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In Smart Collaboration, Heidi K. Gardner shows that firms earn higher margins, inspire greater client loyalty, attract and retain the best talent, and gain a competitive edge when specialists collaborate across functional boundaries. Gardner, a former McKinsey consultant and Harvard Business School

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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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Heidi K. Gardner A
very good book on

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Smart

collaboration
breaking down silos in
business. The 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 how smart
collaboration can solve
problems in the
workplace.

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Breaking Down Silos is
dedicated to service
firms that exist in the
knowledge economy
encountering the
complex problems of a
VUCA (Volatile,

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Uncertain, Complex,
and Anonymous) world.
The book gives leaders
of these firms two
options, collaborate
smart or hope for a
miracle.

Why Smart

Collaboration Crushes

Competitive Advantage

...

Complex problems
require professionals to

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provide cross-

disciplinary

solutions—that is, smart

collaboration. By taking

steps to shift the culture

and structure, leaders

can unlock clear, long-

term benefits: higher

margins, stronger client

loyalty, increased

competitive edge.

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Gardner and Co

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The case for smart

collaboration. Law firms

face a serious

conundrum. Their

clients increasingly need

them to help solve

complex problems,

ranging from

cybersecurity to global

trade issues, that only

teams of

multidisciplinary

experts can tackle. Yet,

most law firms have

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carved up their highly specialized, professional experts into narrowly defined practice areas, and collaborating across these silos is often messy, risky and costly.

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context of professional
service firms. In her
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at the role collaboration
can play in innovation
as well as raising a...

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14, 2020 Posted By

Jackie Collins Media

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services law firms in
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Harvard Business

Review Press, 272

pages, \$32.00,

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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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In Smart Collaboration, Gardner uses relevant case studies, sharp analysis, and

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straightforward writing
to make this important
point: well-structured
collaboration among a
firm's professionals is
the path to a more
interesting, satisfying,
and profitable future for
those talented people.
Matthew Layton, Global
Managing Partner,
Clifford Chance LLP

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J. Michael McGuire,
CEO, Grant Thornton
LLP-- "In Smart

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

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to a more interesting,
satisfying, and
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those talented people."

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On Jan. 30, the Harvard
Law School Library
hosted a book talk and
discussion on "Smart
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Breaking Down Silos,"

by Harvard Law School

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At long last, Smart

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Breaking Down Silos

was officially released

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Business Press on

January 3 rd. By offering your own insights, anecdotes and critiques, many of you on this Board of Contributors played a special role in the book's development.

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