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shows that firms
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Collaboration, 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

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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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Smart Collaboration
by Heidi K. Gardner

A very good book
on 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

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is also a sufficient number of examples to show how smart collaboration can solve problems in the workplace.

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Silos is dedicated to
service firms that
exist in the
knowledge economy
encountering the
complex problems
of a VUCA
(Volatile, Uncertain,
Complex, and
Anonymous) world.
The book gives

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leaders of these
firms two options,
collaborate smart or
hope for a miracle.

And Their Firms

Why Smart
Collaboration
Crushes

Competitive
Advantage ...

Complex problems
require
professionals to
provide cross-

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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.

Smart Collaboration

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Gardner and Co

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

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collaboration experts can tackle.

Yet, most law firms have carved up their highly

specialized, firms

professional experts into

narrowly defined

practice areas, and

collaborating across

these silos is often

messy, risky and

costly.

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The case for smart
collaboration -

Answers On

Gardner explores the theme of smart collaboration in the context of professional service firms. In her

research she has looked at the role collaboration can play in innovation as well as raising

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Book review: Smart
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Oct 14, 2020

Posted By Jackie

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Silos by Heidi K.

Gardner, Harvard
Business Review

Press, 272 pages,
\$32.00, Hardcover,

ISBN

9781633691100.

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Abraham Maslow 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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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 to a more interesting,

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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

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