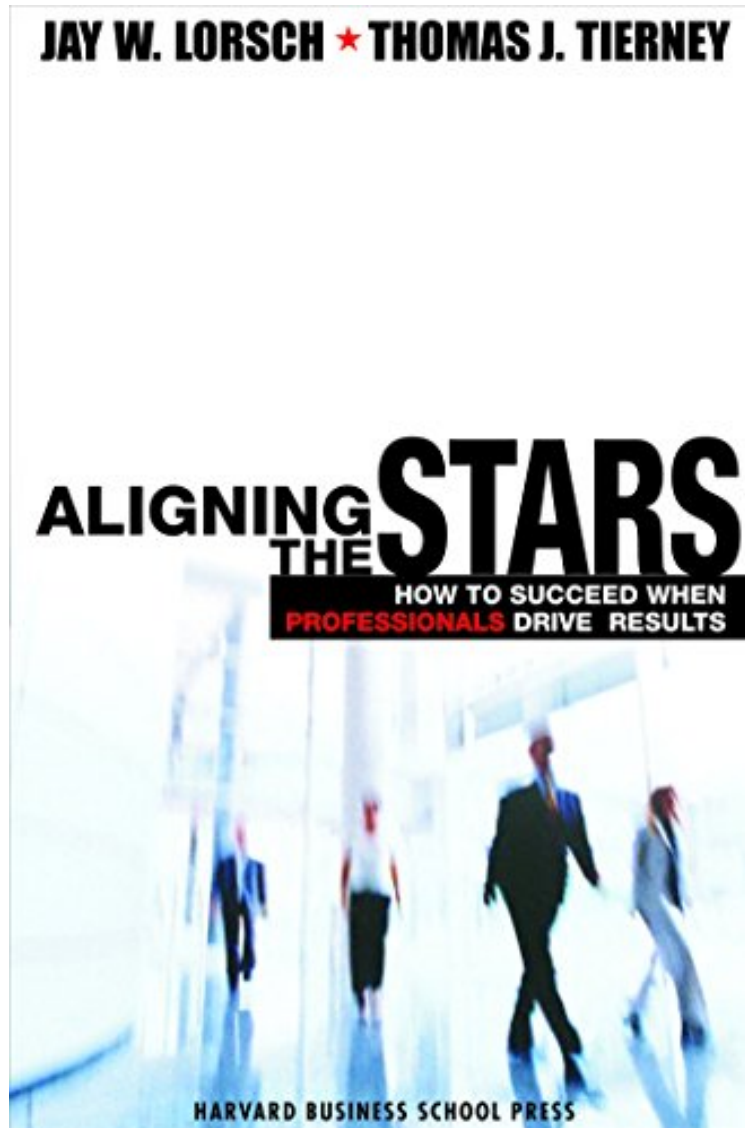


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## **Aligning the Stars: How to Succeed When Professionals Drive Results**

*Thomas J. Tierney Jay Lorsch*  
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following review helpful. Five StarsBy Thomas KveiborgBest ever book about PSFs3 of 3 people found the following review helpful. Key issues facing professional services firmsBy John GibbsOutstanding professional services firms are consistently able to identify, attract and retain star performers, get stars committed to their firm's strategy, manage stars across geographic distance, business lines and generations, and govern and lead so that both the organization and its stars prosper and feel rewarded, according to Jay Lorsch and Thomas Tierney in this book.Strategy is frequently a difficult issue for a professional services firm. The firm's management may try to set strategy in one direction, but if the partners and key operators pursue individual strategies which do not align with that set by management, the official firm strategy gets overruled. Because of the high degree of autonomy enjoyed by professionals, managing partners typically have very little coercive power, and managerial success requires a much higher set of people skills than is required in more hierarchical workplaces.One aspect of the culture of a professional services firm which is critical to future success is the development of talent. Young potential stars need to encounter appropriate challenges and receive sufficient feedback and mentoring along the way. Mediocrity needs to be stamped out, or the best performers might be tempted to leave for higher-performing firms. Senior professionals need to be cajoled into diverting time and resources away from serving clients to training colleagues.The book offers significant insights into many of the key issues facing professional services firms, including organizational structure and culture, leading without being able to control, designing and implementing people management systems, and managing your own professional career. This is one of the most helpful books I have read on professional service firm management, and I highly recommend it.

Most businesses rely on talent to succeed, but none so much as professional service firms. Within this rapidly expanding, trillion-dollar industry, professionals--and how they're managed--are the primary source of competitive advantage. In fact, success in this sector is determined more by the people you pay than the people who pay you. This path-breaking book provides readers with a practical and integrated perspective on how to win in the unique and tumultuous world of professional services. From strategy to organization to culture, it offers customized insights for businesses in which professionals drive bottom-line results and long-term company success. Respected academic Jay W. Lorsch and accomplished practitioner Thomas J. Tierney apply their broad experience to the realities of "Monday morning" decision making. Their work reflects decades of personal experience, combined with a rigorous study of outstanding professional service firms in industries that include law, information technology, accounting, advertising, investment banking, executive search, and consulting. *Aligning the Stars* explains what differentiates the "best of the best" within professional services. By describing how to attract, retain, motivate, organize, and lead the stars that shape a company's destiny, this book provides valuable lessons for the current and future leaders of every talent-driven business.