Comments from the Chair

Tony Buono
Bentley College

Over the past two decades, the field of Management Consulting has literally exploded worldwide into a $60 billion dollar industry. Research in the field has similarly gone through exponential growth, with increased interest in the changing world of professional services firms, the changing role of management consultants themselves, and the changing nature of tools, techniques, frameworks and intervention strategies.
All of this change bodes very well for our Division, as we continue to explore the complexities inherent in the research, teaching and practice of management consulting.

**Washington Conference:** This year’s Division program at the 2001 AoM Meeting once again provides us with a wonderful opportunity to continue this exploration in an interactive and collegial environment. It isn’t too early to start thinking about your late summer plans – time is quickly moving by and preparation for the meeting is well underway. Papers and symposia have been submitted and reviewed, and, by the time you read this, many program decisions will have been finalized. **Georges Trepo** has worked hard on this year’s Professional Development Workshop (PDW) series, and the integrated, three-part program promises to be one of the strongest we have offered since instituting the consulting workshop series in the early 1990s. Similarly, **Kurt Motamedi**’s efforts on the meeting program have resulted in a number of thoughtful papers and symposia. Of course, both the PDW and meeting program wouldn’t have been possible without your efforts and submissions, and, in general, the willingness and spirit of volunteerism among our members. Thanks to everyone who has taken part in helping to create this year’s program. I look forward to seeing you this August in Washington.

**Lyon Conference:** We are also quickly approaching the March conference in Lyon, France on “Knowledge and Value Development in Management Consulting.” I want to congratulate **Marc Bonnet**, **Rickie Moore** and **Georges Trepo** for the outstanding job they have done in constructing the program for our Division’s first co-sponsored international conference. Further information on the conference program and travel details is included in the newsletter.

**Elections:** One of the critical aspects of this newsletter is the Division elections. We have another solid slate of candidates this year and I appreciate their willingness to continue to move the Division forward. Please complete the attached chad-free ballot and send it directly to me as soon as possible (Tony Buono, Bentley College, 175 Forest Street, Waltham, MA 02452, USA).

The basic goal of our Division – to further the links and dialogue between applied scholars and scholarly practitioners in the consulting field – continues to move forward as we strive to capture innovative empirical and conceptual research and field experience. I encourage all of you to become actively involved in the Division – the myriad opportunities include attending the annual meeting, submitting papers and symposia (it’s not too early to start thinking about Denver 2002), coming to Lyon, writing an article for the newsletter, volunteering your services, running for a position on our Executive Committee, and, in general, helping to disseminate your insights about consulting to a broad range of practitioners and academicians. Given the myriad changes taking place in today’s organizational environment, the Division is in very good position to help bridge the worlds of academia and business as we continue to grapple with the complexities of translating management knowledge to the world of practice.
A Word From The Editor
Brian Peach
University of West Florida

Newsletter Distributed Via Website - Print Version Also
Because of the impending elections and need to distribute a ballot, this newsletter is being distributed in a print version as well as in an electronic version. We have received very little feedback as to a preference for one media type over the other. Due to cost considerations, however, it is likely that we are moving toward an all electronic newsletter unless we receive significant objections.

Many of you might have ideas of alternative ways to distribute the newsletter or know of other technologies. We are still working on polishing our product as we move from paper to electrons. If you have any suggestions, ideas or comments, please send them to me at bpeach@uwf.edu.

Calling all Would-be Newsletter Editors
The Division is looking for a volunteer to be our newsletter editor beginning in the Fall of 2001. This is a great opportunity to serve your Division and colleagues without contracting for too much work. As editor, your responsibilities are to receive inputs from various sources and combine them into a newsletter. This has been an interesting job and the members and leaders of this Division are a great bunch of people to work with. If you have even the slightest bit of interest, let me or Tony Buono know.

Calling All Would-be Webmasters.
The Division is also looking for anyone who would like to be the Division webmaster. Contact Tony Buono if you are even vaguely interested. Also, if you know of someone with the talents and interest to be Division webmaster, please let Tony know.

Elections
Be sure to vote! Take the time NOW to complete and return the ballot. It doesn't take long, so just do it now while you are thinking about it.

Check Your Address
We continue to get back newsletters due to incorrect addresses. Go to the Academy website and check your mailing address and your e-mail address if you haven't already done so.
2001 Management Consulting Gains Additional Power

Kurt Motamedi
Pepperdine University
2001 MCD Program Chair

There has been a great deal of enthusiasm and flurry of activities in preparing the Division’s program for the Washington, D.C. AoM meeting – marked by a nearly 70 percent increase in submissions compared to the 2000 program. We are progressing well in designing the program and the following is a sneak peek at some of the myriad Division events that await you in Washington.

Warner Burke is our Distinguished Speaker and is excited to talk about his new book on Non-Linear Change (scheduled to be released in Fall 2001). This will be a thought provoking session, which is scheduled on Monday afternoon August 6. Later that evening, Tony Buono, MCD Chair, is sponsoring the annual Members and Friends dinner, which is open to all on first reservation basis. Last year’s M&F program hosted by Jeff Kerr and distinguished guest Andre Delbecq was sensational. For 2001 we have doubled the stakes. The honorees for this year’s M&F dinner are two distinguished scholar-practitioner consultants who have partnered in many large systems change projects. Billie Alban, Alban and Williams, Ltd. and Barbara Bunker, State University of New York – Buffalo, will share their practice and years of experience with us. Look to forthcoming details about the M&F Dinner in a forthcoming e-mail to Division members (so check with AoM to be sure that your e-mail address is current), on our website, and in the summer issue of the newsletter. Any queries about the dinner should be sent to Tony (abuono@bentley.edu). We are delighted that Barbara, Billie and Warner will be joining us this year and hope that you will be as well.

As of now, two of our nominated Showcase symposia have been accepted by the Academy. Both promise to be outstanding. The first, “Diffusion of Enabling Technologies for Strategic Management: Internal Consultants’ Call to Inquiry,” is presented by both internal and external and academic and practicing consultants working on implementing enabling technologies in the County of Los Angeles. Alan Glassman, Gerry Rossy, Deone Zell (all from Cal State-Northridge) and consultants from Hewlett Packard will share their observations with us. The second Showcase, “Corporate Universities: Let’s Talk,” is offered by Andy Van de Van and a number of his academician and practitioner colleagues, including Jerry Tucker, The Global Coaching Network, Inc., Elizabeth Grayden, U. of Minnesota, and Jeanne Meister, Corporate U. Xchange, Inc.

In addition, we will be hosting a number of exciting paper sessions and symposia. There is a lot of energy in the 2001 program and we truly hope that you are planning to come to Washington to take part in and enjoy the program with us.
Professional Development Workshops

The Management Consulting Division Professional Development Workshops (PDWs) invite colleagues, consultants, students, management consulting researchers and interested persons to share their knowledge and experiences with us in order to foster our learning from each other. The three MCD PDW sessions will be held from 1:00 PM on Friday, August 3 through noon on August 5, 2001.

PDW I: Essential Concepts and Skills (Friday, August 3, 1:00 PM - 9:00 PM)

This workshop presents the essentials of launching and developing a consulting practice, diagnosis, intervention design and feedback methods. It explores the phases of typical consulting projects and key elements of success in each one. It also discusses the typical tensions in consultant-client relations and coping and preventing strategies.

In Part 1, Terry Armstrong and David Jamieson will cover themes like "Why Consult?", "Developing Business," "Self as the instrument of consulting" and "Is consulting really for you: Meeting your personal and professional needs."


PDW II: Advanced and Emerging Competencies (Saturday, Aug 4 - 7:30 AM - 6:30 PM)

This workshop introduces five conceptual maps which underlie change processes including an auto-diagnosis of participants' approach to change, and presents advanced concepts of strategic implementation of consulting engagements.

In the morning, Leon de Caluwe will cover "The Five Approaches (Colors) of Change." Paul Friga will demonstrate "Implementing the McKinsey Way." In the afternoon, Ralph Kilmann will uncover the results of his latest work and writing: "Enhancing Self-Awareness for Organizational Transformation." Graham Kenny will show how to link key performance indicators to Strategy. Marc Bonnet and Rickie Moore will showcase "ISEOR Methodology (SEAM) for Unveiling Hidden Opportunity Costs."

PDW III: Converting Public Service Suppliers To Interactive Business Practices (Sunday, August 5, 2001, 8:30-12:00 PM)

Led by the Franco-American Intervention Group (FAIG) which consists of a group of internationally renowned scholars, the workshop presents models in transforming quasi-monopolistic bureaucratic systems into interactive business logic. Using AT&T (USA), EDF (France) and Ferrovie Dello Stato (Italy) as examples, the workshop examines the dynamics between the various stakeholders in the government structures and discusses the transformation of these firms including the "forms of dialogue" that render strategy real for everyone in an organization. Charles Heckscher, Mickael Maccoby, Rafael Ramirez & Pierre-Eric Tixier will demonstrate the application of their approach.

Please pre-register with marion hoeren [hoeren@hec.fr] before July 15th, 2001. There is a $50.00 USD registration fee per PDW session.
**REPORT FROM EUROPE**

**International Conference Update:**

**Knowledge and Value Development in Management Consulting**

**March 30-31, 2001, Lyon, FRANCE**

Designed to foster knowledge transfer world-wide between academics, consultants, clients, and other interested parties, the international conference focuses on building bridges across these communities at a global level in Management Consulting. Co-sponsored by the Management Consulting Division, the Academy of Management, ISEOR, HEC School of Management, Copenhagen Business School and Central Michigan University, the conference promotes comparative learning and facilitates the cross-fertilization of ideas while creating a fertile environment for personal development and mutual enrichment.

Responses to the call for papers and registrations have been very encouraging and confirm that the intention and nature of the conference have been very well received by audiences in the USA, Europe and Scandinavia.

Contributions have been received from academics, academic consultants, full time consultants (independent, boutique, Big 5, etc.), and clients (firms) in the USA, the UK, Canada, France, the Netherlands, Ireland, and Denmark. In addition to proposing both theoretical and applied paper sessions, the program includes a number of debates on current and challenging issues and aspects of management consulting. Keynote speakers include Larry GREINER, University of Southern California, André DELBECQ, Santa Clara University, Claude HOFFMANN, Gemini Consulting, Paris, Tony BUONO, Bentley College, Flemming POULFELT, Copenhagen Business School.

**30 papers and symposia have been accepted for presentation within seven themes:**

- Knowledge Management in Consulting Companies,
- Mergers and Acquisitions in Consulting Firms,
- Development of Management Consulting Skills,
- Management Consulting – Change Management – Organizational Development,
- Management Consulting Assessment,
- Issues and Cooperation between Internal and External Consultants,
- Dynamics of Client Consultant Relationships.
Practical Details:

Air Travel: Delta is the only airline that has a direct flight from New York (JFK) to Lyon (LYS). The flight usually leaves New York around 5:50 p.m. and arrives around 8:35 a.m. the next day in Lyon. The return flight usually leaves Lyon around 11:00 a.m. to arrive at 12:45 p.m. in JFK.

Hotel: Three hotels have been reserved for the conference: -
- Sofitel **** (Conference hotel) $123 single, $142 double,
- Hotel Royal *** (15 min walk to Sofitel), $102 single, $142 double,
- Hotel Campanile ** (25 min walk / short taxi ride to Sofitel), $48 single, $50 double.

Registration: Your registration fee ($300) includes breakfast on 3/30 and 3/31, coffee, snacks, fruit etc. at breaks on both days, gala dinner on 3/30, and conference rental fee.

Lyon, France has been chosen as the site for this first international conference of the MCD because of our Division's desire to build strong global bridges through shared learning in a setting outside the United States. 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 Management), which offers a doctoral program in management consulting. Lyon, France’s second city, is situated in the heart of Europe and was designated a world heritage city by UNESCO in 1998. Whether you have an interest in architecture, history, music or would simply like to sample the region’s famous cuisine and wines, Lyon can provide something for everyone’s enjoyment.

Just in case you weren’t aware of what Lyon has to offer, check out these websites:
http://www.ec-lyon.fr/tourisme/Lyon/main.html.en

The organizing committee looks forward to extending a warm Gaullic welcome to you in the City of the Gauls and the Gastronomic Capital of the World !!!

For further information and assistance, contact:

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ISEOR, 15 Chemin du Petit Bois, 69130 Ecully, France
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Email: marc.bonnet@univ-lyon2.fr
Website: http://www.iseor.com
BOOK REVIEW

Terry R. Armstrong
Emerson College

Leadership For Dummies
by
Marshall Loeb & Stephen Kindel

The “Dummies Series” has me hooked or maybe I am just a dummy. In either case I think IDG has hit the jackpot with its “Dummies Series.” I promise not to review any more of their books, no matter how wonderful they are, because readers may begin to think I own stock in the company.

Leadership for Dummies is not written for scholars but for temporary leaders. I don’t know about you, but I often find that I am hired as a consultant because temporary leadership is needed. According to the authors, all leadership is temporary; so, maybe as a consultant, I am hired as a temporary leader to fill in between two temporary leaders.

This book is not a “how-to-book” nor a scholarly treatise, but it is packed full of comment sense and wisdom. Here is some of its down to earth advice:

- Leading starts with developing a vision
- Your goal is to have your followers trust you
- Promise a little deliver a lot
- Planning is necessary if your team is to attain its goals
- Strive to take in as much information as you can
- Smile at people and look them in the eye
- Find out what people want and why they want it
- Don’t take an untakeable hill
- Lead people; manage events
- Fix the problem rather than fixing the blame
- Listen

The book is organized into 30 chapters. You can read them in order or jump around as you see fit. I read the book from beginning to end underling as I read. This isn't necessary if you are using it as a guidebook when you find yourself as a leader or coaching a leader you have as a client. I wish I would have had this book with me when I was coaching executives through difficult leadership times. What leaders often need is sound advise and common wisdom, not exhaustive research or quantifiable data. That is probably why this book is so popular. It provides readers with what they need in a readable and enjoyable format. If you find yourself or a client in a temporary leadership situation grab a copy of Leadership for Dummies. It just might be your life preserver.
ELECTIONS

Nomination for PDW Chair-Elect

Rickie Moore  
Professor of Entrepreneurship  
Department of Management and Strategy  
Contact: moore@em-lyon.com

Professor of Entrepreneurship at Ecole de Management (E.M.) LYON, France, Rickie MOORE is a Visiting Scholar in the Department of Management and Organization at the USC Marshall School of Business and DuPree College of Management at Georgia Institute of Technology. His areas of expertise include Management Systems, Organizational Performance and Management of New Venture Entrepreneurial teams.

Professor MOORE has consulted to a number of firms in the technology and services sectors and local government institutions in Europe and in the USA in the field of organizational effectiveness and high performance management. He is also an associate researcher in the Institute of Socio-Economic Management of Firms and Organizations (ISEOR) at the University Lumiere Lyon 2, France, where he conducts international research on the economic performance of companies.

Nominations for Executive Board

MIGUEL P. CALDAS

EAESP/FGV – ADM  
Av. Nove de Julho, 2029 – 9º andar  
São Paulo, SP – CEP 01313-902  
Tel.: (+55 11) 281-7740  
E-mail: mcaldas@fgvsp.br

Miguel is a Management professor at the Escola de Administração de Empresas de São Paulo da Fundação Getúlio Vargas (EAESP/FGV), the leading Brazilian business school. He graduated from UnB – Universidade de Brasília, and holds a master’s (1992) and a Ph.D. (1998) degree in Management from EAESP/FGV. He was also a Visiting Scholar at the UT-Austin. Miguel is active in management consulting, focusing in organizational change and redesign. He has
published several articles in Brazilian and international scholarly periodicals (e.g., *RAE*, *RAC* and *Organization*), as well as two dozen papers at competitive, scientific conferences such as *The Academy of Management* and its Brazilian counterpart, *ANPAD*, which include three awarded papers (two from the *Academy* and one from *ANPAD*). He has published 4 books in Brazil, all in the field of organization theory and change.

**Dr. ROBERT F. JENEFSKY**

Bob is Professor at the Ecole Hoteliere de Lausanne (EHL)(Lausanne Hotel Business School), Switzerland, where he teaches marketing and strategic management and is also Academic Coordinator for the management program. In addition to teaching, Bob is also involved in EHL’s international consulting and research programs. He has over 20 years’ experience in international management positions in the Information Technology (IT) industry, including 15 years with Digital Equipment Corporation. Bob has consulted to the International Telecommunication Union (ITU), Asian Development Bank (ADB), European Bank for Reconstruction and Development (EBRD), Swiss Development Agency and major public and private-sector enterprises in both Eastern and Western Europe, the Middle East, Russia and Ukraine.

Bob holds a doctorate in Physics from the Swiss Federal Institute of Technology (Lausanne) and is a graduate of the International Advanced Management Program at INSEAD. In addition to English, Bob is fluent in French, German and Italian. He is a regular contributor to MCD’s Professional Development Workshop program.

**CLIFF CHENG**

Cliff Cheng is a Visiting Scholar at the University of Southern California. In his consultation practice he does organizational effectiveness work focusing on conflict resolution, team effectiveness, and diversity. He also does expert witness consultation in equal employment opportunity discrimination cases.

Cliff has held appointments at UCLA and the University of California Irvine. He earned his PhD at USC, and did postdoc work at UCLA. He has served in the Academy on the All-Academy Council, People of Color Committee, and has had numerous jobs within the Gender and Diversity in Organizations Division, and Chairs the All-Academy Asian Pacific American Caucus. Cliff serves/has served on the editorial boards of AME, SAM-AMJ, and Leadership and OD Journal. His research has appeared in AMR, JABS, JOCM, EJROT, AME... Cliff was named Ascendant Scholar in 1998 by the Western Academy of Management.
CORRECT YOUR MAILING ADDRESS

Many members had their Fall newsletter returned because the mailing address on file with the Academy contained errors. Please check the Academy website at http://www.aom.pace.edu/ and scan down to the line that reads Academy Membership Update Online and enter corrections for any errors.

CORRECT YOUR E-MAIL ADDRESS

We continue to have many problems with the e-mail addresses on file with the Academy. This becomes ever more important as we move into the electronic age. Future newsletters and Division communications (as well as most Academy communications and newsletters) will be distributed via e-mail or available electronically over the web.

Many members had their e-mail correspondence from the MC Division bounce because of errors in the e-mail address. Many of these errors are likely due to incorrect data entry by the Academy. Nevertheless, the errors must be corrected. Please note that in many cases it is a simple typo such as two dots or a missing dot. In other cases it is a missing suffix. It is critical that all e-mail addresses be correct as we enter the electronic age.

If you did not receive an e-mail about this newsletter, please check to see if your e-mail was entered incorrectly into the Academy’s database. Go to http://www.aom.pace.edu/ and scan down to the line that reads Academy Membership Update Online and enter corrections for any errors.
Elections - Candidate Information Inside - Vote Now

Rickie Moore    Miguel Caldas    Bob Jenefsky    Cliff Cheng

No Picture Available