & Laurence Prusak, *Working Knowledge – how organizations manage what they know* (Boston: Harvard Business School Press, 2000).
- Arie De Geus, *The Living Company – growth, learning and longevity in business* (London: Nicholas Brealey Publishing Limited, 1999).
- Yves L. Doz & Gary Hamel, *Alliance Advantage – the art of creating value through partnering* (Boston: Harvard Business School Press, 1998).
- Leif Edvinsson, *Corporate Longitude – what you need to know to navigate the knowledge economy* (London: Pearson Education Limited, 2002).**
- Leif Edvinsson & Michael S. Malone, *Intellectual Capital – the proven way to establish your company's real value by measuring its hidden brainpower* (London: Judy Piatkus (Publishers) Limited, 1997).
- Lynne Eisaguirre, *The Power of a Good Fight – how to embrace conflict to drive productivity, creativity and innovation* (Indianapolis: Alpha Books, 2002).
- Daniel Goleman, *Working with Emotional Intelligence* (London: Bloomsbury, 1998).
- Michael Hammer, *Beyond Re-engineering – how the process-centred organisation is changing our work and our lives* (London: Harper Collins Business, 1988).
- Manfred Kets de Vries, *The Leadership Mystique – a user's manual to human enterprise* (London: Pearson Education Limited, 2001).

- Georg von Krogh, Johan Roos & Dirk Kleine (eds) *Knowing Firms – understanding, managing and measuring knowledge* (London: Sage, 1998).
- Dorothy Leonard & Walter Swap, *When Sparks Fly – igniting creativity in groups* (Boston: Harvard Business School Press, 1999).
- David Maister, *True Professionalism* (New York: The Free Press, 1997) and *The Trusted Adviser* (New York: The Free Press, 2000).
- Mitchell Lee Marks & Philip H. Mirvis, *Joining Forces – making one plus one equal three in mergers, acquisitions and alliances* (San Francisco: Jossey-Bass Publishers, 1998).
- Henry Mintzberg, *The Rise and Fall of Strategic Planning* (Harvard Business Review, Jan–Feb (1994) p. 107).
- David Molden, *NLP Business Masterclass – skills for realizing human potential* (London: Pearson Education Limited, 2001).
- Nigel Nicholson, *Managing the Human Animal* (London: Texere Publishing Limited, 2000).
- Monica Nicou, Christine Ribbing & Eva Ading, *Sell Your Knowledge – The Professional's Guide to Winning More Business* (London: Kogan Page Limited, 1994).
- Roger Osborne, *The Floating Egg – Episodes in the Making of Geology* (London: Pimlico, 1999).
- Paul E. Plsek, *Creativity, Innovation and Quality* ASQC (Milwaukee, Wisconsin: Quality Press, 1997).
- Michael E. Porter, *Competitive Strategy: Techniques for Analysing Industries and Competition* (New York: Free Press, 1980).
- Craig Pritchard, Richard Hull, Mike Chumer & Hugh Willmott (eds) *Managing Knowledge – critical investigations of work and learning* (London: Macmillan Business, 2000).
- Stephen Reid, *How to think – building your mental muscle* (London: Prentice Hall, 2002).
- Michael Schrage, *No More Teams – mastering the dynamics of creative collaboration* (New York: Currency Doubleday, 1989).
- Lorraine Segil, Marshall Goldsmith & James Belasco (eds) *Partnering – the new face of leadership* (New York: AMACOM, 2003).**
- S. Tilles, *Making Strategy Explicit* in I. Ansoff, *Business Strategy* (London: Penguin, 1968).
- Fiona Westwood *Achieving Best Practice – shaping professionals for success* (Maidenhead: McGraw-Hill, 2001).**

(Those printed in bold are particularly worthwhile reading)

# Index

- Accelerated growth 35, 158–161
- Action Plan 197, *Appendix*, 203
- Alliances, strategic 56, 158
- Amalgamations 34, 150, 158
- Amidon, Debra M. 54
- Appraisals 40–41, 116, 181
- Armstrong, David 87
- Ashkenas, Ron, et al 57
- Attributes of a good partner 183–185
- Audits
  - Client service 27, 188, *Table 2.4*, 28
  - Resource 23–24, *Table 2.3*, 24–25
  - Skills 116
  - Summary 198, *Table 9.3*, 199
- Barker, Alan 54, 55
- Behaviour
  - bad *Table 4.2*, 78
  - good *Table 4.1*, 77
  - impact of 75–79
  - Policy statement 76
- Blame culture 56, 85, 109
- Bolt, Peter 57
- Boundaryless organisations 57
- Brand 164
- Brochures 132
- Business Plan 20, *Appendix*, 43–44
  - see also Planning*
- Buzan, Tony 152
- Career profile 39, 188–190,  
*Appendix*, 191
- Caring about clients 61
- Cauley de la Sierra, Margaret 56
- Change
  - attributes 64
  - effect of 3–4
  - dichotomies 63–64
  - flexibility 171–172
  - implementation 6–7
  - manage 6
  - Model for Success 6, 200–201
  - pressure to 2–3
  - skills 64
- Choices, strategic 33–36, 155–163
- Chowdhury, Subir (ed.) 56
- Client analysis
  - Risk 111–114, *Table 5.1(a)*, 111,  
*Table 5.1(b)*, 113
  - Service 27, 188, *Table 2.4*, 28
- Clients
  - accessibility 124
  - asking questions 26–27, 148
  - audit questions 27, *Table 2.4*, 28,  
119–120, 188
  - building relationships 25–31
  - branding 140
  - complaints 119
  - cross selling 62–63, 131–135
  - ‘delighting the customer’ 27–29
  - establish expectations 29, 119
  - exceptional 119–121
  - influence 146, 147, *Table 7.1*, 147
  - Key Partners 27
  - listening 127–128, *Table 6.1*, 129,  
138–139
  - loyalty 26
  - management of 110–114
  - marketing 140–141
  - Porter’s 5 Forces 145–148
  - presentations 136–140
  - proactive 128–130
  - quality 119–121
  - questionnaires 27
  - responsive 30–31
  - results 130–131
  - risk management 111–114
  - selection 111–114, *Table 5.1(a)*,  
111, *Table 5.1(b)*, 113
  - ‘selling’ 131–135
  - service audit 27–28, *Table 2.4*, 24,  
121
  - service delivery 119–120
  - stories 140

Clients – *continued*

- talking about money 124–125
- trust 29–30, 119, 125–127
- value 121–123, 148
- valuable relationships 122–131
- ‘value’ based selling 135–140
- why clients choose professionals 58
- what clients want 61–62
- Coach 69, 189
- Coaching 57
- Cohen, Don & Prusack, Laurence 53
- Commercial versus professional 14, 17
- Commonality of skills 193
- Communications
  - external 132, 135, 184
  - internal 84, 86–87, 96
- Competitors, threat 147
- Complaints, client 119
- Conflict
  - managing 79–81
  - Map 81
  - sources 81–83
  - tackling 83–86
- Commonality of Purpose 18–19
- Cooper, Robert & Sawaf, Ayman 58
- Cope, Mick 56
- Cortada, James W. 52
- CPD *see Skills*
- Creativity 32, 151–153
- Cross selling
  - benefits 131–135
  - importance of 62–63
  - reward 134–135
- Customer *see Client*
  
- Davenport, Thomas H. 53
- De Geus, Arie 56, 156
- Definitions 5
- Delegation 178
- Develop, how to
  - trust 19–20, 70–71, 125
  - shared values 17, 71–72
  - good people 116
- Development options 31–36, 153–163, *Table 7.2, 156*
- Dichotomies 59, 63
- Differentiation, strategy 33

- Disney Strategy 152
- Downsizing 160–161
- Doz, Yves L. & Hamel, Gary 56
  
- Edvinsson, Leif 57
- Edvinsson, Leif & Malone, Michael, S. 53
- Eisaguirre, Lynne 55
- Emails, tackling 102
- Emotional Intelligence 57–59, 169–170
- Exercises 198, *Table 9.3, 199*
- Expansion 153–155  
*see also Growth*
- External structures 41
  
- Finance
  - Resource audit 23–25, *Table 2.3, 23–25*
- Fight versus flight 82
- Flexibility
  - ability to change 171–172
- Formal presentations 136–139
- Formal roles 198, *Table 9.3, 199*
- Future trends, analysis 46–50
  
- Growth
  - accelerated 35, 158–160
  - alliances 36, 158
  - amalgamations 158
  - expansion 154–155
  - joint ventures
  - organic 34–35, 155–158
  - options 33
  - skills 188–190, *Appendix, 191*
- Goleman, Daniel 58
- Good versus exceptional 119–121
  
- Hammer, Michael 52, 53, 55, 57
  
- Image 164
- Implementation
  - cross selling 131–135
  - difficulty 35–36
  - importance of 9
  - success 94–96
- Influencing 72–75
- Informal presentations 139–140
- Informed discussions 22

- Innovative thinking 32, 151–153  
 Integrity 58  
 Internal analysis *see Resources*  
 Intuition 58
- Job descriptions 114  
 Job satisfaction, erosion of 49  
 Joint ventures 34, 158
- Kets de Vries, Manfred 58  
 Knowledge Management 52–54, 170  
 Knowledge workers 52  
 Knowledgeable people 54  
 von Krogh, Georg et al (eds) 54
- Leadership *see also Management*  
 attributes 69–70, 184  
 behaviour 75–79  
 coaching 57, 69  
 conflict 79–86  
 development 91–92  
 influencing 72–75  
 listening 19–20, 86–89  
 motivation 14  
 planning 20–21, *Appendix, 43–44*  
 problem solving 89–91  
 skills 14–15, 69  
 stories 87–88  
 trust 19–20, 70–72  
 values 15–19, 71–72
- Learning organisations 56  
 Left brained 32, 152  
 Leonard, Dorothy & Swap, Walter 55  
 Listening skills  
 clients 127–128, *Table 6.1, 129, 138–139*  
 leadership 19–20, 86–89  
 Loyalty 61
- Maister, David 57  
 Mistakes 109–110  
 Management  
 accurate information 21  
 change 110–114  
 clients 110  
 dealing with professionals 14–15, 184  
 effective 13  
 knowledge 52–54, 170  
 listening 19–20, 86–89  
 implementation 94–96  
 influencing 72–75  
 motivation 14  
 planning 20–21, *Appendix, 43–44*  
 professional firms 14–17  
 resources 21–25, *Table 2.3, 24*  
 skills 14–15, 69  
 succession planning 39, 182, 186–187  
 time 97–104  
 trust 19–20, 70–72
- Management experts 51–58  
 Managers *see Leadership*  
 Managing  
 conflict constructively 79–81  
 continuous change 63–64  
 stress 108–109
- Marketplace  
 accelerated growth 158–161, *Table 7.2, 156*  
 analysis 31, 145–150  
 downsize 160–161, *Table 7.2, 156*  
 niche 161–163, *Table 7.2, 156*  
 organic growth 155–158, *Table 7.2, 156*  
 positioning 145, 155, 163–165  
 professional 46–50  
 trend 46–50  
 understanding 46
- Marketing 140  
 Marks, Mitchell Lee & Mirvis, Philip H. 56, 57  
 MDPs *see Multi-discipline partnerships*  
 Meetings 102–104  
 Mentor 69, 189  
 Mergers 56, 150  
 Mind mapping 152  
 Mintzberg, Henry 58  
 Mobility 48, 175–181  
 Model for Success  
 background to 5, 12  
 how to use 13, 41  
 managing change 6, 200–201  
 values 15–19
- Molden, David 152

- Money, talking about 124–125
- Motivation 14
- Multi-discipline partnerships 144, 149
- New clients
  - risk analysis 111
- Niche 161–163
- Nicholson, Nigel 58
- Nicou, Monica et al 58
- Opportunities
  - mobility 180
  - development 145–150
- Options, development 33–34, 150–155, *Table 7.2, 156*
- Options, strategic *see Strategy*
- Organic growth 155–158, *Table 7.2, 156*
- Osborne, Roger 50
- Outsider, role and objectivity 65–66
- Partner
  - definition 5
  - development 183
  - profile 40, 183–186
  - profits 168–169, 173
  - progression 40, *Appendix, 191*
  - selection 186–188
  - skills 184–185
  - succession planning 39, 182, 186–187
- Partnering 56–57
- Partnership
  - share of profits 168–169, 173
  - structure 37–40, 49–50, 168–171, 187
- Performance reviews *see Appraisals*
- Planning
  - action plan 197, *Appendix, 203*
  - business plan 20–21, *Appendix, 43–44, 95*
  - client management 110–114, 123–124
  - client selection 110–111
  - marketplace 145–150, 182
  - strategic 31–34
  - succession 39, 182, 186–187
  - template 20, *Appendix, 43–44*
  - trend analysis 46–50
- Plsek, Paul E. 54
- Porter, Michael E. 145
- Porter's 5 Forces *see Table 7.1, 147*
  - clients 146, 147
  - competitors 146, 147
  - quality people 146, 147
  - Model 145–148
  - substitute products 146, 147
  - suppliers 146, 147
- PowerPoint 137
- Presentations
  - formal 136–139
  - informal 139–140
- Pressure to change 2–3
- Pritchard, Craig et al (eds) 53
- Problem solving 64, 129
- Professional versus commercial 17
- Professionalism 59–60
- Professionals
  - behaviour 75–79
  - consumerism 47
  - definition 5
  - essence 7
  - how clients choose 58
  - impact of technology 49
  - management 7–9
  - mobility 48–49, 175–181
  - reward 181
  - strategic shifts 50–51
  - strengths 69
  - trends 47–50
  - values 15–17, *Tables 2.1(a), 16, 2.1(b), 17*
  - weaknesses 69
- Professional firms
  - marketplace 46–50
  - multi-discipline partnerships 144, 149
  - successful 12, 195–198, *Table 9.2, 196*
  - structure 37–40
- Professional trends
- Profits
  - options 168–169
  - reward 173
  - share 173

- Quality
  - service 115
  - statement 115
- Reid, Stephen 55
- Relationship management
  - clients 119–131
  - internal 70–72
  - listening 19–20, 86–89, 127–128, *Table 6.1, 129, 138–139*
  - mapping 74
  - partnering 56–57
  - trust 19–20
  - values 15–19
- Reputation 164
- Research 12
- Resources
  - administration 23–26, *Table 2.3, 24*
  - audit 23–26, *Table 2.3, 24–25*
  - client base 23–26, *Table 2.3, 24*
  - competitor 23–26, *Table 2.3, 25*
  - external 23–26, *Table 2.3, 25*
  - financial 23–26, *Table 2.3, 24*
  - informed discussions 22–23
  - quality 23–26, *Table 2.3, 25*
  - people 23–26, *Table 2.3, 24*
  - performance reviews *see Appraisals*
  - pricing 23–26, *Table 2.3, 24*
  - service levels 23–26, *Table 2.3, 24*
  - skills 38, 116
  - suppliers 23–26, *Table 2.3, 24*
  - SWOT analysis 21–22, *Table 2.2, 22*
  - systems 23–26, *Table 2.3, 24*
  - time 97–98
- Reward
  - cross selling 134–135
  - good behaviour 77, 172, 181
  - mechanism 172–173
- Right brained 152
- Risk management
  - assessment analysis 111–112, *Table 5.1.(a), 111*
  - checker 114
  - clients 110–114
  - mistakes 109–110
  - stress 108
  - workload analysis 112–114, *Table 5.1.(b), 113*
- Royal Dutch/Shell's Scenario Planning 152
- Scenario Planning 152
- Schrage, Michael 57
- Segil, Lorraine et al (eds) 56, 57
- Self diagnostic
  - Key Action Points 10, 42, 67, 92, 117, 141, 166, 190, 201
  - Success 195–198, *Table 9.2, 196*
- Selling
  - brand 164
  - cross 62–63, 131–135
  - marketing 140
  - pitches 132–139
  - presentations 136–140
  - price 122
- Service, quality 115
- Shape *see Structure*
- Size, importance of 39–40
- Skills
  - audit 38, 116
  - commonality 193
  - core 193–195, *Table 9.1, 194*
  - developing 188–189, 193–195
  - knowledgeable people 54
  - leadership 69–70
  - manage change 64
  - management 193–194, *Table 9.1, 194*
  - partner 184–185
  - transferable 194
  - shaping 38–39, 181–183
  - summary *Table 9.1, 194*
  - succession planning 39, 186–187
- Stories 87, 140, 198, *Table 9.3, 199*
- Strategy
  - academic writers 51
  - alliances 56, 158
  - choices 33–34, 155
  - differentiation 33
  - Group 32–33, 151, 155–163, *Table 7.2, 156*
  - innovation 32–33, 151–153
  - options 33
  - Porter's 5 Forces 145–148, *Table 7.1, 147*

Strategy – *continued*

- process 32
  - scenario planning 152
  - thinking 32–33, 151–153
- Strategic
- alliances 56, 158
  - shifts 50–51
  - thinking 32–33
  - planning 31
- Strength of personality 58
- Stress 108–109
- Structure
- correct 37–38
  - emotional intelligence 169–170
  - external 134
  - flexibility 38
  - importance 37
  - knowledge management 52, 170–171
  - mapping 37–38
  - size 39
  - skills 38
  - strategy 36–37
- Success
- key elements 9
  - professional firms 12, 195–198, *Table 9.2, 196–197*
  - self diagnose 195–198, *Table 9.2, 196–197*
- Succession planning 39, 182, 186–187
- SWOT analysis 21–22, *Table 2.2, 22*
- Techniques
- cross referenced *Table 9.3, 199*
  - summary 198
- Technology
- effect on work 99, 130
  - impact on professions 49
- Terms of engagement letters 123
- Tilles, S. 21

## Time

- analysis 98–101
  - audit 97–104
  - bottlenecks 101
  - chargeable 99
  - clients timescales 123–124
  - people leaving 179
  - speed 105–106
- Tools *see Techniques*
- Trends
- current 46–51
  - marketplace analysis 145–150
  - Porter's 5 Forces 145–148, *Table 7.1, 147*
  - professional 46–51
- Trust
- build relationships 19–20
  - client relationships 126
  - management 70–72
  - maintaining 72, 126
  - morale 178
- Underperformance, dealing with 115
- Value-based Selling 135–140
- Values
- agreeing 17–19, 71–72
  - conflicts 15–17, *Tables 2.1(a), 16, 2.1(b), 17*
  - definition 15
  - importance 15–17
  - Model for Success 15
  - professional 6, 7, 15–19
- Virtual organisations 57
- Web sites 132
- Westwood, Fiona 2
- Winning pitches 136–139
- Written statements
- behaviour 76
  - quality 115
  - summary 198, *Table 9.3, 199*