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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 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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service firms that exist in the knowledge economy encountering the complex problems of a VUCA (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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Complex problems require professionals to 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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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 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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Smart Collaboration: How Professionals and Their Firms Succeed by Breaking Down Silos by Heidi K. Gardner, Harvard Business Review Press, 272 pages, \$32.00, Hardcover, ISBN 9781633691100. 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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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 to a more interesting, satisfying, and profitable future for those talented people. Matthew Layton, Global Managing Partner, Clifford Chance LLP

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Smart Collaboration : How Professionals and Their Firms ...

On Jan. 30, the Harvard Law School Library hosted a book talk and discussion on "Smart Collaboration: How Professionals and Their Firms Succeed by Breaking Down Silos," by Harvard Law School ...

HLS Library Book Talk | Smart Collaboration

At long last, Smart Collaboration: How Professionals and Their Firms Succeed by Breaking Down Silos was officially released worldwide by Harvard 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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