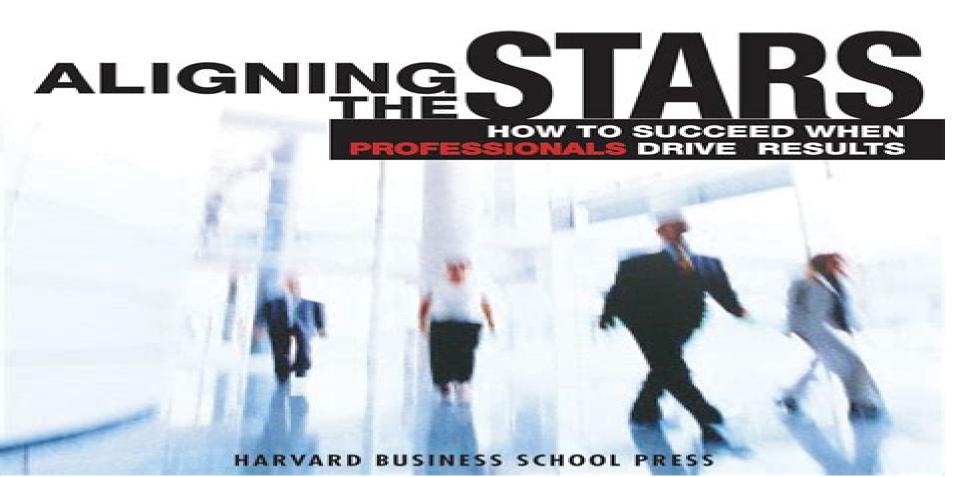
## JAY W. LORSCH \* THOMAS J. TIERNEY



# Aligning The Stars How To Succeed When Professionals Drive Results

**Thomas D. Morgan** 

#### **Aligning The Stars How To Succeed When Professionals Drive Results:**

Aligning the Stars Jay William Lorsch, Thomas J. Tierney, 2002 Every company relies on talent to succeed but none so much as professional service firms Within this rapidly expanding trillion dollar sector people are more than valuable assets they are the source of competitive advantage Indeed success is determined more by the people these firms pay than by the people who pay them What separates the best professional firms from their less successful competitors And what lessons do their experiences hold for other talent driven businesses In this comprehensive book respected academic Jay W Lorsch and accomplished practitioner Thomas J Tierney draw from rigorous research and decades of experience to provide a practical perspective on how to win in professional services Their work is based on an analysis of industry leaders in fields as diverse as law accounting investment banking advertising information technology executive search and management consulting Aligning the Stars argues that strategic success is achieved by building an organization of executive level stars whose day to day performance reinforces and ultimately achieves the goals of the business Outstanding firms align stars across business lines geographies and even generations Through compelling real world examples Lorsch and Tierney show how successful firms create and sustain alignment via Strategy Determining which elements of strategy are most important and why and how effective implementation incorporates organizational realities People Systems Converting talent into stars while nurturing firm first behaviors Structure and Governance Organizing around partnership principles even in a corporate environment Culture Actively managing the culture to guide and control individual behavior Leadership Exercising effective leadership when the power to control partner peers is limited Careers Aligning individual stars by helping professionals build a life not just a resume By showing how to integrate strategy organization and the needs of individual stars this book offers valuable lessons for the current and future leaders of every talent driven business AUTHORBIO Jay W Lorsch is the Louis Kirstein Professor of Human Relations at the Harvard Business School Thomas I Tierney is the former Chief Executive of Bain Company and currently serves as Chairman of The Bridgespan Group Bain's nonprofit affiliate Managing the Modern Law Firm Laura Empson, 2010-06-10 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 such as Clifford Chance Linklaters and Freshfields 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 Successfully meeting the challenges of this new business environment is vital for the continuing prosperity of law firms Featuring contributions from both management researchers and legal practitioners Managing the Modern Law Firm presents the latest insights from Management Studies in an approachable practical and relevant manner for lawyers and other professionals involved directly and indirectly with the management of law firms Managing the Knowledge-Intensive Firm Nicolaj Ejler, Flemming Poulfelt, Fiona Czerniawska, 2012-04-27

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 Poulfelt and Czerniawska present a new model for transforming the management of knowledge intensive firms which is supported throughout with practical examples and cases Transdisciplinary Reach of Design Science Research Andreas Drechsler, Aurona Gerber, Alan Hevner, 2022-05-26 This book constitutes the thoroughly referred proceedings of the 17th International Conference on Design Science Research in Information Systems and Technology DESRIST 2022 held in Tampa FL USA in June 2022 The 37 revised full research papers included in the volume were carefully reviewed and selected from 103 submissions. They are organized in the following topical sections Transdisciplinary Research Blockchain Information Systems Intelligent Systems and Human Interaction Healthcare Systems and Quality of Life Innovation and Entrepreneurship Sustainability and Responsible Design Environmental Issues Human Values and ethical Design Human Safety and Cybersecurity Emerging DSR Methods and Processes Designers and Collaborative DSR and Education and DSR The Vanishing American Lawyer Thomas D. Morgan, 2010-02-01 Over 4 000 lawyers lost their positions at major American law firms in 2008 and 2009 In The Vanishing American Lawyer Professor Thomas Morgan discusses the legal profession and the need for both law students and lawyers to adapt to the needs and expectations of clients in the future The world needs people who understand institutions that create laws and how to access those institutions works but lawyers are no longer part of a profession that is uniquely qualified to advise on a broad range of distinctly legal questions Clients will need advisors who are more specialized than many lawyers are today and who have more expertise in non legal issues Many of today s lawyers do not have a special ability to provide such services While American lawyers have been hesitant to change the ways they can improve upon meeting client needs lawyers in other countries notably Great Britain and Australia have been better at adapting Law schools must also recognize the world their students will face and prepare them to operate successfully within it Professor Morgan warns that lawyers must adapt to new client needs and expectations The term professional should be applied to individuals who deserve praise for skilled and selfless efforts but this term may lead to occupational suicide if it becomes a justification for not seeing and

adapting to the world ahead The Big Four and the Development of the Accounting Profession in China Paul Gillis, 2014-02-21 This volume provides a history of the domination of the Big Four in the Chinese accounting industry explaining why China was unable to keep the market for its own accounting firms The book details how easy access to U S capital markets led to major accounting scandals and a clash between U S and Chinese regulators Becoming a Manager Linda A. Hill, 2019-02-26 Making the leap to management and leadership In your career or anyone s there is one transition that stands out as the most crucial going from individual contributor to competent manager New managers have to learn how to lead others rather than do the work themselves to win trust and respect to motivate and to strike the right balance between delegation and control Many fail to make the transition successfully In this timeless indispensable book Harvard Business School professor and leadership guru Linda Hill traces the experiences of nineteen new managers over the course of their first year in the role She reveals the complexity of the transition highlighting the expectations of these managers their subordinates and their superiors We hear the new managers describe how they reframed their understanding of their roles and responsibilities how they learned to build effective cross functional work relationships how and when they used individual and organizational resources and how they learned to cope with the inevitable stresses of leadership Hill vividly shows that becoming a manager is a profound psychological adjustment a true transformation as well as a continuous process of learning from experience Becoming a Manager a veritable treasury of essential leadership wisdom is a book you will turn to again and again no matter where you are on your career journey

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