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## Smart Collaboration: How Professionals and Their Firms Succeed by Breaking Down Silos

By Heidi K. Gardner

Harvard Business Review Press. Hardcover. Condition: New. 256 pages. Many professional service firms today face a serious dilemma. Clients are demanding more sophisticated service for complex problems that can only be delivered by interdisciplinary teams of experts. No one consultant or lawyer or even one functional group can guide a client through today's challenges, which often span technological, regulatory, economic, and environmental issues on an increasingly global scale. The problem is, most firms have narrowly defined practice areas and partners with specialized expertise. These siloed experts are often stars who have built their reputations and client rosters independently, not by working with peers. What's more, most firms have grown so large and so fast that their members can't even know let alone trust their colleagues around the world. In *Smart Collaboration*, Heidi Gardner shows that a much more profitable albeit difficult path is to push the firm toward cross-partner collaboration. Gardner, a former McKinsey consultant and Harvard Business School professor, now a fellow at Harvard Law School, has spent over a decade conducting an in-depth study of more than a dozen global professional service firms. In a research tour de force, she brings together time sheet records, financial information, and personnel records literally millions of data points to...



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