Time to Act: 
Reengineering Managerial Consultation

by Marilyn E Harris

Don Hambrick, in his Presidential address to the Academy, poignantly focused us on the need for action and the need for a major overall, a reengineering, rather than a series of small patchwork “fixes.” And, the Managerial Consultation (MC) Division is now best positioned to take advantage of the challenge. In fact, reengineering is the current focus of many business consultations that involve our members. As such, it seems only appropriate that the leadership of the Division support reengineering of the Division.

Michael Hammer and James Champy (Reengineering the Corporation, 1993) formally defined reengineering as “the fundamental rethinking and radical redesign of business processes to achieve dramatic improvements in critical, contemporary measures of performance, such as cost, quality, service, and speed.” The Executive Committee of the MC Division takes that statement as its charge for the action year 1993-94.

In fundamental terms, beginning with no assumptions and no givens to determine the direction and how to achieve it, position the MC Division to radically change, to get to the root of things, and to reinvent itself. Dramatic change is not about making marginal and incremental improvements. Hammer and Champy say that reengineering should be brought in only when a need exists for “heavy blasting.” A special subcommittee of the executive committee made clear in its report, “Beyond 1994,” the need for heavy blasting, if the MC Division is to move ahead. The report defined the key processes to be addressed by identifying the collection of activities that takes one or more inputs and creates an output that is of value to our members. Defining and reengineering the processes is at the heart of the action called for in the report.

Much of the fundamental thinking had been done prior to the Academy meeting in Atlanta and is now in process. The Division’s newsletter will take on a new focus in substantive content and format as a communiqué officially announcing the activities of the Division’s domain. Look for the new masthead: CONSULTING PRACTICE

COMMUNIQUE. The MC Division itself will undergo a name change this year that better formalizes the “bridging” role that the founders had in mind: a new name that captures the essence of practice — practice that is relevant to every member of the Academy as each considers the application of knowledge in their substantive area of study and work. Focusing on practice as the Division’s fundamental but unique value-added contribution in service, positions the membership drive so that every member of the Academy may select the MC Division (Division 5) as their division of choice in membership, or at least their second choice for membership. “Check 5” (for the number of the Division) is our membership drive slogan.

As the program committee prepares for the 1994 conference: Reducing Barriers to Understanding through “Bridging Theory, Research and Practice,” a high quality review committee will be established to provide yet another quality service to paper and symposium contributors. The MC Division review committee

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will focus on application efforts and provide constructive feedback to all authors who submit to the Division, citing direction and potential next steps in presentation and publication. Awards for the best paper in theory and in practice are presented annually. The Council of Consulting Organizations shares presentation of the awards with the Division.

Ensuring quality through articulation of standards of practice will be defined as a means of considering peer certification and review. In support of continued high quality programs, several workshops will become a permanent part of the pre-meeting format, including the case writing colloquium, teaching consulting skills, teaching international consulting, and recording “learnings” from practice. Adding to the services provided by the MC Division for Academy members will be access to personal liability insurance. The Annual program in Dallas will be capped with a Membership Dinner on Sunday night reporting and celebrating the results of our reengineering efforts. The Executive Committee also will host a Practitioner Reception immediately following the Business Meeting, inviting Dallas Consulting Organizations.

The MC Division has recognized its roots through the Founder’s Award, granted to those who have been key contributors to the progress and development of the MC Division. This year the Division has added the role of Curator in further recognition of our historical roots and maturation.

Many of these actions demand constitutional changes, which will be addressed later this year via a membership vote. A call to reengineered action has caused a fundamental rethinking and radical redesign of division processes to achieve dramatic improvements in critical measures of Division performance, such as value added quality, service, and speed to our members. If you would like to participate in reengineering the processes of the Division, contact any of the Executive Committee listed in this communiqué. We need your help.

The Use of Consultancy:
Ethical Demands and Requirements

This is the review of the European Business Ethics Network Sixth Annual Conference which took place at the Norwegian School of Management in Oslo, Norway, September 15-17, 1993.

The program was designed to appeal equally to business people, academics, and the private and public sector. Its aim was to examine consultancy in all its aspects. The program looked at the ethics of the consultancy process from the point of view of both buyers and providers of consultancy services, and also at consulting in business ethics.

Among the more specific themes of the paper sessions were: Purchasing Consulting Services, Management Consulting from a Client and Consultant Perspective, Executive Search Consulting, Codes of Conduct for Ethics Consultants, the Process of Consulting and Consultancy in Eastern Europe. In addition to the workshops, the program included a number of keynote speakers.

For those who have a keen interest in consultancy, the conference was right on target. As was learned from the program, the major part of the workshop presenters were from the academic world representing most parts of Europe, North America, and Central America.

The CONSULTING PRACTICE COMMUNIQUE will bring a report on the highlights from the conference in the next issue.

For further information please contact our European Representative:

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1993 Managerial Consultation
Program Features

MANAGING IN THE BOUNDARYLESS ORGANIZATION, the theme of the annual meeting of the Academy of Management in Atlanta, provided the opportunity for the Managerial Consultation Division to focus on strategic factors, organizational cultures and values, and contemporary issues.

The Role of the Board of Directors in the 1990s: CEO Selection, Compensation and Succession was a focal point of the program. It was a joint session partnered with Business Policy and Strategy and Organization and Management Theory. Papers included “The Influence of Insiders on Successor Choice,” “How Much Do Boards of Directors Pay for CEO Skills?,” and “Revisiting the CEO Succession-Firm Performance Relationship.” This session was especially well attended and a lively discussion followed the discussant’s comments.
1994 Dallas Program to Focus on Theory, Research and Practice of Communication

The 1994 Conference theme, “Reducing Barriers to Understanding,” provides an excellent platform for the Managerial Consultation Division to make a major contribution to the Academy. Consulting is an avenue to gain understanding about organizations and their management and how to help them change. Much of what consultation does is to reduce barriers to understanding between people, within organizations and across boundaries. The 1994 Program Chair, Dave Jamie son, is now organizing his committee and reviewers and planning for an exciting, innovative program.

One emphasis for next year’s program is to truly bridge theory and practice by attracting and including more practitioners, in papers and symposia, as chairs, discussants, and audience members. Your ideas and support are welcomed.

We’re also planning to create more joint symposia with other Divisions, to have at least one keynote speaker, perhaps an All-Academy Showcase, and preconference workshops. Send your ideas to Dave Jamie son, Pepperdine University, MSOD Program, 400 Corporate Pointe, Culver City, CA 90230.

In preconference activities, we plan to again offer the very successful Case Colloquium with Bill Naumes and the Teaching Consulting Workshop and possibly a Doctoral Student/Junior Faculty program.

The review process is important to the people who submit papers. For the ‘94 program, we will be establishing criteria and a review panel that take into account both academic quality and practical application, so that papers can be accepted into different tracks such as theory, research, and practice. We also plan to ensure that papers submitted receive meaningful feedback from our reviewers.

We really want to increase our submissions this year. Please submit a paper or symposium yourself and encourage your colleagues to submit. There are consultation aspects relevant to all Academy Divisions. In addition, we encourage reaching out to other professional groups with consulting interests, members or divisions such as ASTD, ASQP, SHRM, ASPA, etc.

Plan now to submit, attend, and help the Managerial Consultation Division to be a major contributor to the 1994 Academy Program.

Membership: “Check 5”

CONGRATULATIONS! By virtue of the fact that you are reading this column in the Managerial Consultation Division’s Newsletter, you are now a member of the Division’s Membership Committee.

At the recent meetings in Atlanta, our new Division Chair, Marilyn Harris, asked me to coordinate the Division’s Membership efforts. In turn, I need your help.

Membership is central to the Division’s professional and financial success. Professionally, the membership size of the Division provides us with a pool of like-minded academics and practitioners from which research, symposia, and other professional contributions are forthcoming. Perhaps, most significantly, the membership size impacts the number of submissions to our annual meetings: A larger number of members gives us the potential for more submissions to the meetings. (As you may know, the number of sessions the Division is able to provide at the annual meetings depends on the number of submissions, since acceptances are limited to one-third of all papers received.)

Financially, the funding for the Managerial Consultation Division is done on a per capita basis—with seven dollars coming into the Division’s treasury for each Academy member that checks number five on the membership application or renewal. Our past leaders have left the Division in a strong financial position; but, as with any professional organization, funding remains a limiting variable. Simply put, more members would help our finances!

As the newest member of the Managerial Consultation Division’s Membership Committee, I am asking you to identify one Academy member you know who is involved in consulting and ask that person to join the Managerial Consultation Division; ask him or her to join the one Division that truly bridges theory and practice; ask her or him if an outlet for consulting is valued; ask that person to “Check 5” on their Academy of Management renewal. (Then share your newsletter with your colleague until our records catch up with our newest member, your colleague.)
George J. Gore Gains First Robert Wright Founders Award

At the recently held national meetings of the Academy at Atlanta, Division 5 pioneer professional consultant George J. Gore won the charter Robert Wright laureate. The certificate of distinction and medal of honor were presented by its founder at the close of the 1993 business meeting to the warm accord of all in attendance. The award was granted "for nonpareil statesmanship in the creation and nurturing of the fledgling professional Division of Managerial Consultation...".

Wright's Founders Award was proposed and approved by the Executive Board by acclamation last year. It is presented from time to time for distinguished Division leadership over the years that advanced the state of the consulting art — as the bridge between discovery and application — through the auspices of the Academy's MC Division. The Founders Award is granted only periodically by the Executive Committee, not perennially, to acknowledge a candidate for clear and compelling reasons for distinctive service beyond accepted norms.

Professor Gore met and exceeded the highly discriminating criteria in a host of ways: As Academy Vice-President and member of The Board of Governors, Gore championed and defended the cause of Division 5 under otherwise withering attacks prior to its genesis in 1970 and 1971; as vibrant campaigner and powerful shadow cabinet mentor to the charter chairman in 1971 and 1972; as inspiration behind The Consultant's Communique in 1972; as the Division's first-edition newsletter journal; as two-term Chairman of 5 in 1975 and 1978; as Cc-editor of the imminent benchmark of the Division's best research in 1979, entitled "The Academy Consultant Connection," and as a continual and contemplative contributor to the Division and the consulting discipline spanning over 20 years.

The series of meritorious service was so pronounced that Gore's appointment was unanimously approved by members of the Division Executive Committee.

And so, upon receiving his handsomely framed declaration and delicately detailed medallion, Professor Gore humbly attributed the immense impact of his invaluable involvement to those colleagues who also added to the Division's successes over time.

Call for Cases

Competitive cases are invited for submission for discussion at the Third Annual Case Critique Colloquium that has been proposed as a pre-conference session at the 1994 Academy of Management meetings in Dallas. Two divisions have already indicated that they will sponsor this session. It is scheduled for the Saturday afternoon immediately preceding the regular conference.

Four copies of the completed case and instructor's note should be submitted to the Colloquium chair no later than January 25, 1994. Authors should not be noted on the case or Instructor's note. Instead a separate cover page should include a list of the authors, their affiliations, addresses, telephone and fax numbers, as well as the corresponding author. Cases will be blind refereed for inclusion in the session, based on relevance to the individual fields of management and the manner in which they achieve the teaching objectives discussed in the instructor's notes. Four cases will be selected for critique by a panel of experts at the session. The panel will critique the cases on the basis of how the cases meet the stated objectives, the degree to which information is available for case analysis, appropriateness and level of information, as well as writing style and length. The panelists will also consider what would be necessary to develop the cases for use in the classroom, to be published in a text, or in a journal such as the Case Research Journal.

Cases selected need not necessarily be considered in final form, since the purpose of the colloquium is to critique ongoing development of cases. They should be more polished than an initial draft, however. The cases should relate actual events that have occurred, although disguised cases are acceptable. Case authors should have received authorization from appropriate sources for dissemination of information presented in the case to outside reviewers.

All cases should be sent to the panel chair:
Professor William Naumes
Department of Management
Whitemore School of Business and Economics
University of New Hampshire
Durham, NH 03824

He can be reached at (603) 862-2618 at his office, or (603) 862-4468 by fax, for further information.

All authors will be notified of the decisions concerning their cases by March 25, 1994. At least one author of each selected case is required to be present and registered at the Academy of Management meetings.
A Message from the Management Consultants 1993 World Conference: The Winners will be the Change Masters

by Flemming Poulsen

The 3rd Management Consultants 1993 World Conference took place in Rome in May where three hundred professionals attended the conference, a number which reflected the worldwide recessions in management consulting. Compared to the 1990 World Conference in New York, the number of attendees this year was slightly down. The organizations supporting the conference were Acme (U.S.), Feaco (Europe) and Zen Noh Ren (Japan).

The theme of this year’s conference was that change will be the key to growth in the future, a future which was entitled, “Survivor’s World.” However, development will be slow compared with the past. The most promising markets will be Japan, Far East, Eastern Europe, and selected European markets.

Another message was that style will be a competitive weapon. Often, products are alike. Style differentiates consultants, and style is how consultants approach changes.

The conference also emphasized the need for new products and innovations. The toughest competitors are not other consultants, but the clients.

Branding, creative pricing, technology and internationalization were other issues discussed at the conference.

The overall theme and the ties to other service sectors were discussed from six different markets: law, engineering, advertising, information systems, auditing, and training. The key questions were:

- How is the competition between management consulting and the related professions?
- What synergies exist and what role do they play in ever-broadening the consulting field?

Even though no single and final answer came up the way of approaching consulting, the conference was extremely valuable in understanding the current development.

The bottom line of the conference from an academic perspective was that a number of very challenging research agendas on consulting and managing consulting firms and research issues were outlined, which are along the line with the goals of the Managerial Consultation Division.

For additional information, please contact:

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The Founders Corner

by Robert Wright

At the Atlanta meetings, your Board asked me to offer certain milestones in the formation of Division 5. So, for whatever the reason — nostalgia, context, or mere trivia — here it begins.

The beginning was inauspicious and tenuous. Consulting had not only failed to gain divisional status, the field was seen by some prominent Board members as unseemly for Academy address (as was P/OM). So as a compromise to those who supported consultation (especially with its promise to bridge theory and practice) I was appointed in 1969 to chair a Study Group to ascertain if the field would acquire adequate member support. I marshalled known supporters — loyal and capable — to the cause: George Gore, Bill Wolf and Dennis Ray.

We needed to know if support existed, what prospective members wanted, and what would be the Division’s “domain” (MC, Field Research, or whatever). This short chain of events thus launched, first, the Professional Division of Managerial Consultation and second, the string of Interest Groups that were to follow over the past 25 years.

Have you noticed our new name?

Consulting Practice Communiqué

Let us know what you think—we appreciate your feedback!
The Program Committee of the Managerial Consultation Division invites papers and symposium proposals for the 54th Academy of Management Meeting, August 12-17, 1994, in Dallas, Texas at Loew’s Anatole Hotel.

**Meeting Theme:**
**Reducing Barriers to Understanding**

Division Domain: Content that advances the theory, research, and practice of consulting to organizations. All types of consulting to all types of organizations by both academic and nonacademic consultants are relevant. Major areas of interest include management consulting, the management of consulting, bridging academic and practitioner interests, client-consultant relations, consulting (full or part-time) as a career interest, teaching consulting, developing consulting skills, marketing and other business issues in consulting, evaluating consulting, ethical issues in consulting, understanding the consulting process and roles, contemporary issues, and the role of consulting.

**Submissions for the 1994 Program**

The Managerial Consultation Division invites papers and symposium proposals on the theory, research and practice of consultation. All submissions are welcome that reduce barriers to and add to our understanding of the role, importance, and effectiveness of consulting to organizations. Papers and/or symposia that might focus on research evaluating effectiveness, comparing consulting methodologies, or documenting what really happens in the consulting process; how to teach consulting or develop consulting skills, applications and/or client “cases” of consulting interventions; better understanding and integration of client perspectives; theory relevant to the consulting relationship and systemic intervention; and special consulting issues of the nineties such as a continuous-change environment, quality implementation, workforce diversity, reengineering, large-scale transformation, globalization, and down-sized, delayed work environments. Multiple types of papers are particularly relevant for this division (e.g., case studies, assessments of consulting projects, philosophy and theory pieces, quantitative and qualitative research).

**Awards for Outstanding Papers**

The Managerial Consultation Division, in conjunction with ACME, Inc., presents the William Jerome Arnold Meritorious Paper Awards for exceptional theory, research, and practice papers appearing on the division’s program. Each award consists of a handsome plaque and a check. A special committee evaluates papers nominated during the initial review process. The award committee presents each award only when there is a suitable candidate. Awards are presented during the business meeting of the Managerial Consultation Division at the annual Academy meeting.

**Special Issue of the Journal of Organization Change Management**

The best papers accepted for our 1994 program will also be reviewed for publication in a forthcoming JOCM Special Issue on Consultation.

**Submission Guidelines**

1. PAPERS should be no more than 21 total pages, (8.5 x 11 inch paper, double spaced, 1 inch margins, 12 characters per inch) including title page, text, exhibits, footnotes, and references. Papers accepted for publication in the Proceedings may need to be shortened to fit within page allotments.

2. SYMPOSIUM PROPOSALS should have a 3-5 page overview statement as well as a 2-5 page synopsis of each presentation, signed by each participant stating their agreement to participate.

3. SUBMISSIONS (i.e., papers and symposium proposals) should be original and should not be under concurrent consideration or scheduled for publication or presentation elsewhere.

4. ONLY the title page of each submission should show the names, affiliations, complete addresses, and phone numbers of all authors.

5. A SEPARATE ABSTRACT PAGE for each paper, symposium, etc., should indicate the title and summarize the submission in 50 words or less (absolute limit). DO NOT include authors’ names on the abstract.

6. FOUR COPIES of the submission plus two additional copies of the title and abstract pages must be submitted.

7. All submissions must be accompanies by two self-addressed, stamped envelopes to be used for acknowledging their receipt, as well as returning Program Committee decisions.

8. No participant will be allowed to be included as an author or participating in more than THREE SUBMISSIONS, nor in any other role as presenter, session chair, discussant, etc., in the REGULAR PROGRAM for the annual meeting. This rule does not apply to preconvention activities and meetings, nor to program listings as a result of officer roles.

9. Submit papers and proposals to:
   David W. Jamieson
   Pepperdine University
   MSOD Program
   400 Corporate Pointe
   Culver City, CA 90230

   For information call (310) 397-8502 or fax (310) 397-0229.
Participate in the Managerial Consultation Division 1994 Program

To become actively involved this year, check the appropriate boxes and mail this tab immediately to:

David W. Jamieson
Pepperdine University
MSOD Program
400 Corporate Pointe
Culver City, CA 90230

I want to:

☐ Submit a paper or symposium proposal
☐ Volunteer to serve as a reviewer in selecting papers for the program
☐ Volunteer to chair one of the sessions of the program
☐ Volunteer to serve as a session discussant
☐ Attend the sessions and participate in the discussions that follow paper and symposium presentations
☐ Become a member of the Academy of Management
☐ Join the Managerial Consultation Division (Division 5 - $5)

Name: ____________________________________________________________
Address: __________________________________________________________
City: _____________________________________________________________
State/Zip: ________________________________
Phone: _________________________________
Fax: _________________________________

Why Join the Managerial Consultation Division?

• The Division is the only one within the Academy whose mission explicitly emphasizes application of theory and research to practice.

• The Division offers a unique focus that is relevant to every Academy member—knowledge application, with a particular focus on the consulting industry from many diverse angles.

• The Division provides a strong preconference service to the Academy—such as developing skills in writing, starting a consulting practice, teaching of consulting in the U.S., and consulting internationally.

• The Division provides numerous opportunities for involvement in governance and program participation for junior members of the Academy, while affording the opportunity to collaborate with more seasoned members of the academic and practitioner communities.

• The Division provides a linkage to the professional consulting community.

• The Division focuses on practice (process) is more timely and necessary in the larger organizational environment beyond the boundaries of the Academy, where it has and can continue to provide leadership and direction.

• The Division recognizes its “roots” by rewarding past leaders through the Robert Wright Founder’s Award and through awards for best papers in theory and in practice.

☐ Check here to become a member of Division 5: Managerial Consultation and to start receiving benefits immediately. Complete the form below and send it to the Academy of Management Office.

Name: ____________________________________________________________
Address: __________________________________________________________
City/State/Zip: ________________________________
Phone: _________________________________
Fax: _________________________________

Send $5.00 with this form if this is an additional division beyond the two that come with the Academy of Management membership. Mail to: Academy of Management, P.O. Box 209, Ada, OH, 45810.
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