
Contents

<i>List of figures</i>	vii
<i>List of tables</i>	viii
<i>List of contributors</i>	ix
<i>Preface</i>	xv

PART I INTRODUCTION

- | | | |
|---|--|---|
| 1 | Towards a multi-level approach to studying entrepreneurship in professional services | 3 |
| | <i>Markus Reihlen and Andreas Werr</i> | |

PART II THE ENTREPRENEURIAL PROFESSIONAL TEAM

- | | | |
|---|---|----|
| 2 | Knowledge integration as heedful interrelating: towards a behavioral approach to knowledge management in professional service firms | 23 |
| | <i>Andreas Werr</i> | |
| 3 | Dealing with errors in professional service firms | 42 |
| | <i>Martin Stollfuß, Jost Sieweke, Michael Mohe, and Hans Gruber</i> | |
| 4 | A space for learning? Physical, relational and agential space in a strategy consultancy project | 65 |
| | <i>Karen Handley, Andrew Sturdy, Robin Fincham, and Timothy Clark</i> | |
| 5 | Innovating through clients | 86 |
| | <i>Natalia Nikolova</i> | |

PART III ORGANIZING THE ENTREPRENEURIAL PROFESSIONAL SERVICE FIRM

- | | | |
|---|--|-----|
| 6 | Professional service firms, knowledge-based competition, and the heterarchical organization form | 107 |
| | <i>Markus Reihlen and Mark Mone</i> | |
| 7 | Changing career models and capacity for innovation in professional services | 127 |
| | <i>Michael Smets, Timothy Morris, and Namrata Malhotra</i> | |
| 8 | Diversity and experience as entrepreneurial value drivers in professional engineering consulting firms | 148 |
| | <i>Volker Mahnke, Keld Laursen, and Per Vejrup-Hansen</i> | |
| 9 | Leadership in entrepreneurial professional service firms | 170 |
| | <i>Lars Strannegård</i> | |

**PART IV MANAGING AND GROWING THE ENTREPRENEURIAL
PROFESSIONAL SERVICE FIRM**

10	Entrepreneurial strategies for professional service firms <i>Bente R. Löwendahl</i>	183
11	New practice development in professional service firms: the role of market sensing <i>Stefan Heusinkveld, Jos Benders, and Robert-Jan van den Berg</i>	202
12	Marketing in professional services firms: turning expertise into customer perceived value <i>Aino Halinen and Elina Jaakkola</i>	219
13	The globalizing professional service firm: managerial and organizational challenges <i>David M. Brock and Susan Segal-Horn</i>	238
14	A network approach to the internationalization of business service firms <i>Johannes Glückler</i>	255
15	Beyond dichotomies: a multi-stage model of governance in professional service firms <i>Laura Empson</i>	274

**PART V THE ENTREPRENEURIAL PROFESSIONAL SERVICE FIRM AND
ITS INSTITUTIONAL CONTEXT**

16	Institutional entrepreneurship: a literature review and analysis of the maturing consulting field <i>Michael Smets and Markus Reihlen</i>	297
17	After the gold rush: the role of professionals in the emergence and configuration of organizational fields <i>Lianne Lefsrud and Roy Suddaby</i>	318
18	The emergence and dynamics of venture capital in Germany: an organizational field based approach <i>Michael Woywode</i>	340
19	Entrepreneurship, managerialism and professionalism in action: the case of the legal profession in England and Wales <i>Daniel Muzio and John Flood</i>	369
	<i>Index</i>	387