



First Among Equals: How to Manage a Group of Professionals

Patrick J. McKenna, David H. Maister

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Managing people over whom you have no real power is a challenge, particularly in professional service firms where, increasingly, top professionals are being tapped to lead their peers. In this guide, two renowned consultants show professional group managers lacking formal authority how to lead colleagues to peak performance. They speak directly to those who have gone from focusing on their own performance to being a group manager in charge of leading others. From understanding the group leader role to setting terms of reference and effectively dealing with talented prima donnas, McKenna and Maister present a thorough introduction to managing and orchestrating talent.

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