

# DAVID MAISTER

PRESENTATION HANDOUTS > CAREERS

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90 COMMONWEALTH AVENUE BOSTON, MA, 02116 USA  
TEL: 1-617-262-5968 WWW.DAVIDMAISTER.COM DAVID@DAVIDMAISTER.COM

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# GOALS

Following are listed some possible improvements in your career and working life that you might desire. Which are your top priorities?

1	Earn more money
2	Achieve higher position within the firm
3	Obtain more autonomy in my work-life
4	Greater recognition and respect from clients
5	Greater recognition and respect from colleagues inside the firm
6	Greater recognition and respect from others in the profession
7	Get more interesting / challenging / prestigious clients
8	Get more interesting / challenging work from the types of clients I do have
9	Become more involved in decision-making in the firm
10	Have better juniors to work with
11	Learn new things / build new skills
12	More teamwork / collegueship inside the firm

# HOW WOULD YOU DESCRIBE YOUR MOOD?

*That of Your Colleagues?*

*Your Juniors?*

1. Burned out or Jaded
1. Cynical or Skeptical
2. Bored or Complacent
3. Dutiful
4. Hopeful
5. Interested
6. Intrigued
7. Enthused and Excited
8. Passionate and Energetic

# WHAT IS PROFESSIONALISM?

1. Take pride in their work, and show a personal commitment to quality
2. Don't have a "I'll only do it if you pay me for it" mentality
3. Reach out for more responsibility
4. Anticipate, and don't wait to be told what to do: Show initiative
5. Do whatever it takes to get the job done: Do not watch the clock
6. Are team players
7. Are eager to learn the business and roles played by those they serve
8. Get involved and don't just stick to their assigned role
9. *Listen* to the needs of those they serve
10. Learn to understand and think like those they serve so they can represent them when they are not there
11. Are observant, honest, and loyal
12. Accept criticism constructively: eager to learn and develop
13. Are amenable to ideas of others
14. Care

*Source: David H. Maister, True Professionalism, Free Press, 1997*

# WHAT IS A VALUE?

1. Something is a value if and only if you are willing to enforce it.
2. A value is NOT a high aspiration you plan to strive for (that's a dream).
3. A value is a non-negotiable minimum standard to which *everyone* must comply.
4. To have values, there must be a system for responding to and eliminating non-compliance.
5. Such a system would, preferably, begin gently with a closed-door office visit and counseling session to provide help.
6. If this does not induce compliance within a finite time, exit must be required.
7. So, what do you believe in enough to be intolerant about?
- 8. With NO exceptions?**

Possibilities:

1. Level of minimum technical competence?  
**(DO YOU HAVE TO BE A STAR OR IS COMPETENCE ACCEPTABLE?)**
2. Behaviors in dealing with those around you?  
**(EG, RESPECT, INTEGRITY, KEEP YOUR WORD)**
3. Behaviors in dealing with clients?  
**(EG NO TECHNO-NERDS ALLOWED: WE CARE ABOUT OUR CLIENTS)**
4. Minimum Financial contribution
5. Personal career growth?  
**(IS LIFELONG LEARNING ENCOURAGED OR REQUIRED)**
6. Individualism versus Team Player?  
**(ARE EACH OF THESE ACCEPTABLE?)**
7. Minimum standards in supervising client transactions?
8. Etc, etc.

*Source: David H. Maister, True Professionalism, Free Press, 1997*

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# TYPES OF PROFESSIONALS

DYNAMOS

CRUISERS

LOSERS

**WHAT PERCENT OF ALL PROFESSIONALS ARE IN THESE CATEGORIES?**

*Source: David H. Maister, True Professionalism, Free Press, 1997*

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# ABOUT YOUR WORK:

GOD, I LOVE THIS!

I CAN TOLERATE IT

I WISH I DIDN'T HAVE TO DO THIS!

WHAT PERCENT WOULD YOU PUT IN THESE CATEGORIES?

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# ABOUT YOUR CLIENTS

I LIKE THESE PEOPLE AND THEIR SECTOR  
INTERESTS ME

I CAN TOLERATE THEM

I WISH I DIDN'T HAVE TO DEAL WITH PEOPLE LIKE  
THIS!

WHAT PERCENT OF YOUR CLIENTS WOULD YOU PUT IN EACH CATEGORY?

*Source: David H. Maister, True Professionalism, Free Press, 1997*

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# THOUGHTS FROM DALE CARNEGIE

1. There is only one way to get anybody to do anything: Make the other person want to do it.
2. The only way on earth to influence people is to talk about what they want, and show them how to get it.
3. Henry Ford: "If there is any one secret of success, it lies in the ability to get the other person's point of view and see things from that person's angle as well as your own"
4. First arouse in the other person an eager want. The person who can do this has the whole world The person who cannot walks a lonely way.
5. The only way to get the best of an argument is to avoid it. You win nothing by proving a person wrong (in fact, you lose a lot: furiously avoid doing it)
6. No-one in the world likes to take orders: (take every opportunity to persuade and request. Command if you have to, but only as a last resort, and recognize it for what it is: a failure in being sufficiently skilled at the art of persuasion.)
7. The Socratic approach to persuasion: Begin by emphasizing-and keep on emphasizing- the things on which you agree. Get the other person saying "yes, yes" at the outset. Keep (them), if possible, from saying "no" (until you have built your case). (Persuasion fails when you try to rush and omit steps in the logical progression of your argument.)
8. (The secret to creating action and agreement) Let the other person feel the idea was his or hers.
9. Always empathize. Use the following phrase in every disagreement and confrontation: **"I DON'T BLAME YOU ONE IOTA FOR FEELING AS YOU DO. IF I WERE YOU I WOULD UNDOUBTEDLY FEEL JUST AS YOU DO." (THEN..."LET'S WORK ON THIS TOGETHER)**

*Source: Dale Carnegie, How to Win Friends and Influence people, Simon & Schuster, 1937*

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# WHAT DO YOU WANT TO BE FAMOUS FOR?

(WHAT'S GOING TO MAKE YOU DISTINCTIVE?)

Intellectual Thought Leader in a particular service area

Industry Expert

Superior Client Counseling skills

Superior ability to Get Things Done through others

Special abilities in Practice Development

Special Ability to work with certain types of clients

(e.g. entrepreneurs, high net worth individuals)

Superior Ability to Transfer Skills to Others

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# FORMS OF COMMITMENT

COMMITTED TO:	LABEL:
The Group's Strategy	Vision
The Group	Loyalty
You	Gratitude
Peers	Team Spirit
Subordinates	Responsibility
Client	Service
Work Itself	Pride

*Source: McKenna and Maister, First Among Equals, Free Press, 2002*

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# GET BETTER WORK NOT JUST MORE WORK

## WILL THIS ENGAGEMENT....

1. Allow Us To Learn New Skills?
2. Expose Us To An Important New Client?
3. Increase (Not Just Sustain) An Important Existing Client Relationship?
4. Allow Us To Leverage More Than In The Past?
5. Allow Us To Command Higher Fees Than In The Past?
6. Allow Us To Work “Higher” In The Client Organization?
7. Introduce Us To A New Industry?
8. Lead To Better Work With This Client?

## IF NOT, WHY DO WE WANT THIS WORK?

*Source: David H. Maister, True Professionalism, Free Press, 1997*

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# POSITIONING YOUR PRACTICE

	Familiar, execution-intensive assignments	Frontier, customized, one-of-a-kind assignments
High degree of client contact. Client wants results AND interaction	<b>COUNSELING</b> NURSE 	<b>DIAGNOSIS</b> FAMILY DOCTOR 
Low degree of client contact. Client focuses on results only	<b>EFFICIENCY</b> PHARMACIST 	<b>CREATIVITY</b> BRAIN SURGEON 

WHAT TYPE OF PROVIDER DOES YOUR CLIENT WANT TO BUY?

WHAT TYPE OF PROVIDER ARE YOU?

*Source: David H. Maister, True Professionalism, Free Press, 1997*

# ABOUT DAVID H. MAISTER

*(pronounced MAY-ster)*

*David Maister is widely acknowledged as one of the world's leading authorities on the management of professional service firms. For two decades he has advised firms around the world in a broad spectrum of professions, covering all strategic and managerial issues.*

*In 2002, he was named as one of the top 40 business thinkers in the world. (BUSINESS MINDS, Prentice Hall/Financial Times)*

*He is the author of the bestselling books:*

**MANAGING THE PROFESSIONAL SERVICE FIRM (1993),**

**TRUE PROFESSIONALISM (1997),**

**THE TRUSTED ADVISOR (2000),**

**PRACTICE WHAT YOU PREACH (2001),**

**FIRST AMONG EQUALS (2002).**

*His books have been translated into Arabic, Chinese, Danish, Dutch, Estonian, French, Indonesian, Japanese, Korean, Polish, Russian, Serbo-Croatian, Spanish and Turkish.*

*A native of Great Britain, David holds degrees from the University of Birmingham, the London School of Economics and the Harvard Business School, where he was a professor for seven years.*

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