



ExpertiseMarketing<sup>SM</sup>

## 2009 Survey

### **What is the most difficult barrier you face in leading autonomous professionals to accept forward-thinking marketing & business development changes?**

#### **Survey Results, Respondent Comments and Analysis of Findings**

by  
Suzanne Lowe

I introduced this question at a January 2009 panel discussion featuring CMOs at an annual law firm marketing conference. There were more than 150 senior marketers and marketing partners in our session. Then, in April and May 2009 I posted [this same question](#) to the readers of my blog, [The Expertise Marketplace](#)<sup>TM</sup>.

Not surprisingly, the topic of leadership and its relationship to the management of a professional service firm was a central theme in my book, [The Integration Imperative: Erasing Marketing and Business Development Silos – Once and for All – in Professional Service Firms](#).

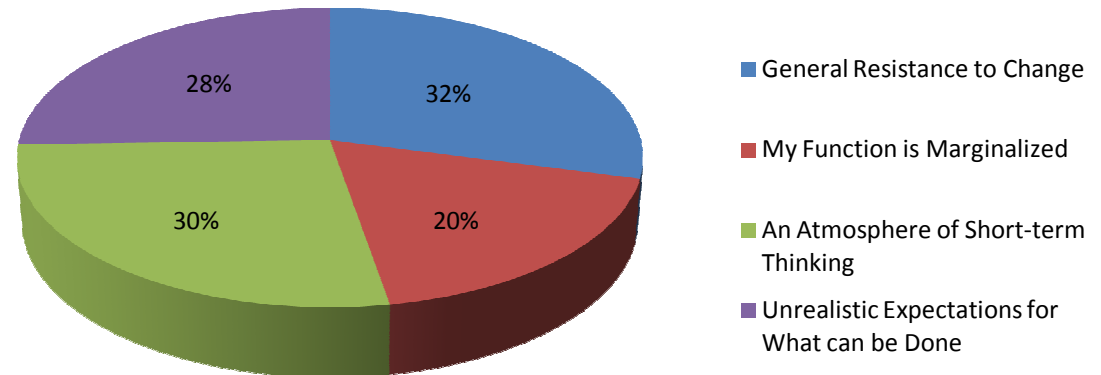
PSF and B2B marketers and sellers are under continual pressure to improve their firms' effectiveness. But they are also under extreme pressure to overcome people's general resistance to change and practitioners' sometimes unrealistic expectations for their work. Clearly, any kind of forward-thinking change -- even one toward effectiveness -- must be a collaborative effort, with shared accountabilities and co-leadership.

Using facts and armed with examples, marketers and business development pros will increasingly lead their revenue-generating professionals toward forward-thinking changes. In doing so, they will indelibly change their practitioners' understanding of the meaning of marketing and business development, and ultimately its enormous value as the engine for growth. Simultaneously, they'll change practitioners' expectations for marketing and business development, and make them more realistic about the optimal purview of marketing and business development functions. Inevitably, this leadership will help many practitioners feel a greater sense of shared accountability.

# What is the most difficult barrier you face in leading autonomous professionals to accept forward-thinking marketing & business development changes?

## RESPONDENT COMMENTS

- The real barrier is lack of commitment/courage on our part to do what needs to be done. I believe that we need to lead the charge to create change in PSFs, unless we want to be marginalized.



## Contact Information:

Suzanne C. Lowe  
Expertise Marketing, LLC

[www.expertisemarketing.com](http://www.expertisemarketing.com)

[info@expertisemarketing.com](mailto:info@expertisemarketing.com)

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For more details about how PSFs are addressing their marketing and business development effectiveness, I invite you to review my two books. Please click on the icons below.

