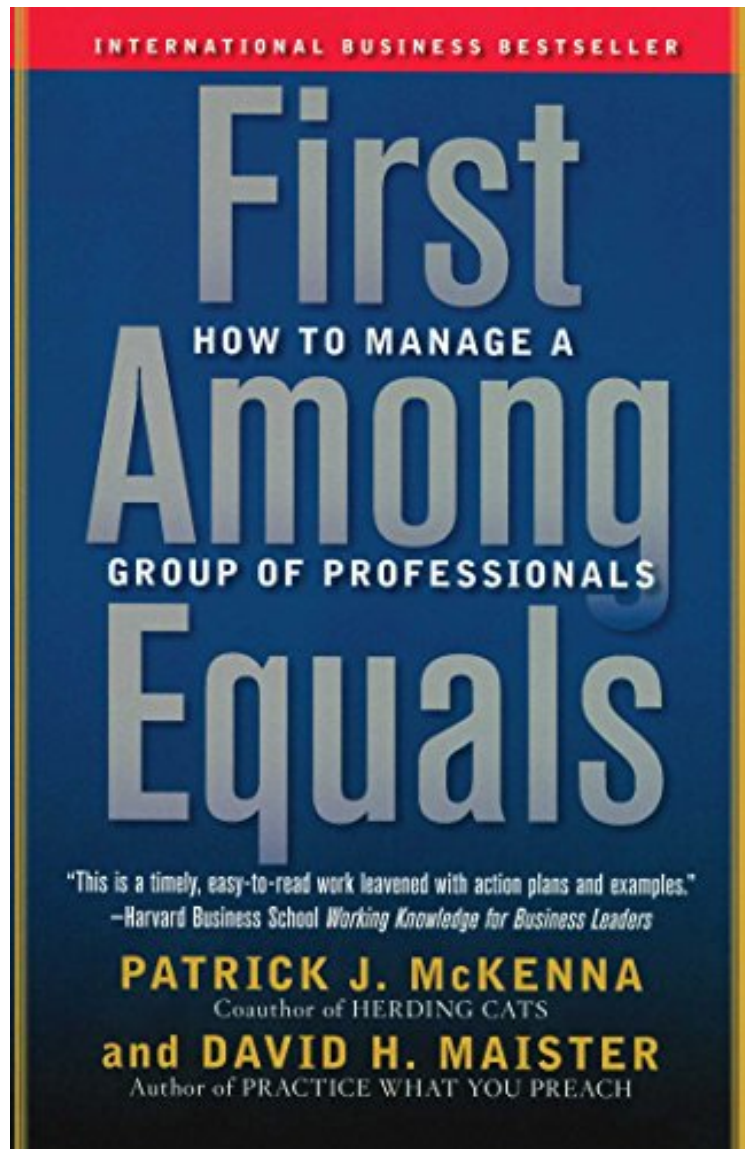


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First Among Equals: How to Manage a Group of Professionals

Patrick J. McKenna, David H. Maister
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Patrick J. McKenna, David H. Maister : First Among Equals: How to Manage a Group of Professionals before purchasing it in order to gauge whether or not it would be worth my time, and all praised First Among Equals: How to Manage a Group of Professionals:

1 of 1 people found the following review helpful. Great book, poor editing. By Shannon L. Herndon I am currently reading this book for a class in my Masters in Organizational Leadership program. Although the book seems to be relevant and useful, I have already become discouraged with the amount of errors in the Kindle version. I am not talking about punctuation, but entire words missing from sentences, as well as misspelled words. One example: (Loc.

399) "A business group is like a sports team, filled with talented athletes who will only win if they truly their potential." One misspelled word and at least one missing word. The sentence makes no sense as it is written. I would expect my Kindle version to be as well edited as a printed version, after all, I still paid for it. If I did not need this book for my required class reading, I would ask for my money back based simply on the poor editing. 5 of 5 people found the following review helpful. Good companion to "Managing the Professional Service Firm" By Erik Gfesser Admittedly, this reviewer does agree with some of the earlier reviews here that this book does borrow some material from other works, and it might be disconcerting that almost-50% of the works listed in the bibliography of this text were written by either of the two co-authors McKenna and Maister. This reviewer is reminded of some of the reader comments for Weinberg's "More Secrets of Consulting: The Consultant's Tool Kit", which indicated that the author of "The Secrets of Consulting: A Guide to Giving Getting Advice Successfully" was attempting to profit from the success of his earlier work (see my reviews for both of these texts). In the opinion of this reviewer, this is not true with this effort. Maister's earlier "Managing the Professional Service Firm" (see my review), for example, focused on the firm itself, while "First Among Equals: How to Manage a Group of Professionals" is also true to its title, concentrating on the professionals which make up professional service firms. In addition, while the earlier work consists mainly of articles published separately over a 10-year time period within such publications as "Sloan Management Review", the "Journal of Management Consulting", "International Accounting Bulletin", and "The American Lawyer", this work consists mainly of new content and concentrates on getting ready for management, coaching individuals, coaching teams, and building for the future with existing staff, topics never touched on in any detail in the earlier work. The writing style that Maister used in his earlier collaboration with Green and Galford called "The Trusted Advisor" (see my review) continues in this effort, with introductions to topics followed by lists that are later elaborated upon in greater detail, an aspect of this book which seems to help organize the wide variety of discussions. Sidebars from professional service firm managers throughout the text also increase its accessibility. In the opinion of this reviewer, some of the best chapters of this book include: "Deal Differently with Different People", "Tackle the Prima Donnas", "Clarify Group Goals", "Build Team Trust", and "Measure Group Results". Well recommended for both managers and professionals working in professional service firms. 0 of 0 people found the following review helpful. Surprisingly helpful By roundy05 Surprisingly helpful. Not only for professional service businesses but also for real businesses and the management of a team of senior managers. However, It is not a book that you can just use and work with it. I see it more as a refresher and add my own perspective to it. The subjects touched are important ones and some of the advice is applicable.

Professional service gurus David Maister and Patrick McKenna have created a practical handbook on how to lead professional colleagues or peers when you lack formal authority. Harvard Business School's Working Knowledge calls it "a timely, easy to read work leavened with action plans and examples." Whether you have recently been appointed as a group leader or are a battle-scarred veteran, you know that managing professional people is difficult! In this unique handbook, Patrick J. McKenna and David H. Maister argue that leaders will best enable their people to achieve peak performance not by managing them, not by leading them, but by inspiring them. The authors show you how to actually add value as a group leader or induce people to accept your guidance, even with intelligent professionals who are often free-agents accustomed to having autonomy to work on grueling assignments with little supervision. They also give advice on how to handle those oh-so-talented but oh-so-annoying professionals who exhibit attitude problems or are just exceedingly difficult to work with, when you need them but they tend to needle you. The lessons and learning presented here will give you insights and action tips to help you provoke and inspire your people to their full potential.