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loyalty, attract

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competitive edge
when

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gain a
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when specialists
collaborate
across
functional
boundaries.
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former McKinsey

consultant and

Harvard Business

School professor

now lecturing at

Harvard Law

School, has

spent over a

decade

conducting in-

depth studies of

numerous global

professional

service firms.

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A very good book
on breaking down
silos in
business. The

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Smart

book spends

quite a bit of

time on how

smart

collaboration

can improve the

bottom line of

both the

consulting and

client firms.

There is also a

sufficient

number of

examples to show

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how smart
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problems in the
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Silos is

dedicated to
service firms
that exist in
the knowledge
economy

encountering the
complex problems
of a VUCA

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(Volatile,

Uncertain,

Complex, and

Anonymous)

world. The book

gives leaders of

these firms two

options,

collaborate

smart or hope

for a miracle.

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Crushes

Competitive

Advantage . . .

Complex problems
require

professionals to
provide cross-
disciplinary
solutions—that
is, smart
collaboration.

By taking steps
to shift the
culture and

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structure,
leaders can

unlock clear,

long-term

benefits: higher

margins,

stronger client

loyalty,

increased

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edge.

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The case for
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Law firms face a
serious

conundrum. Their
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increasingly
need them to

help solve
complex

problems,
ranging from

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Cybersecurity to
global trade
issues, that
only teams of mu
ltidisciplinary
experts can
tackle. Yet,
most law firms
have carved up
their highly
specialized,
professional
experts into
narrowly defined

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collaboration areas,

and

collaborating

across these

silos is often

messy, risky and

costly.

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collaboration in
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Abraham Maslow

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famously said:

"I suppose it is tempting, if the only tool you have is a hammer, to treat everything as if it were a nail."

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Gardner uses
relevant case
studies, sharp
analysis, and
straightforward
writing to make
this important
point: well-
structured
collaboration
among a firm's

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Collaboration is

the path to a

more

interesting,

satisfying, and

profitable

future for those

talented people.

Matthew Layton,

Global Managing

Partner,

Clifford Chance

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