COMMENTS FROM THE CHAIR

The annual rhythm of the Academy cycle is such that it seems the last meeting is barely over before it's time to begin planning the next one. It is not, unfortunately, a rhythm that encourages or even allows for contemplation of the long view. With submission deadlines for the Y2K professional development workshops and research papers fast approaching, this may be as good a moment as any to reflect on where the Division is and where we'd like it to go.

In some respects, the Management Consulting Division is a bit different from most other Academy divisions in that we view ourselves as having several missions and several constituencies. Like all other divisions, we encourage and showcase empirical research, particularly pertaining to the managerial and organizational processes that are important to consulting firms (e.g., knowledge systems, the management of "intellectual capital", etc.). Unlike many other divisions, however, we also have a strong applied orientation and a tradition of receptivity to case studies and other forms of experience-based knowledge. This probably derives from the make-up of our membership, which is, it seems to me, comfortable trading off strict empirical rigor for sound knowledge that is directly applicable to their own work. In fact, unlike most other divisions, we see ourselves as providing a service to the Academy at large and to a wider community of practitioners who utilize our programs and activities as part of their own professional development. Thus, another of our several missions is to serve as a forum where consultants with varying levels of experience can interact, learn from each other and increase their usefulness to their clients. In short, there are several constituencies for whom the division must "add value" and who ultimately define the long-term agenda. Here are just a few of the ways we are planning to serve these constituencies.

On the academic side, we are developing a symposium for business professors on the challenges and rewards of building a solo consulting practice. There are also plans to put sample syllabi, reading lists, and case study suggestions on our division web site for the benefit of those that may have an interest in developing an MBA-level course on management consulting.

On the practice side, we continue to refine and strengthen the popular Consulting Skills workshop by incorporating new presenters and new ideas. We will continue to invite leading practitioners, as we have for several years, to discuss their consulting practices, the issues facing their firms and the consulting industry in general. In addition, we are exploring ties with other professional societies (e.g., the Institute of Management Consultants) that may be of value to our members.

Of interest to both academics and practitioners, the University of Lyon has graciously agreed to sponsor the first MCD European conference on consulting (early in 2001). This will allow us to interact more directly with our colleagues in Europe where research and teaching in the consulting area seem to be further developed.

It is important to note that all of these ideas have come from division members. We depend on and welcome the energy, ideas and involvement of our members and hope that you'll join us in creating an exciting future for the Division.

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Words From The Editor
Brian Peach

The 1999 conference is over and as we approach the new millennium (yes I know the REAL millennium starts in 2001) the Management Consulting Division has an energetic team of leaders ready to move it forward. It all started with a pre-conference planning session the Friday night before the conference started. Your dedicated Board members met at Loyola University (thanks Ken Weidner) for an extended divisional review and planning session. After the meeting, Flemming Poufolf treated us all to a late dinner at a great restaurant (huge thanks Flemming!). The Board met twice more -- once Sunday afternoon for the regular meeting, and at a Tuesday morning breakfast where new Chair Jeff Kerr got us off to a great start. This may sound like a lot of meetings, but they were all fun and given that two of them had free food, it doesn’t get much better. To all our members -- if you want to get a little more involved with a great bunch of people, contact Jeff Kerr.

The Division once again put on a hugely successful PDW, including our internationally famous Consulting Workshop. If you have any interest in consulting, whether you are active now or wish to get more active, attend this workshop! Next year we plan to have a beginning and an advanced workshop, so pick your pleasure and sign up early.

The Annual Members & Friends Dinner was a success, celebrating past chairs.

Elsewhere in this newsletter are articles on the various events sponsored by MCD. We are a small Division but we sponsor a number of high quality events. Our distinguished speakers have been notable for the past few years and David Maister upheld the tradition admirably. His was a dynamic and informative session that all attendees agreed was very worthwhile.

This edition of the newsletter is using more pictures. Please let me know whether you think this is a worthwhile addition to our format. As always, comments or suggestions about the MCD website (www.uwf.edu/~mcd) or this newsletter should be sent to me at bpeach@uwf.edu.

WORKSHOP REPORT

The Consulting Skills Workshop
Bill Vroman, University of Baltimore
PDW Chair

Twenty nine students attended the Consulting Skills Workshop at the Pre-Conference Sessions in Chicago in June. The program was chaired by Jim Warren, Center for Collaborative Research and Georges Trepo of HEC in France. Students came from Saudia Arabia, Norway, Ireland, Germany, France and the United States. There were 5 practicing consultants and 24 academic members. Two members were back from earlier Workshop sessions because they enjoyed the earlier sessions and MCD constantly updates the curricula.

The instructors included Marc Bonnet, U of Lyon, Rickie Moore, USC, Suzanne Geigle, PricewaterhouseCoopers, Allyson Parham, Patek Consulting, and Marilyn Harris, U of Central Michigan. This superb team managed an intense day...
and a half program working well into the evening on Friday and quitting at 5 pm on Saturday. In the process the participants worked in teams, solved case problems, and learned a substantial approach to consulting.

You’ll see the class in action in the following pictures. In the first, Jim Warren is talking with the class. In the second, teams are at work in the classroom. All the instructors stayed the full time increasing the intensity of the program. A dinner on Friday night, breakfast on Saturday, and lunch on Saturday were provided to allow more material to be presented and discussed.

The classroom in the picture is at Loyola University in Chicago. It was a short distance from the Convention Hotel and afforded us a superb location. Ken Weidner (Center for Organization Development, Loyola University) was instrumental in helping the division in pre-conference planning. His graduate student, Mariela Adams, did an excellent job and spent a lot of time helping us with the room, equipment, and food.

**PROGRAM REPORT**

**Change and Development Journeys in Pluralistic Chicago**

Anthony F. Buono, Bentley College 1999 Program Chair

It is hard to believe that after a year of hard work and collaboration, the Academy of Management (AOM) meeting in Chicago has quickly come and gone. This year’s conference theme — change, development and pluralism — inspired some insightful, thought provoking, and, at times, truly stimulating papers, symposia and presentations. I’d like to thank everyone who played a role in crafting this year’s program — from submitters to reviewers to presenters — for their focused efforts, ongoing support, good-natured colleagueship, and often needed sense of humor. In addition to Sunday evening’s Members & Friends Dinner, the Division sponsored or co-sponsored 2 Showcase Symposia, 6 Symposia, 13 papers (incorporated in paper sessions, interactive papers and shared interest tracks), a first-ever Theme Session, a Distinguished Speaker presentation, and, of course, our annual Business Meeting and Social Hour.

The meeting got off to a great start with the 6th Annual Members & Friends Dinner. Over the past several years, the Annual Members & Friends Dinner has been a wonderful evening, where Division members and friends enjoy good conversation and good food in an informal and relaxed atmosphere. It provides a nice opportunity to meet old friends and make new ones outside of the hectic pace of the Academy meeting. During the past two years, we have had Harry Levinson and Warren Dennis as keynote speakers. Since the Chicago meeting was the last AOM gathering of the 1990s, this year’s dinner focused on recognizing and honoring the contributions of our past Division Chairs. Marilyn Harris, Bill Werther, Terry Armstrong, Joe Weiss, and Flemming Poulsen graciously shared anecdotes and reflections on the myriad challenges and advances experienced during their membership and tenure as division leaders.

The symposia, which were spread throughout the conference, covered a broad range of topics from cross-border knowledge transfer, project-based learning, and different approaches to fostering organizational change, to outsourcing and managing knowledge in professional services firms.

Our three division paper sessions examined innovations in the consulting field, focusing on New Directions, New Paradigms and New Perspectives on Consulting and Consulting Interventions. New Directions in Consulting focused on DNA management (Ned Schwartz: neswartz@wunc.edu), workplace violence (Bill Werther: wwerther@sb02.msmail.miami.edu) and knowledge management (Leigh Weiss: Leigh_Weiss/the_tomorrow_lab@tomorrow-lab.com). Paradigms examined challenges in developing professional management consultants (Marilyn Harris: marilyn.harris@cmich.edu), an integrated approach to consulting interventions (Marc Bonte: marc.bonne@univ-lyon2.fr), and consulting for sensemaking (Andreas Werr: pmoaw@his.se). Finally, the closing session on Consulting Interventions explored novel applications of focus groups (Leslie Overmyer Day: lesliedyday@worldnet.att.net), enterprise resource planning (Miguel Caldas: mcaldas@igvp.br), and the consulting industry in Denmark (Flemming Poulsen:...
Division members interested in reading these fine papers are encouraged to contact the authors for copies of their work.

Knowledge management was clearly at the forefront of thought and excellence. The Pepperdine University Award for Best Paper on the Practice of Consulting was given to Leigh Weiss (Harvard University) for her paper "Collection and Connection: The Anatomy of Knowledge Sharing in Professional Services Firms." The Bentley College-Copenhagen Business School Award for the Outstanding Graduate Student Paper was given to Rashmi Assudani (McGill University; assudani@management.mcgill.ca) for her work "Managing Knowledge Creation in Knowledge-Based Organizations." Both Leigh and Rashmi are to be commended for their fine work.

The Division Theme Session, "The Changing Dynamics of Tomorrow's Pluralistic Professional Services Firms: Sharing Perspectives, Learnings, and Collaboration Opportunities," organized by Ken Weidner, was another outstanding addition to this year's meeting. The panel, composed of consultants from small to large professional services firms, provided participants with an opportunity to hear multiple perspectives on the consulting field from reflective practitioners. Larry Ambrose (Perrone-Ambrase Associates), Doug Harris (Kaleidoscope Group), Heather Boek (Arthur Andersen) and John Furcon (PricewaterhouseCoopers) shared their views on such varied topics as growing pains in specialized consulting environments, diversity and HR trends, and merging professional services firms.

David Maister (www.davidmaister.com), our distinguished speaker, gave a particularly inspiring and provocative presentation entitled "Courage and Values: Missing in Action" (see the accompanying review of his presentation and latest book in the newsletter) to a standing room only audience. Despite a demanding work schedule, David graciously worked Chicago into a travel itinerary that included New York City and Melbourne, Australia via Stillwater Oklahoma!

This year, the Executive Committee instituted an Outstanding Reviewer award as a way of recognizing and honoring what has traditionally been one of the more important but thankless roles Division members are called upon to play. From the approximately 40 people who served as reviewers for this year's conference, five individuals were recognized at the Business Meeting for their outstanding efforts: Iris Berdrow (Bentley College), Jim Carroll (James J. Carroll Consulting), Jim Fairfield-Sonn (U. of Hartford), Linda Hoopes (ODR), and Craig Lundberg (Cornell U.). While I would, once again, like to thank all those who volunteered their time and effort as reviewers this year, these five individuals truly deserve our gratitude.

The surprise award during the Business Meeting was "Webmaster of the Century," given to Brian Peach, our venerable newsletter editor and webmaster. Anyone who hasn't visited our newly revised website (www.uwf.edu/~mcd) is encouraged to explore its myriad offerings. While it appeared that Brian thought the award was in recognition for his efforts thus far, I'm not sure if he has realized that the Executive Committee was referring to 21st rather than the 20th Century when naming the award.

In all, a full, often energizing and exhausting, several days in Chicago. In closing, I hope that Bill Vroman, in his role of 2000 Program Chair, and Kurt Motamedi, 2000 Professional Development Workshop Chair, receive as much assistance and support as I did these past two years. If they do, I am sure that next year's meeting in Toronto will continue the tradition of programmatic excellence that has become a hallmark of the Division.

**SYMPOSIUM REPORT**

Multiple Lenses on Present and Future Professional Service Firms

Management Consulting Division's 1999 Theme Symposium

by Kathryn G. Adams and C. Ken Weidner, II

The title of the Management Consulting Division's theme
symposium, "The Changing Dynamics of Tomorrow's Professional Service Firms: Sharing Perspectives, Learnings, and Collaboration Opportunities" and its panelists held out the promise of an engaging and far-ranging discussion. The standing-room-only attendees were not disappointed!

Our panelists were:
- Heather Bock, Manager, Change Management Practice, Arthur Anderson LLP
- Doug Harris, Managing Partner, The Kaleidoscope Group, LLC
- Larry Ambrose, Managing Partner, Perrone-Ambrose Associates, Inc.; and
- John Furcon, Principal, Global Human Resource Solutions, PricewaterhouseCoopers, LLP.

The panel was organized and facilitated by Ken Weidner of Loyola University Chicago's Center for Organization Development.

Larry Ambrose spoke first about "Growth and Growing Pains in a Specialized Consulting Environment." Larry traced the evolution of his partnership, which began with the questions, "If these are our values, can we make a living at it?" Larry detailed several key junctures in the growth of his firm (now with a staff of 10 persons, which "feels big"), including:

- Cycles of feast and famine, and the need for continuous marketing mechanisms that worked independent of the level of consultant activity;
- The challenge of hiring friends and having it not work out; and
- The emerging role (for he and his partner) of becoming practice leaders.

Heather Bock discussed the crucial issue of the retention of women within large professional services firms and the risk (in the form of limited growth) associated with this. Heather discussed her research within Arthur Anderson on how to reduce turnover among women at Arthur Anderson.

Based on over 12,000 surveys and 90 interviews, a recurring theme revolved around the issue of work-life balance and the expectations women have of work when entering the workforce - and large professional services firms in particular.

For example, women entering the firm were half as likely as men to have expectations of becoming a partner in the firm.

These and other findings of her research have, to date, led to some unanswered questions, including:
- What are the elements of corporate culture that help women achieve their goals?
- What does the new work model look like?
- What is the work model for consulting firms in the future?

Doug Harris discussed diversity as a business issue for large professional service firms. He discussed linking diversity to US and global business initiatives, and how the issue of diversity will increase in importance into the next millennium. Effective diversity efforts should be linked to the business strategy. Also, similar to Heather's findings, substantial diversity work has moved beyond awareness training to issues of inclusion processes. This should lead to greater market opportunities for firms that are seen as employers of choice.

John Furcon discussed the merger between Price Waterhouse and Coopers & Lybrand (now PwC). The merger was considered to be highly successful due to high support and shared values among practice leaders across the global firm. There was also less staff turnover as a result of the merger. In addition, there was a solid business case for the merger - both firms were able to leverage their current strategies and strengths to provide even better client services more profitably. John described a building of "best practices" from both firms. Both externally and internally PwC took this opportunity to build a new "brand".

John acknowledged that although he was inside the firm and regarded the merger a success, he was confident that if the merger was not actually going well, the business media would be documenting the firm's shortcomings in short order. Despite the successful first year as PwC, John addressed some remaining issues and challenges of the merger:
- Realizing the full potential of both organizations coming together and their anticipated synergies,
- Issues of size in becoming the world's largest professional services firm,
- An open question was whether there will be further consolidation in the future of large professional service firms.

After an engaging discussion period involving a large number of those present, panel facilitator Ken Weidner observed that practice leaders of professional services firms are practitioners of leadership, management, consulting practices, business issues, and technology. Further, professional services firms appear to be at the intersection of entrepreneurship, HR/IT, and technology, and social issues. Roadmaps for growing small firms seem scarce, as well as answers to the fundamental question of professional services firms: How do you continually reinvigorate how you provide value to your clients?

Several students of organizations (including Tom Peters) have posited that professional services firms are the model organization of the future, in part because of their dependence on, and leveraged use of, the intellectual capital of it members. Thus, the landscape of professional services firms, from the smallest to the largest, may well provide a laboratory for solving leading edge workplace and business growth development issues, as well as a fertile ground for researching issues related to leadership, firm development and lifecycles, time compression, knowledge management, shared accountability, and inclusion.

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Managerial Consultation Division Bridging Theory and Practice

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DISTINGUISHED SPEAKER REPORT

"Courage and Values: Missing in Action
David Maister and True Professionalism"
Reviewed by Anthony F. Buono, Bentley College

"Bright people get it right." David Maister, in looking at the vision and mission statements of professional services firms, argues that each one of these statements focuses on such ideals as exemplary client service, teamwork and the goal of being the best in the field, in essence the "right" areas. Yet, because "bright people come to bright decisions when analyzing the same data," Maister swiftly suggests that these "right" and "good" sentiments are also "entirely unoriginal."

In a compelling presentation as the 1999 Division Distinguished Speaker at the Academy of Management meeting in Chicago, Maister argued that the only true competitive advantage in professional services firms comes from the energy, drive, excitement, enthusiasm and ambition of their members. Yet, noting that consulting firms are typically "administered" rather than truly managed, he underscored that these are the very factors that most managers destroy rather than develop.

Maister argues that most firms do not truly have values because they are not willing to enforce them. Suggesting that values refer to those required, non-negotiable minimum standards of behavior—the "organizational religion"—he contends that firms will only derive benefits from their values and concomitant strategy if they have the fortitude to enforce them. The truly great professional firms—McKinsey and Goldman were noted as exemplars—are the ones that live up to their ideals. Most firms, in contrast, simply announce a strategy with "lull as an implementation plan." An unsettling outcome, becoming increasingly apparent in the organizational world, is rising levels of hypocrisy and cynicism which are undermining the ideal of profession. While firms may publicly state that they have real, operable values, Maister notes that few professionals who work in them really believe that they are serious.

In Maister's view, a strict adherence to values is what true professionalism is all about. As he challenged the audience, can you, as a professional, be honest with yourself? In essence, do you have the courage to live up to your values? As he suggests, the problem is not figuring out what to do. The problem is finding the strength and courage to do what we know is right. Values are not defined by aspirations but rather by what we are prepared to enforce.

The theme of his presentation is drawn out fully in his recent book, True Professionalism: The Courage to Care About Your People, Your Clients, and Your Career N.Y.: Free Press, 1997. The volume captures the myriad dilemmas and challenges that permeate the management of professional services firms—from rethinking time (getting away from billable vs. non-billable hours), to building and sustaining an effective value system, to creating a system that causes performance to improve, and building value in the firm itself. There is much to be gleaned from Maister's insights, drawing our attention to the fundamental but typically neglected principles that provide the foundation for a fulfilling and productive career.

Maister concluded his presentation and book with the idea of guaranteeing satisfaction with one's work. Characterizing the professional services marketplace as being cluttered with "claims to excellence and assertions to quality," he laments that few of these declarations are credible to the buyer for the simple reason that that's all they are—claims and assertions. As he argues, "If they don't like your work, don't take their money." Without such guarantees, the alternative is something along the lines of "We're committed to your complete satisfaction, but if we fail to please you, we expect to be paid anyway."

Guaranteeing your work not only makes you think very carefully about the type of projects you take on and the claims you make, but also the types of clients you want to work for. The approach is nothing more than literally betting on one's own professionalism and the related ability to satisfy the client. Consultants, he concludes, should be in the business of truth telling—and yes, he does unconditionally guarantee client satisfaction in his consulting work. When he was through, there wasn't a hint of dissatisfaction in the room.

Reflections from the Past Chair
Flemming Poulsen
Past MCD Chair

As the new Past Chair within the Management Consulting Division I would like to share a few highlights from the period of 1998/99 when I was Division Chair.

1998/99 was a busy year and with some good results of which some few shall be mentioned:

- The Division got a new name: the Management Consulting Division as well as a new Domain Statement. The changes are not a revolution but an evolution and they should give

Management Consulting Newsletter - Fall 1999 - MCD Website is now www.uwf.edu/~mcd
us the leeway to meet the challenges of management consulting in the next millennium.

- Our membership went up 9% to 990. The MCD goal is therefore: At least 1000 in year 2000! In addition, a relatively large part of the MCD membership is international members.

- Membership service: We have been working hard to improve membership service. Among other things, we have had a task force analyze the needs of the Academy members when it comes to consulting and the type of services MCD can provide.

- Web site and Newsletter: Our Web Master of the Century and Newsletter Editor Brian Peach (bpeach@uwf.edu) has done a tremendous job re-engineering our Newsletter as well as the web site. Please visit the site if you haven't done it yet. Also please feel free to submit articles notes and alike to Brian as he is always looking for good stuff.

- We have been working on setting up alliances with consulting organizations outside the Academy (e.g. IMC). This work will be continued during the coming year. Within the MCD we have always prioritized the ties to practice as a Division where we try to bridge the academic world with the reality of the practitioners.

- Our Program Chair Elect Bill Vroman and Program Chair Tony Buono both did a wonderful job regarding the PDW and the regular AoM Program in Chicago. The acid test was that all the MCD sessions were very well attended. We will continue to work hard on continuously improving the MCD program offerings.

- The financial situation of the Division has been changed positively during the year. This is due to tight management accountancy and the support of several sponsors. Especially Pepperdine University, Bentley College and Copenhagen Business School have been very supportive. Our thanks to these institutions.

- The MCD election was very successful. Kurt Motamedi was elected our new Program Chair, and James J. Carroll, Alberto Zanzi and Andreas Werr were elected as our three new Representatives at Large.

- Thanks to our Past Chair Teresa Covin for outstanding service as well as thanks to the three outgoing Executive Committee members: Tom Kolenko, Leslie Overmeyer Day and Jim Warren for their contributions.

- Involvement in the Division has been great. Thanks to all those who have been actively involved in the MC Divisional activities during the year. In addition we are always looking for more intellectual capital and energy. Therefore please feel free to sign up!

Being a Chair is a wonderful experience. Being surrounded by nice colleagues and friends all over the world makes the job even more exciting. Thanks to all of you for supporting our mutual efforts to further develop the Management Consulting Division. I believe we are on the right track!

**MCD INTERNATIONAL CONFERENCE**

At its recent inaugural meeting, the Executive Committee of the MCD for the 1999 - 2000 academic year unanimously agreed to sponsor the MCD's first international conference meeting in Lyon, France, in March 2001. While the exact theme of the meeting is still under consideration, the focus is likely to be on the skills of the management consultants in the new economy of the 21st century.

The rationale behind the choice of Lyon for this first meeting of the MCD outside the US is the desire to build strong global bridges through shared learning in the European environment. Participants will have the opportunity to explore and compare management consulting intervention skills and methods from both sides of the Atlantic and the MCD will add a distinctly new image to its operations. Apart from its ideal location in the heart of the Europe, Lyon is home to ISEOR, a research institute associated with the University of Lyon 2 and E.M. LYON (Lyon Graduate School of Business). ISEOR is the largest research center of its kind in France and probably the only one in Europe that offers a number of graduate programs in socio-economic management and management consulting.

The conference will be co-organized and hosted by ISEOR and HEC School of Management, in France.

Further information regarding the submission of papers and symposia for the conference will be provided in upcoming issues of the MCD newsletter and on the Division website (www.uwf.edu/~mcd).

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**BOOK REVIEW**

By Terry Armstrong
Emerson College

Crisis in Organizations: Managing and Communicating in the Heart of Chaos

by Laurence Barton (Yes, this is how he spells his name)

Department of Management
University of Nevada, Las Vegas

Just as I sat down to write this review the Weather Channel was communicating the threat of Hurricane Floyd. Since
Teaching the Art and Science of Consulting.

Do you or your department colleagues teach a course on consulting to organizations? Does your university offer a degree program in consulting? The MC Division is attempting to identify those schools that offer such courses and to post on our division web site a compilation of syllabi, texts, readings, etc., used by Academy members in their current courses on consulting. If you would like to share your consulting course outline with colleagues, please send it to Brian Peach, Division Webmaster, at bpeach@uwf.edu.

Creating and Applying Useful Knowledge.

The MC Division is encouraging the submission of research/thesis papers and case studies from Academy members who do not necessarily consider themselves active consultants. We are especially interested in the application of scientific knowledge to organizational and managerial problems, whether or not that application occurs within the bounds of an acknowledged consulting relationship. An important function of the consulting process is the dissemination of information to client organizations. As “pollinators” of new ideas and information, consultants are frequently the direct adopters of the latest academic theories and research findings. While it is easy (and sometimes appropriate) to dismiss this as second-hand intellectual activity, the dramatic growth and influence of the consulting industry suggest that its services fill an important need for a large group of clients.

FOR ACADEMY MEMBERS INTERESTED IN CONSULTING
by

Jeff Kerr  
Division Chair

Workshop for Academics Interested in Starting a Consulting Practice.

The Management Consulting Division is trying to gauge potential interest in a workshop or symposium designed for academics interested in starting, joining, or further developing a consulting practice. Professional colleagues have often pointed out that university-based consultants enjoy particular advantages over their non-affiliated counterparts in the marketplace but also face distinct challenges, both administrative and cultural, when engaging in consulting activities. As a service to the AoM community, we are considering a workshop or symposium facilitated by a team of seasoned academics/consultants who have successfully reconciled, and even enhanced, both sets of professional objectives. If this would be of interest to you, we would appreciate it if you would register your interest (this is not a commitment) with a quick e-mail to Jeff Kerr, Division Chair, at jkerr@miami.edu.

PROFESSIONAL DEVELOPMENT WORKSHOP (PDW)
Toronto 2000 Academy of Management Meeting – MCD

Kurt Motamedi, Ph.D.
October 30, 1999 is the submission deadline for the professional development program (PDW) proposals for the division. It is nearing quickly. Please see the final call for Professional Workshop (PSW) proposals in this issue. We need your proposals, ideas and input to design and offer a new, innovative and relevant PDW for the Management Consulting Division. PDWs were formerly known as Pre-conference workshops. They precede the formal program segment of the meetings of the Academy.

The aim of the management consulting division’s PDW is to advance the practice and scholarship and provide opportunities for learning and innovation in management consulting. At the Chicago 1999 Academy meeting, MCD offered the successful Consulting Skills workshop in collaboration with practicing consultants from academic, consulting firms and our affiliates in the U.S. and abroad.

Our aim for MCD workshop in Toronto 2000 Academy meeting is to bridge scholarship and practice, and provide innovative and relevant learning opportunities for MCD members, the Academy and our affiliates. The MCD will build on the Toronto 2000 Academy theme, “A New Time” which focuses on the exciting possibilities, innovations and developments of the new millennium. “A New Time” also emphasizes and highlights time as a phenomenon with “plethora of meanings”, functions and uses. Some of which are emphasized, underplayed, taken for granted, and occasionally unseen.

We would like to build on the past experience of the PDWs in the division but move to the next level of learning. It would be desirable to examine and explore the state of the art as well as new unfolding practices, scholarship and opportunities with our knowledgeable participants. Currently, we are planning to offer two complementary and integrative PDW tracks. The first track focuses on new essentials of practice and scholarship in the field. The second track presents and explores more advanced topics in management consulting. The two tracks are intended to build on one another, be integrative and culminate with the Sunday morning sessions, which will include interaction with well-known practitioners and scholars in management consulting.

I invite you to send me your proposals, innovative ideas and suggestions for the design and implementation of Toronto 2000 MCD-PDW to the following address: My Telephone is (310) 568-5577 and Fax (310) 568-5733.

Please send your email to: motamedi@pepperdine.edu.

I look forward to receiving your proposal before October 30, 1999 deadline. Thank you.

Get Your Paper Ready for Toronto- 2000

We want both academics and practitioners to submit their thoughtful papers to the division for the Toronto 2000 meeting. You may not have submitted to us in the past, because you thought your research or cases didn’t fit our domain. Please reconsider.

Rigorously written practitioner research and academic research are equally invited. MCD has an environment that makes practitioner research done to enhance client success or to improve the consulting organization’s effectiveness, a valuable contribution. Academic research and cases are critically important to the growth of this field of study.

The spirit is that we want to see the paper if you are writing about one of the many aspects of the dynamism of today’s business, not-for-profit and governmental worlds. This includes documenting aspects of the wrenching changes in these institutions as a result of consulting interventions. There is an interest in the myriad of ideas associated with psychological contracts, ethics, diagnostic models, prescriptive models, tension, conflict resolution, and project management inside organizations.

Consulting organizations, from the giant: KPMGs and Andersen Consulting to the smaller companies, are growing and experiencing numerous problems and should be subject to research efforts in order to enhance their effectiveness. The issues run the gamut from effective strategies, entrepreneurship and HR issues to diversity efforts. Knowledge management, virtual organization, trust, and teams are some other topics of interest.

We also have an interest in the education of consultants. Consulting is a complex and difficult profession. What are the elements of the making and educating of consultants? Does higher education have a role in this effort?

Don’t hesitate to call or e-mail if you want to check on the appropriateness of your paper’s topic. You can send me copies as soon as the Academy’s web site is up in October, or as late as January 7th. Electronic submission of your paper is encouraged, but hard copy is welcome.

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THE FINAL CALL FOR
PROFESSIONAL WORKSHOP (PDW) PROPOSALS

Deadline for Submission is October 30, 1999.

Toronto 2000 Meeting
Management Consulting Division (MCD)

August 12, 1999

Dear Colleagues,

The officers and the executive board of MCD have worked diligently to provide the members and the stakeholders of the division with exciting and high quality programs in the past years. I would like to invite your participation in submitting PDW (formerly, pre-conference) proposals for review and acceptance by our review panel. Currently, we are planning two complementary and integrative workshops:

Track I - Essentials of Effective Consulting Workshop is scheduled for Friday August 4, 2000 (1:00 PM to 9:30 PM).
Track II - Advanced Consulting Workshop is scheduled for Saturday August 5, 2000 (9:00 AM to 5:00 PM).

Please include the target audience, contents, processes, outcome competencies, the session plan, schedule and required materials and equipment of your workshop in your submission. Include information on each presenter, a short bio of their qualifications and their roles in the session.

AOM theme for 2000 Academy is “A New Time.” The theme signifies the new millennium emphasizing innovation and the future developments. Please send your proposals to:

I look forward to receiving your proposal soon. Thank you.