Introductory Comments
Bill Vroman

Scroll through this section and you'll find a little of everything. First off is the nomination form for election. We encourage self-nomination. If you'd like to join the board or the leadership, we'd like you to run. If you want to participate at a level less than an office, we'd like you to volunteer and we'll get you involved.

There are sections to see fellow members’ activities, as well as serious issues in the world of consulting. We have two calls for papers for those with on-going research in the field. Adams and Zanzi give us an update on their increasingly powerful research thrust into the development of good consultants.

Finally, Past Chair Tony Buono casts an eye back through his time on the board and recounts the efforts put in by a lot of people. Also, read Bill Wolfe’s essay in another section of this site on the founding of MC. After this you'll about know everything about MC and find the names of many Academy leaders.

CALL FOR NOMINATIONS

Over the next several weeks, MCD’s Nominating Committee will consider nominations for Officer and Board positions. These are important positions that affect the future of our division and the AoM. After the election by division members, the winner enters into the Division’s 5-year Leadership sequence, from Professional Development Chair, Program Chair, Division Chair-Elect, Division Chair, and Past Division Chair.

Your input is an important part of the process.

Please nominate people who you that think would represent you and your interests well and that would be good in these roles. Self-nominations are both accepted and encouraged. Nominations can be made either by sending the nomination form below or e-mailing a member of the nominating committee.

Nominating Committee
Bill Vroman, Division Chair (bvroman@home.com)
Kurt Motamedi, Division Chair-Elect (motamedi@pepperdine.edu)
Tony Buono, Past-Chair (abuono@bentley.edu)
Robert Jenefsky, Board Member (jenefsky@prolink.ch)

NOMINATION FORM:
Name of nominee __________________________
Affiliation _____________________________
E-Mail _________________________________
Phone number (if known) ________________
AROUND THE WORLD WITH MC MEMBERS

Cynthia Loubier (ANDRAGOGICS LEARNING). My company, Andragogics (the systems and methods behind adult learning) builds blended learning solutions that integrate action-learning and e-learning with collaborative, work-embedded learning. We deliver products through a lovely portal that is utilized for e-learning, collaborative learning (synchronous and asynchronous). The web-based software for which we agent is called iCohere.

In addition to customized learning, we provide a management development module that prepares managers to manage differently. By manage differently, we mean embedding learning (individually, collectively and organizationally) within the four functions of management (planning, organizing, leading & monitoring).

Our competition --although a number of companies are literally "coming and going" in this space -- spans the spectrum of the learning market. Our distinction, however, is our "embedded learning" methods and related management model.

I'd be interested in any comments and reactions from the MCD membership.

Cynthia Loubier, Ph.D.
Director, Andragogics Learning
(831) 688-8930
cynthialoubier@andragogics.com

Marilyn Harris (Central Michigan University) is currently in France working on a six-university international cooperation grant in management consulting. In conjunction with Marc Bonnet (ISEOR, University of Lyon 2), they are in the process of submitting a follow-up grant to the EU and US.

[The next letter is news about consulting in Egypt. Tarek refers to IMC - Institute of Management Consultants, and its certification CMC- Certified Management Consultant.]

Dear Bill
Thank you Bill for your email.

I would be more than happy to write about our association and the work of consulting in the developing world generally, and Egypt specifically. I think the CMC certification provides credibility to the consultants. Although very few in Egypt (around 12 only) did get it so far, we are planning to increase this number through our contacts with the IMC.

There is no chapter for the IMC yet in Egypt. We are hoping that our association will establish it. We are getting a lot of support from the EU donors support. It is too early to say that IMC helped Egypt, but I think it will, especially after the establishment of the association. We are also looking forward to cooperate with the management associations in the states and I am sure usAID could support this endeavor. So we do need to get in touch with them and maybe get a joint proposal (if you could help in this I would very much appreciate it).

Yes, there is a lot of public sector consulting in Egypt and it is usually funded by donors as the usAID, GTZ, UNDP, CIDA, DANIDA and EU.

Tarek Hatem

[Jim Carroll, a past board member, alerted us that the AICPA recently rejected the idea they should establish a separate consulting certification. This is one of numerous attempts at certifying the process. IMC has a certification called the CMC that Tarek mentioned in his article. We added italics and underlining to a part of the article.]
The news article is followed by Jim’s comments.

The AICPA and Consulting Credentials: Not this Year

In early January, 2002, the American Institute of Certified Public Accountants (AICPA) defeated a bylaw change that would have cleared the way for the development of a new global business credential – a certification in management consulting. The idea for this new certification originated with the AICPA’s Strategic Planning Committee as an innovative move to enhancing the accounting procession and the practices of individual CPAs. It appears that part of the controversy surrounding this move was whether the additional certification for management consulting would dilute the importance of the CPA. Whether this concern reflects a bit of elitism or a bit of realism (or a mix of both) remains to be seen. Accordingly, we asked Jim Carroll, a CPA and member of both MCD and the AICPA, to comment on this decision.

[Jim Carroll’s comments]

As a huge organization, the AICPA attempts to serve a number of niches, ranging from local CPAs, who see competition from attorneys and financial planners, to multinational CPA firms. With respect to the proposal for the certification in management consulting, the niche you are in pretty much dictated your vote here. As an independent CPA with my own firm, I voted for it.

Having the title of CPA or being with a CPA firm is already a broad credential that lends credibility to many small consulting niches. Some of the ones that I am active in include: Mergers and Acquisitions, Forensic Studies, Organization Design and Development, and Business Valuation. Other, highly lucrative niches include: taxation, systems design and implementation, human resource management, re-engineering, and ISO 9000.

AICPA certification would have been a big deal in the consulting industry. Thus far, the endless niches in the consulting industry have prevented the growth of any recognized professional credential, the CMC aside. This credential could have been a widely accepted, advantageous certificate in our field. It was not to be – at least not at this point. As a practitioner and an academic, I enjoy both being a part of and watching the industry and those who profess in it.

Jim Carroll

MCD RESEARCH INITIATIVE

Study Update: Developmental Needs of Consultants
by Susan Adams and Alberto Zanzi

Management consulting as a profession and as a business is expanding rapidly in the United States and has generated a high demand for entry-level and senior professionals. Even the recent downturn in the U.S. economy may increase the number of consultants who work as free agents if history repeats events of the early 1990’s. The high number of new entrants and the need to make them “billable” as soon as possible raise questions about the adequacy of university programs and curricula in preparing students for the consulting profession.

The primary objective of this study sponsored by the MCD was to identify current business schools’ offerings in preparing students for a career in management consulting. The initial study conducted in 2000 (Published in Volume 1 of the new Research in Management Consulting series) revealed that overall the number academic courses offered in management consulting was extremely
limited. Of the 68 top-ranked business schools from which data were available, only 27 (40%) offered any courses in management consulting, 24 had full-length courses dedicated to management consulting, 3 had courses with partial management consulting content, and one school offered both partial and full-length courses.

A content analysis of the description of the courses offered indicated that three major topics were covered. Consulting skills and techniques was the most common content, present in 22 schools (32%), and industry trends in consulting were covered in 8 schools (12%). Management consulting courses required a field project in 12 schools (18%). Six of the schools (9%) reviewed specifically mentioned preparation for internal consultants.

Based on the initial analysis, some hypotheses were developed to answer the "so what" question and to guide efforts to create new course offerings. We first identified five categories of potential recipients of course offerings: Raw Recruits, Expert Contributors, Incidental Entrants, Junior Consultants, and Senior Consultants.

Our current follow-up study examines the developmental needs of each of these segments in relation to the types of course content revealed in the previous study. We believe that different segments of the consulting population may have different developmental requirements. These hypotheses are being tested through a survey that is presently offered online to MCD membership at:

http://atc.bentley.edu/perseus/surveys/vpn.htm

or from a downloadable document that can be obtained from Susan Adams (sadams@bentley.edu).

If you did not receive an e-mail asking you to complete the survey, please contact either of us to participate (Alberto's e-mail is azanzi@suffolk.edu). The study's findings, which raise implications for all of us involved in consulting, will be available to the division at the upcoming Academy of Management meeting in Denver (August, 2002).

Consulting's Growing Influence in Academia

Position Announcement: Assistant or Associate Professor of Management, Kelley School of Business, Indiana University; effective Fall 2002. Interested parties should contact: Professor Patricia McDougall, Chair, Department of Management, Kelley School of Business, Indiana University, 1309 E. 10th Street, Bloomington, IN 47405-1701.

In and of itself, another position announcement for a management professor is hardly news. Preference for this tenure-track position, however, is being given to candidates with a background in consulting, either previous experience teaching consulting courses or professional experience in a consulting firm. The candidate is expected to be an active contributor to the school's MBA major in Strategic Management Consulting.

As a reflection of the research being done by Susan Adams and Alberto Zanzi, the Kelley School program's MBA major in strategic management consulting, includes courses in basic consulting skills as well as more specialized offerings from managing the merger and acquisition process, to supply chain management, to strategy in high-tech firms. At Bentley College, the MBA program's concentration in Change Management has been expanded to include a much more explicit focus on consulting and consulting skills, including a required field-based consulting project. It appears that
a growing number of business schools are moving in this direction.

As part of the Division’s PDW offerings at the 2002 Denver AoM meeting, we are sponsoring a Saturday morning workshop on “Designing and Teaching Curricula in Management Consulting.” Learn what a number of business institutions are doing in this area, share experiences and concerns from your own institution, and work with us as we grapple with curricular and pedagogical challenges.

CALLS FOR PAPERS IN CONSULTING

Research in Management Consulting (Information Age Publishing)
Volume 3: Enhancing Inter-Firm Networks and Interorganizational Strategies (2003)
Submission Deadline: September 30, 2002
Series Editor: Anthony F. Buono, Bentley College

Although research and theory building in management consulting have grown rapidly during the past several years, the field is still often criticized for its mystery and ambiguity. The basic objectives of this research series are to further the links and dialogue between applied scholars and scholarly practitioners in the consulting field, capturing innovative empirical and conceptual research and field experience, and disseminating the resulting insight to a broad range of practitioners, academicians and organizational executives. Targeted articles will focus on a wide range of topics, encompassing research on: the consulting industry itself, including the management, marketing and expansion of professional services firms; critical examination of current trends in the consulting field; conceptualization and evaluation of intervention techniques and strategies; and reflections on consulting experiences. Interdisciplinary and international perspectives on these different topics are strongly encouraged, as are perspectives from both internal and external consultants and change agents.

The first two volumes in the series – Current Trends in Management Consulting (2001) and Knowledge and Value Development in Management Consulting (2002) – each containing an Introduction section and 10 chapters are currently available through Information Age Publishing (see www.infoagepub.com for further information).

Volume 3 – Enhancing Inter-Firm Networks and Interorganizational Strategies – will focus on consulting issues related to networks, alliances and strategic partnerships, mergers and acquisitions, and organization-stakeholder relationships. Contributions may cover a range of issues related to interorganizational networks and strategies, ranging from research on such ventures within the consulting industry itself, critical examinations of the current trends and consulting in these areas, and reflections on related consulting experiences are encouraged. Authors are invited to submit an abstract of their proposed work to the series editor for comments and suggestions in developing the paper.

While there is no absolute limit to the length of a manuscript, the length of an article should not exceed 40 pages, including references, tables and figures, and appendixes. Most submissions will have approximately 25 – 30 pages of text (not counting references, etc.). The entire manuscript should be word processed in a12-point font (preferably Times New Roman) and double-spaced, with 1-inch margins. Manuscripts should be submitted electronically if at all possible as an e-mail attachment to abuono@bentley.edu. Alternatively, one hard copy and an IBM compatible 3 ½” diskette version of the paper (Microsoft Word preferred) should be sent to the series editor. A “Style Guide for Contributors” is available for interested authors.

Contact Information:
Large complex organizations do not rapidly change easily, nor do they change by sequentially pursuing a series of short-cycle projects. The learning cycle involved in such an approach is simply too protracted and the anticipated diffusion of learning throughout the enterprise too unpredictable to keep up with the increasing pace of change imposed on the organization by the external environment in a global economy.

The focusing question in defining the role of management consulting in developing a transformative systems culture is: How do we speed up the process of corporate transformation and at the same time increase the capacity of leaders, managers and employees at all levels of the organization? For management consultants often the question may be one of sophisticating the leadership in the transformation environment while at same time managing both chaos and complexity.

Robert Miles (2000) describes accelerated organizational transformation, where change leaders achieve high impact by setting an aspiration for organization-wide transformation, disaggregating it into a limited set of transformation initiatives, and then holding all parts and levels of the organization accountable for initiating quantum change projects in pursuit of those initiatives. Project or program teams are largely led by client system personnel, with appropriate levels of content and process consulting support within a structure of well-defined stretch goals and milestones. Further, Miles says that when change is needed in large, complex organizations, it needs to be large and complex in scope. But such change, to be effective, must be broken down into an orchestrated set of actionable projects that can be led to conclusion by employees. This is simultaneous, not sequential, change – which is what the increasing pace of change demands.

Contributions are invited that focus the role of management consulting in its impact on accelerated organizational transformation, that is, in simultaneous change systemic change efforts, past or present. Contributions may cover a whole range of issues connected with accelerated organizational transformation from changes within the consultant and his/her style of consulting – internal or external to the organization, to limiting the focus to the rationale for acceleration, transformation or system design issues in problem dissolving. The paper may even question the responsibility of the consultant to do so. Authors are invited to submit an abstract of their paper, upon which comments will be made and returned to author(s) for guidance in their paper development and eventual paper submission.

Submission details
Contributions may be submitted by post, by fax, or preferably by e-mail attachment. Hard copies must be accompanied by a version on 3.5” diskette. All documents should be in Microsoft Word (PC) format. Articles should not exceed 25 pages with 1/2 line spacing, 1” margins and 12-point characters, including
tables, figures and references. A title page with authors’ affiliations and contact information and a separate page with an abstract of 200 words must also be included. To facilitate the blind review process for the papers and proposals, authors’ names and addresses should appear only on the title page. A short bio of all authors or participants should also be included on a separate page. (This is not included in the 25- page limit). For more detailed information on format and style, please see the JOCM web site:

http://www.mcb.co.uk/portfolio/jocm/notges.htm

Contact information

All correspondence and submissions should be directed to:

Marilyn E. Harris, Ph. D.
Central Michigan University
College of Business Administration
250 Applied Business Studies Complex
Mount Pleasant, Michigan 48859
Tel: (989) 774-2705
Fax: (989) 774-1320
harrilme@mail.cmich.edu

LOOKING BACK: Reflections of a Past Chair

Anthony F. Buono

It’s hard to believe that the past five years have gone by so quickly. It doesn’t seem all that long ago when I was pulling together our Division’s Professional Development Workshops (PDW) for the 1998 AoM meeting in San Diego. As we approach the 2002 meeting in Denver – and the end of my term on the Division’s leadership track – I thought I would use the opportunity to briefly look back on some of our (past) accomplishments and (future) challenges.

Among the activities and undertakings that, as a Division, we should take pride is the expansion and ongoing development of our Consulting Skills Professional Development workshop series. As part of the pre-conference program at the 1995 meeting in Vancouver, Terry Armstrong, Brian Peach, and the late Walt Wheatley offered a 2-hour session on “Building a Consulting Practice.” The following year in Cincinnati, the program was expanded to one and a half days, as Terry and Walt, once again, offered their workshop, and Marilyn Harris, Georges Trepo and I offered a full-day workshop on the “Consulting Process,” followed by a 2-hour “Consulting Clinic” facilitated by Dave Jamieson and Chris Worley the following day. Each year since, the program has continued to evolve and member involvement has continued to expand. The Division’s 3-part PDW consulting skills program now runs from Friday afternoon through Sunday at noon, going from basic to advanced and specialized skills. Last year’s 3-day PDW program in Washington, involved 20 of our members, from literally around the globe – Australia, South Africa, France, Switzerland, Denmark and, of course, the U.S. Rickie Moore, the 2002 PDW-Chair, is to be congratulated on continuing this tradition and has, again, crafted an impressive program for the Denver meeting.

Another significant change has been the growth in our membership, largely through the evolving internationalization of the Division. Currently, with over 1,000 members, the Division is in its strongest position ever. While many of our new members come from countries outside the U.S., perhaps the best indicator of the true internationalization of the Division is the make-up of our Executive Committee and Leadership track, with members from Australia, Brazil, Denmark, France, Sweden, Switzerland and the U.S. This past Spring (March, 2001) we also co-sponsored the first mid-year international conference in our history – with the gracious support of our conference host, the ISEOR Research Group at the University Lumiere Lyon 2, and additional assistance from the HEC School of Management, the Copenhagen Business School and Central Michigan University. The Executive Committee is currently in the planning stages for a second international conference in early Spring 2003.
The Division’s annual Members & Friends Dinner at the AoM meeting has similarly evolved, becoming a literal “must-attend” event. Held on Monday evening, after the Division Business Meeting and Social Hour, the dinner has become a wonderful opportunity to interact with Division members away from the din of the AoM, enjoy good food and drink, and listen to some of the true luminaries in our field – Harry Levinson, Warren Bennis, Andre Delbecq, and Barbara Bunker and Billie Albans have graced us with their presence over the past few years. The dinner has become an outstanding tradition – and I am already looking forward to the event in Denver.

A common lament often heard by those on the Leadership track (and this extends well beyond our Division) is that just when you’ve fulfilled a particular role you finally understand what you should have been doing. After overseeing the PDW program in San Diego, for example, I felt I was ready to craft a truly imaginative PDW program the next year. Yet, in Chicago I was tasked with creating the Division’s conference program, after which I finally understood the AoM’s complex point system and the intricacies of creative program management. And on and on and on. The rapid escalation through these roles, which is based on the AoM model, challenges us to be true colleagues – assisting, counseling, listening and supporting those who follow us. I have been truly impressed by the support I have received each year from those who I followed and hope that I can be as helpful over the years to those who follow me. Reflecting back on my term of office, perhaps the greatest strength in the Division lies in the good-natured colleagueship and friendship offered by so many of our members.

I could easily go on about other accomplishments – the creation of the Friday evening AoM conference Executive Committee meeting that has given us the time and opportunity to discuss and respond to Division needs, the outstanding Distinguished Speaker sessions we have continually offered, our imaginative Division Theme Sessions, Brian Peach’s excellent work on our newsletter and website, the creation of the Bentley College-Copenhagen Business School award for the Outstanding Graduate Student paper(s) presented at the annual conference, and the Outstanding Reviewer Awards we created to honor the efforts of our talented pool of reviewers for submitted papers and symposia – to name just a few.

And yet, while we have accomplished a lot over the past several years, we have many – and in many ways more demanding – challenges ahead of us. As the business world continues to change in volatile and unpredictable ways, the ramifications for the management consulting industry in general and our Division in particular will continue to place new demands on us. How can we, as a Division, (1) enhance the way in which consulting and consulting skills are taught in our business schools, (2) further our research efforts on the dynamic consulting industry itself and related trends and intervention techniques, (3) expand the services available to our members, utilizing the web as fully and creatively as possible, (4) continue to internationalize the Division and reach out to a wider practitioner audience, and (5) ensure that the all programs we craft, from our PDW workshops and our yearly conference program to our own international conferences and member services are as innovative, creative and meaningful as possible? And this brief list only begins to lay out the challenges that face us. While I look forward to many more years of involvement in and service to the Division, I also look forward to the leadership that many of you will be providing in the years to come as we wrestle with these issue. It was been a pleasure serving you.