



Aligning the Stars: How to Succeed When Professionals Drive Results

Thomas J. Tierney Jay Lorsch

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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.

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