

Wienke Seeger

Spoilt for Choice

How senior managers select professional advisors

SERIES IN BUSINESS AND FINANCE

About the author

Wienke Seeger has held various client facing and operational roles for a number of professional service firms over the past 20 years. She has extensive experience in client relationship programmes, ranging from strategic initiatives to operational programmes, as well as large-scale systems implementations. Her academic interest and research in decision-making theories has been inherently informed by her professional experiences; understanding client motivations, preferences and expectations and how these feature in different decision making situations has been a key focus in Wienke's career.

Summary

How do senior executives, such as CEOs and CFOs, interact, select and appoint professional advisors?

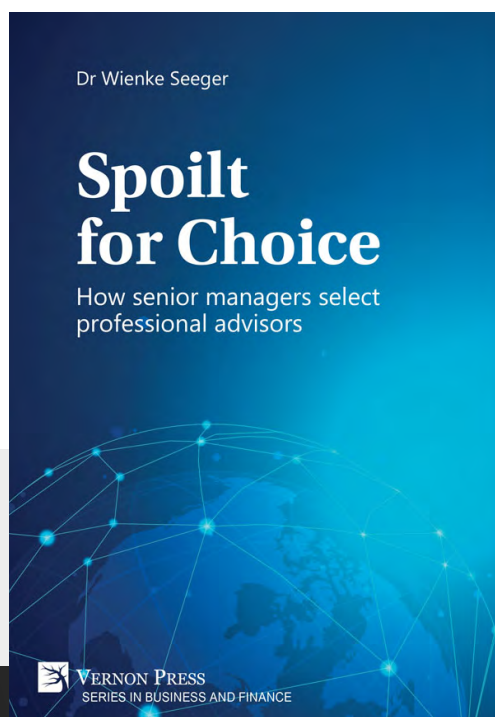
Based on a successful PhD project, the research in this book explores the interactions between advisors of large professional service firms and senior executive clients on an evidence-based academic level.

The research journey and the author's reflections are charted step-by-step, providing an example of how to analyse unstructured qualitative data, reach theoretical saturation and capture emerging substantive theories. Moreover, by taking a unique holistic and inductive approach, this study offers a series of practical insights on how to combine and apply Kathy Charmaz' constructivist grounded theory with an auto-ethnographic stance.

Divided into eight chapters, the author uses empirical data and rigorous analysis to uncover two distinct decision-making processes, namely (a) the client's decision to develop and maintain a relationship with the advisor and (b) to select and appoint the advisor for a particular project or services.

Mapping these to one common conceptual framework a second complementary model emerges - a type of decision-making matrix with the foci 'competitiveness, skills and merit', 'continuity and embeddedness', 'control and manage' and 'trust and empathy' - which offers the reader an alternative perspective of client decision-making.

This book will be useful for practitioners and researchers alike who have an interest in understanding either naturalistic decision-making processes, the complexities of relationship development and procurement dynamics, as well as applied qualitative research methods.



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