



First Among Equals: How to Manage a Group of Professionals

Patrick J. McKenna, David H. Maister

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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.

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