



## Further Reading

### Strategic and Business Planning

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|--|-----------------------------|
| True Professionalism<br><i>The Courage to Care About Your People, Your Clients, and Your Career</i>                                      | David Maister               |
| The Trusted Advisor  | David Maister et al         |
| Managing the Professional Service Firm   | David Maister               |
| Strategy and the Fat Smoker<br><i>Doing What's Obvious But Not Easy</i>  | David Maister               |
| The Purple Cow<br><i>Transform Your Business by Being Remarkable</i>   | Seth Godin                  |
| Process Consulting<br><i>How to Launch, Implement and Conclude Successful Consulting Projects</i>  | Alan Weiss                  |
| Million Dollar Consulting<br><i>The Professional's Guide to Growing a Practice</i>   | Alan Weiss                  |
| Million Dollar Consulting Toolkit<br><i>Step-by -Step Guidance, Checklists, Templates and Samples from the Million Dollar Consultant</i> | Alan Weiss                  |
| How to Establish a Unique Brand in<br>the Consulting Profession<br><i>Powerful Techniques for the Successful Practitioner</i>            | Alan Weiss                  |
| The Ultimate Consultant<br><i>Powerful Techniques for the Successful Practitioner</i>  | Alan Weiss                  |
| Clients For Life<br><i>How Great Professionals Develop Breakthrough Relationships</i>  | Jagdish Sheth, Andrew Sobel |
| The Contract and Fee-Setting Guide<br><i>for Consultants and Professionals</i>   | Howard Shenson              |

Business Plans for Dummies

Paul Tiffany, Steven Peterson

Re-Imagine!

Tom Peters

*Business Excellence in a Disruptive Age*

A Whole New Mind

Daniel Pink

*Moving from the Information Age to the Conceptual Age*

[Riverhead Books]

*Brian comments: Pink argues that 'right brain thinking' will be overtaking the 'left brain'-dominant world we're so used to. Increasingly we'll embrace Design, Story, Symphony, Empathy, Play and Meaning. And those who exhibit these aptitudes will be the ones who get ahead. Pink explains why this transformation to a design, conceptual orientation is happening. Tom Peters and Roger Martin (Rotman) are on the same page. Figure out how this should help shape your business strategies!*

Value Redesigned

Kyle Davy, Susan Harris

*New Models for Professional Practice*

[Greenway]

*Brian comments: I presented with Kyle at an annual conference of Consulting Engineers of Ontario a couple of years ago. I talked about some of the key trends I was watching that are transforming the industry. Sustainability, demographics, risk transfer, BIM, integrated project delivery, etc. Kyle used that context to deliver his vision of professional service firms of the future. Creating value, not charging by the hour. Creating value networks. New approaches to business development. Embracing technological innovation. New value-based pricing strategies to avoid the 'race to the bottom' in fees. Many of the same concepts I share with clients as we develop strategies for success. An excellent, thought-provoking read.*

The Rise of the Creative Class

Richard Florida

*and how it's transforming work, leisure, community and everyday life*

The 4-Hour Workweek

Timothy Ferriss

*Escape 9-5, Live Anywhere, and Join the New Rich*

Innovation by Design

Gerard Gaynor

*What it Takes to Keep YOUR COMPANY on the Cutting Edge*

The Great Reset

*How New Ways of Living and Working Drive Post-Crash Prosperity*

Richard Florida

*(author of The Rise of the Creative Class)*

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Updated July 2012

*Brian comments: I picked this off the shelf for a re-read. Richard Florida talks about what he believes is the third 'reset' in our overall economy.*

*What brought it to mind, believe it or not, was the Occupy Wall Street movement. While attending the Architecture Record Innovation Conference in November 2011, he took time to check out the Occupy site. The Occupy movement has been criticized as having no coherent message, no spokespeople, unfocused, a rag-tag bunch of unhappy people. They don't seem to be advocating anything specific, or lobbying government. Yet something about their approach seems to echo Florida's central thesis ... that we need to 'change the system'.*

*One of the themes of the Occupy movement is the growing divide, especially in America, between the richer and those less rich. The disappearance of the 'middle class'.*

*Florida talks about that in Great Reset. He says we're into our third 'reset' of the way we live, the way we work, our economic base.*

- 1. 1873 Long Depression*
- 2. 1930s Great Depression*
- 3. 2008 Great Recession*

*All in all, Great Reset is a pretty interesting read. Give it a look!*

[Read the full article archived from the "What's Brian Reading" feature of our website.](#)

## **Marketing and Business Development**

The Invisible Touch  
*The Four Keys to Modern Marketing* Harry Beckwith

Selling the Invisible  
*A Field Guide to Modern Marketing* Harry Beckwith

Spin Selling  
*Situation - Problem - Implication - Need-payoff*  
[McGraw Hill] Neil Rackham

*Brian comments: It focuses on how you create, identify and communicate to your customer/client the benefits of whatever you are offering in a sales (or negotiation) setting. I participated in a session Neil delivered for the AIA a few years back. SPIN stands for Situation-Problem-Implication-Need/payoff. This is all about*

*customer-benefit marketing and negotiation. Analyse the situation, define the problem, identify the benefits of solving the problem (and the negative implications of NOT addressing the problem), then market how YOU can provide the solution and deliver those valued benefits to your customer.*

Competitive Strategy Michael Porter  
*Techniques for Analyzing Industries and Competitors*

Rain Making Ford Harding  
*Attract New Clients No Matter What Your Field*

Power Friending Amber Mac  
*Demystifying Social Media to Grow Your Business*  
 [Portfolio]

*Brian comments: I used to talk about the value of networking, recommending Harvey MacKay's "Dig Your Well Before You're Thirsty". Well, Canada's Amber Mac has translated Harvey's Rolodex methods into social media. She's all about strategy and tactics to leverage the power of social media to build your credibility and your business. Up-to-date examples. Get over the myths, manage your 'fears' (It's too time-consuming, too complicated). A is for 'authentic', B is for 'bravery', C is for 'consistency'. That's it ... those are the rules for success! One of my favourites from Amber's book is Sophie the giraffe. We've given her to our grandkids, and to other newborns. And Sophie TWEETS! "Power Friending" is an easy read, and a snap to start implementing!*

## **Management**

Practice What You Preach David Maister  
*What Managers Must Do to Create a High Achievement Culture*

Managing in a Time of Great Change Peter F. Drucker

Management Challenges for 21st Century Peter F. Drucker

Good to Great Jim Collins  
*Why Some Companies Make the Leap ... and Others Don't*

The Art of War Sun-tzu

## **Negotiation**

Architect's Essentials of Negotiation  
[Wiley]

Ava J. Abramovitz

*Brian comments: She's a U.S. lawyer, a former District Attorney. She lectures on legal issues. I participated in a negotiation session she delivered for the American Institute of Architects a number of years ago and she covered a lot of material similar to what I cover in "Negotiate Like a Pro". While this one is specific to architects, the principles and strategies are easily translated to other consultants, constructors, PMs - anyone involved in negotiations. A great presentation of the central principles of successful negotiation.*

The Negotiation Fieldbook  
[McGraw Hill]

Grande Lum

*Brian comments: This one is, as the title suggests, a solid collection of the basics, covering some of the same ground I do in my education sessions on negotiation. Heavy emphasis on preparation, for example. Framing the negotiation. Negotiation tactics. Closing the deal.*

The Seven Strategies of Master Negotiators  
[McGraw Hill]

Dr. Brad McRae

*Brian comments: A Canadian book with Canadian examples throughout. Again the basics, but perhaps a different 'take' on them. Preparation. Creating maximum value. Talks about different negotiating styles. An easy read.*

Split-Second Persuasion"  
"The ancient art and new science of changing minds."  
[Doubleday Canada]

Kevin Dutton.

*Brian comments: Dutton, a psychologist, talks about the power of persuasion, how it works, and how YOU can use it to win arguments and close the deal. (Ties in nicely to Brian's recent Construct Canada session on Negotiating Strategies.)*

## **Risk Management**

Risk transfer (frequent euphemism is "risk sharing") is one of those trends that is transforming our industry, especially project procurement and delivery. More than ever, owners/clients are trying to shift risk onto the designers and builders. All parties need to be fully-versed in risk management to identify all of the risks and determine which party is best suited to taking on each risk. There is a cost to owners when they transfer risk to the designers and builders. And there are risks that shouldn't be transferred - the private sector

may not be able to manage them, or the cost to the owner is simply too great. For the most successful project outcomes what we really need is a good balance of risk ... and reward!

Identifying and Managing Project Risk      Tom Kendrick  
*Essential Tools for Failure-Proofing Your Project*  
[Amacom]

*Brian comments: This is not the easiest read, but is nonetheless an excellent reference. It covers: the importance of risk management, planning for risk management, identifying different types of project risk, quantifying risks, and then managing those risks. Uses the Panama Canal as a case study to illustrate the principles. It's weak on risk allocation and, importantly, pricing risk.*

Managing Project Risk      James Atkins, Grant Simpson  
*Best Practices for Architects and Related Professionals*  
[Wiley]

*Brian comments: Written for consultants, but, as I always say, the same principles apply to contractors and will affect owners. Talks about: importance of risk management, contracts as a source of risk, clients/owners influence on risk for designers/contractors, essentials of risk management. Lots and lots of information but not a difficult read, and structured to be a reasonably-accessible reference.*

Risk Management for Design Professionals      William G. Ramroth  
[Kaplan]

*Brian comments: Another one targeted at consultants. Again, the principles are readily applied to contractors and owners. Very good overview of risk management with a good focus on risk identification and analysis, focusing on probability a risk may arise, and the implications if it does. Outlines very specific ways for consultants in particular to manage risk.*

## **Quality Management**

Let's not get hung up on terminology ... many try to distinguish 'quality assurance' from 'quality control' from 'quality management system', etc. What I hear from customer after customer, client after client, is disappointment in the quality of the service or end-product they are receiving from contractors and consultants. Now, we all know there are lots of reasons (excuses?) but the fact remains that clients and customers do not feel they are being well-served. So the industry needs to take every available measure to ramp up quality, and maintain it consistently.

The Checklist Manifesto

Atul Gawande

*How to Get Things Right*  
[Metropolitan Books]

*Brian comments: An obvious tool for quality management is the effective use of checklists. But despite the best intentions, Gawande's thesis is that most checklists simply don't do the job. Why? Way too much detail. As a result, they fall out of use very quickly. Gawande advocates checklists that focus on those elements of a process or product that have been causing the most pain. In risk management you want to invest your resources in managing the risks that are most likely to occur, and which have the most pain attached to them when they do. An excellent read, great examples - I recommend this one to every Strategies 4 Impact! client that is concerned about managing quality.*

## **Construction Cost Management**

Broken Buildings, Busted Budgets - How to Fix America's Trillion-Dollar Construction Industry  
Barry B. Lepatner (Chicago)

Lepatner is one of America's top construction attorneys and has seen firsthand why many owners feel that the design and construction sector is simply not meeting their needs - not delivering value.

And it's no different in Canada.

Interestingly, Lepatner cites many of the same issues that Brian has been talking about for years. Cost overruns. Schedule overruns. Inefficiency - Brian has been citing in the UK and US that suggest 30% of the time and resources we put into design and construction is wasted; Lepatner says it's more like 50%. Poor productivity - non-farm productivity other than construction in the US has doubled since 1964, while construction productivity has actually declined. Lack of innovation. Lack of real competition. Asymmetric information, by

which he means that once the contractor wins the contract, it actually holds most of the cards in terms of information and knowledge. Architects (and other designers) have either lost the ability to effectively manage projects - or simply abandoned the role.

A very interesting analysis with some positive suggestions for fixing things.

## **Sustainability/Sustainable Design and Construction**

Why Your World is About to Get A Whole Lot Smaller  
Jeff Rubin  
[Random House Canada]

*Brian comments: All about Peak Oil. You may have heard of the Hubbert Curve. Posits that the supply of easily-, therefore economically- accessible oil is peaking right about now. What will be the impact on the way we live, on our economy, on the way we design, build, maintain and operate buildings and other critical infrastructure? The salmon caught in the waters off Europe's shores, flash-frozen, flown to China, processed, then shipped back to your neighbourhood supermarket in Canada. That's just not going to be affordable. Your food sources will be much closer to home. Talks about the problems with natural gas, the oil sands, nuclear. The end of Just In Time - shipping costs are too high. Suggests that conservation in fact leads to greater energy consumption.*

Hot, Flat and Crowded - Why we need a Green Revolution and How It Can Renew America  
Thomas Friedman  
[FSG]



*Brian comments: Friedman argues that the world is hot, flat and crowded.*

*Hot - climate change.*

*Flat - there are too many people in developing countries starting to live like Americans. Driving big cars instead of walking, cycling and taking transit. Building larger and larger homes. Wasting energy and resources. And so on.*

*Crowded - over-population.*

*He believes that the world needs a green revolution and that America must lead it or lose it.*

[Read the full article archived from the "What's Brian Reading" feature of our website.](#)

Green Metropolis

Why Living Smaller, Living Closer and Driving Less Are the Keys to Sustainability

David Owen

*Brian comments: I met Owen at one of Architecture Record's Innovation Conferences. His thesis is that urbanization is a key to sustainability. He argues that Manhattan is one of the greenest urban space in the United States. All well and good to design individual sustainable buildings, but sustainability can, in fact, only be maximized at the scale of the city. Superb transit. So many residents without cars. Walk-able. Bike-able. Mixed use. Residents living near where they work and shop. Super-efficient use of infrastructure like water, sewers, and yes, roads. Energy-efficient building forms. Smaller residences. Variety, interesting things to see and do and experience, all made viable by high density. Access to green space.*

*That's what makes Manhattan so green.*

[Read the full article archived from the "What's Brian Reading" feature of our website.](#)

Mad Like Tesla

Underdog Inventors and Their Relentless Pursuit of Clean Energy

Tyler Hamilton

*Brian comments: Hamilton's thesis is that there is a need for a bit of 'mad scientist' behind every innovation. Whether it's a small Vancouver company working on nuclear fusion, the U.S. company that wants to set up a huge solar array in orbit around the earth then beam the energy to receivers on the ground, or the California company intent on biomimicry. He covers these and more in this book that encourages innovators to be patient, imaginative and fearless.*



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