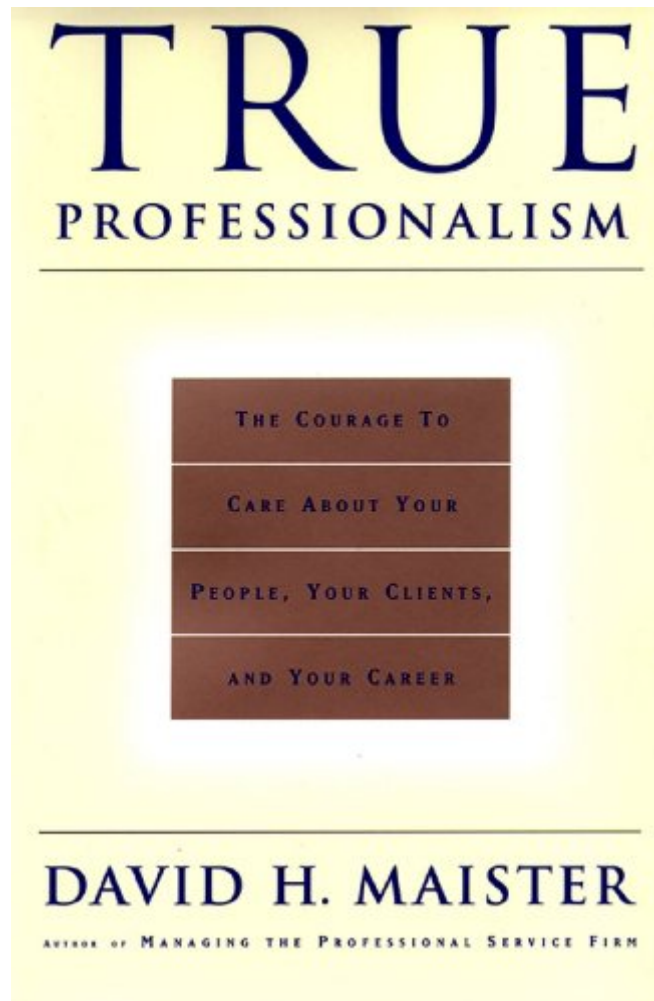


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# True Professionalism: The Courage To Care About Your People, Your Clients, And Your Career



## Synopsis

David Maister, the world's premier consultant to professional service firms, vigorously challenges professionals to examine this essential, yet under-addressed question: What is true professionalism? Professional firms are forever trying to get their people to act like professionals "to do the right things. Though their various incentives may create employee compliance, these don't often encourage excellence. His answer is clear: It is believing passionately in what you do, never compromising your standards and values, and caring about your clients, your people and your own career. In clear and compelling terms, Maister shows that this approach is not only ethical but also conducive to commercial success.

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## Customer Reviews

I thought that this book would extend the concept of professionalism out of its traditional realm and into the world of business. But I was dismayed to find that professionalism as Maister thinks of it doesn't apply to me... because I work for a corporation. Maister sees a "professional" as someone who provides a service to a client, and who could work as a sole practitioner. His book seems to be

mostly geared towards lawyers and consultants, and more specifically law firms or consulting firms. Also, it often seems like, because I work for a corporation, with no real expectation of autonomy, I already by default have the skills he claims professionals so badly need - like the ability to work as part of a team or to accept management. Half of the book is spent implying that professionals (or possibly people overall) are unable to be internally motivated to excellence, and repeatedly insisting that the only way to make them perform at a high level is to have an external force demand that they do so, and strictly enforce those demands. He describes such a policy as "intolerant" and uses this word A LOT. He further suggests that professionals should want and accept this, because they too should realize that they can't achieve excellence on their own. It is a little offensive, and I would imagine that such a firm taking such a faithless approach would have great success among the average, but would drive away the best. The other half of the book, strangely, implies that actually you can't change people that much, and should adjust your firm to contain only people who share the same standards and values.

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