A Call to Participate in Division Changes

Taking the charge seriously to redesign the division the Executive Committee has considered the need to change the name of the division, to update the constitution including the Purpose and Domain statements. This issue brings you, the members, the results of the Executive Committee's concerted effort. This January issue is designed as an information issue, preparing you with the background knowledge for use in the March issue which will focus on voting. The one important action form in this issue is the Nomination Form. It is designed as a separate flyer. Please take it out first, make your nominations and fax it in immediately. This is an important step in your participation in selecting the Division's leadership on the Executive Committee.

At the 1993 MC Executive Committee meeting in Atlanta, a report, "BEYOND 1994," was received. BEYOND 1994 stimulated action on many issues including the meaning of the Division's name. This brought about questioning change of the name itself as well as some constitutional changes, including the Purpose and Domain statements. Don Hambrick's presidential address focused the need for action within the Academy and the need for a major overhaul. It is widely known that we as a global culture are moving between paradigms, rapidly moving into a new era where business is not "as usual," thus the need for moving into the future. The Executive Committee of the Division has been considering these changes throughout the fall and early winter in their internal communications. The Division Chair has been in active communication with the Academy Office and the Chair Elect of the Academy for guidelines and assistance in moving on these changes. It is now important for the membership to decide.

All in all, not quite one-tenth of those responding (N = 41) believe the name should not change. While most of the others focus on the choice of words in a new name, should we include "practice,"—is that professional enough for Academy membership? A similar query has continued around "consultation." Out of a list of some eleven different names, the Executive Committee has winnowed the list to four for your choice. Please talk with your colleagues to gain sentiment for a March vote in our next newsletter. Even if the Division name is changed the Division number remains "5." Nevertheless, what really matters is what we make the division stand for and what our name can symbolize.

The constitutional changes in some ways are more easily grappled with in substance. We have noted the recommended changes on pages three through five in this issue. Please study and review these in preparation for voting in the March issue. The Executive Committee of the Division proposes these changes by a unanimous vote.

The proposed changes in the Purpose Statement and the Domain Statement of the Division are in clarification of Division's direction and to decrease overlap with Organization Development and Change, or any other division. The Executive Committee and the Division Chair welcome your input on any of the changes herein recommended. Please take advantage of the opportunity your membership provides to participate. Influence before the vote by your interactive management with others.

Watch for the March Consulting Practice Communiqué to vote!
For information only, vote next issue
Choices of Division Name Change

Rank in order of your choice, “1” being your first preference:

____ CONSULTATION: RESEARCH TO PRACTICE
____ MANAGEMENT CONSULTING PRACTICE
____ CONSULTING THEORY AND PRACTICE
____ CONSULTING: RESEARCH • ACTION • RESULTS
____ Stick to existing name (MANAGERIAL CONSULTATION)
____ OTHER ________________________

Managerial Consultation Moves in Preparation for Dallas Meeting

In order to add value to the Academy and to its members, the Managerial Consultation Division is engaged in a number of efforts to improve its structure, process and function (output).

We have a newly redesigned and enlarged newsletter, the Consultation Practice Communiqué, to which a number of issues has been added. Recently, Craig Lundberg guest edited a special Consultation issue.

Alan Glassman is strengthening the Paper and Symposium Review Process by creating a rotating review panel which guarantees that during that time, authors submitting work to the Division will receive high quality feedback. Thirteen new review panel members will serve for two years and join the Executive Committee of the Division to make a panel of twenty-six. In August, another thirteen members will be added to complete the initial rotation.

Plan now to check the program for Managerial Consultation’s schedule of events, both pre-meeting and during the regular session in Dallas. Program Chair, David Jamison has put special effort into this year’s program including creating an outstanding panel seating some of Dallas’ Consulting Community. Several pre-conference workshops have been added and, although it is too early to tell the final outcome, several innovative symposia have been submitted. Our special feature this year will be the “Invited Speaker Session” which will feature James Champy, co-author of the best-selling book, Reengineering the Corporation.

Divisional Editor Wanted

The Managerial Consultation Division is seeking an editor for its newsletter. Needed is a Consultation Division member with Desktop Publishing skills to lay out the three or four newsletters the division publishes each year. Plans are for the Newsletter editor to be appointed to the Executive Committee of the Managerial Consultation Division for a three-year appointment. If you are interested, please contact the Divisional Chair directly:

Marilyn Harris, Chair
Managerial Consultation Division
300 Riverfront Drive, Suite 402
Detroit, MI 48226-4517
Phone/FAX: (313) 393-5163
Proposed Revisions to Purpose and Domain Statements

CURRENT STATEMENTS:

PURPOSE STATEMENT

The Purposes of the Division include encouraging and directing research related to managerial consultation; designing and carrying out projects relevant to those interested in managerial consultation; promoting the interchange of professional ideas, research, and other information among those interested in managerial consultation.

DOMAIN STATEMENT

Specific domain: Content relating directly to management consulting and to the interface between consulting and academy activities. Major topics include: the consulting process; ethical issues in consulting, the participation of academics as consultants, including the role consulting should and does play in an academic career; the management of consulting firms; marketing of consulting; skills and roles of consultants; and the issues and trends of the consulting industry.

PROPOSED REVISIONS:

PURPOSE STATEMENT

The purposes of the Division include encouraging and furthering research, theory development, and the articulation of critical thought related to the interactive design and implementation of change in whole systems, redesigning structure, process and function (output) simultaneously, in order to further the humane, ethical, and productive effectiveness of organizations and systems, private and public.

DOMAIN STATEMENT

The domain of the Division relates to the development of research, theory and implementation in consulting where addressing whole systems (in order to decrease fragmentation), and redesigning structure, process and function (output) simultaneously is basic; and, the domain also extends to the interface among consultants, consulting organizations, academe, and the Academy of Management. Major topics include: the consulting process, ethical issues in consulting, the participation of academics as consultants, including the role consulting should and does play in an academic career, the management of consulting firms; marketing of consulting, skills and roles of consultants; and the issues and trends of the consulting industry.

Suggested Constitutional Changes

RE Article IV: Officers and Their Duties

RE SECTION 1 - CURRENTLY STATED AS:

Section 1. The officers of the Division shall consist of the following: Division Chair, Division Chair-Elect, Program Chair, Program Chair-Elect, Immediate Past Division Chair, Secretary/Editor, four Representatives-at-Large, and two Ex-Officio Members. These officers shall constitute the Executive Committee of the Division and shall serve as the Policy Group for the Division.

PROPOSED CHANGE TO SECTION 1 (change is italicized and in bold print):

Section 1. The officers of the Division shall consist of the following: Division Chair, Division Chair-Elect, Program Chair, Program Chair-Elect, Immediate Past Division Chair, Secretary/Editor, Historian, Consultant-in-Residence, and seven Representatives-at-Large representing six continents. [omit: “, and two Ex-Officio Members.”] These officers shall constitute the Executive Committee of the Division and shall serve as the Policy Group for the Division.

Continued on page 4
Suggested Constitutional Changes
continued from page 3

RE SECTION 7 - CURRENTLY STATED AS:

Section 7. The Secretary/Editor shall normally be appointed for two years by the Division Chair and approved by the Executive Committee. The Secretary/Editor shall keep a record of the Division’s Annual Business Meeting and shall serve as editor of the Division Newsletter. The Secretary/Editor shall, with the approval of the Executive Committee of the Division, appoint Regional News Representatives.

PROPOSED CHANGE TO SECTION 7 (change is italicized and in bold print):

Section 7. The Secretary/Editor shall normally be appointed for three years by the Division Chair and approved by the Executive Committee. The Secretary/Editor shall keep a record of the Division’s Annual Business Meeting and shall serve as editor of the Division Newsletter. The Secretary/Editor shall, with the approval of the Executive Committee of the Division, appoint Regional News Representatives.

PROPOSED ADDITION TO ARTICLE IV:

Section 10. The Historian shall normally be appointed for two years by the Division Chair and approved by the Executive Committee. The Historian shall gather, record, maintain, and interpret information related to the past and present development of the Division.

Section 11. The Executive Committee of the Division, by two-thirds vote of all of its members, may remove any officer from office if deemed by them to be in the best interests of the Division.

Section 12. The Consultant-in-Residence shall normally be appointed for two years by the Division Chair and approved by the Executive Committee. The Consultant-in-Residence should be recognized as an outstanding member representing the larger consulting community and shall assist the Division in focusing research on the practice of consulting and reporting it in a functional way.

RE Article V: Election of Officers

RE SECTION 2 - CURRENTLY STATED AS:

Section 2. The Nominating Committee shall annually, and prior to the month of April, solicit by mail, or publication in the Division Newsletter, write-in nominations for Program-Chair Elect and Representatives-at-Large. The Nominating Committee will review nominations submitted by the membership and other candidates of their choice. A slate of candidates (no fewer than two candidates for the position of Program Chair-Elect and two candidates for each Representative-at-Large position) shall be presented to the membership for mail balloting. Those individuals receiving the most votes shall be duly elected.

PROPOSED CHANGE TO SECTION 2 (change is italicized and in bold print):

Section 2. The Nominating Committee shall annually, and prior to the month of April, solicit by mail, or publication in the Division Newsletter, write-in nominations for Program-Chair Elect and Representatives-at-Large. The Nominating Committee will review nominations submitted by the membership and other candidates of their choice. A slate of candidates with no fewer than two candidates for the position of Program Chair-Elect and two candidates for each Representative-at-Large position (two Representatives-at-Large shall be from North America, and one each shall be from Europe, Asia, Australia/New Zealand/non-continental Asia, South America and Africa) shall be presented to the membership for mail balloting. Those individuals receiving the most votes shall be duly elected.

(continued, Article V, Section 2)
RE SECTION 4 - CURRENTLY STATED AS:

Section 4. The Program Chair-Elect will normally accede through the hierarchy of offices (i.e., to Program Chair, Division Chair-Elect, Division Chair, Immediate Past Division Chair). That is, the Program Chair-Elect shall become the Program Chair during the year following his/her election. The Program Chair will accede to the Division Chair-Elect position. The Division Chair-Elect will accede to the Division Chair position. And, the Division Chair will accede to the Immediate Past Division Chair position.

PROPOSED CHANGE TO SECTION 4 (change is italicized and in bold print):

Section 4. The Program Chair-Elect will normally accede through the hierarchy of offices (i.e., to Program Chair, Division Chair-Elect, Division Chair, Immediate Past Division Chair). That is, the Program Chair-Elect shall become the Program Chair during the year following his/her election. The Program Chair will accede to the Division Chair-Elect position. The Division Chair-Elect will accede to the Division Chair position. And, the Division Chair will accede to the Immediate Past Division Chair position. The Executive Committee of the Division shall review the performance of the Program Chair-Elect, Program Chair, and Division Chair Elect before they automatically accede to the next office to determine if there is any reason to question the normal accession of these officers.

RE SECTION 5 - CURRENTLY STATED AS:

Section 5. The four Representatives-at-Large shall normally serve two year terms. The terms of the four representatives shall be staggered two-year terms so that each year two Representatives-at-Large are elected. The Representatives-at-Large cannot be nominated for consecutive terms.

PROPOSED CHANGE TO SECTION 5 (change is italicized and in bold print):

Section 5. The seven Representatives-at-Large shall normally serve two year terms. The terms of the seven representatives shall be staggered two-year terms so that each year three or four Representatives-at-Large are elected. The Representatives-at-Large cannot be nominated for consecutive terms. The Division Chair may appoint the first round for one or two years appropriately to fill the requirements.

RE Article VI: Committees

RE SECTION 4 - CURRENTLY STATED AS:

Section 4. The Program Evaluation Committee shall be...

PROPOSED CHANGE TO SECTION 4 (change is italicized and in bold print):

Due to the addition of a new section proposed to be added between Sections 3 and 4, "Section 4" would be renumbered "Section 5." Text remains unchanged.

PROPOSED ADDITION TO ARTICLE VI:

PROPOSED NEW SECTION 4 TO READ:

Section 4. The membership of the Strategic Planning Committee shall consist of all past Chairs of the Division. The initial Chair of the Strategic Planning Committee shall be the Division Founder, with each year’s subsequent Chair selected by the Past Chairs who are present at the annual Strategic Planning Committee meeting.

RE SECTION 5:

Section 5. Membership on each ad hoc committee...

PROPOSED CHANGE TO SECTION 5 (change is italicized and in bold print):

“Section 5." to now be referred to as “Section 6." Text remains unchanged.

RE SECTION 6:

Section 6. All committees shall be coordinated by...

PROPOSED CHANGE TO SECTION 6 (change is italicized and in bold print):

“Section 6." to now be referred to as “Section 7." Text remains unchanged.
Executive Committee

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A Book Review
Developing a Consulting Practice,
Robert O. Metzger,

Reviewed by Teresa Joyce Covin,
Associate Professor of Management
and Entrepreneurship, Kennesaw
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30061.

Robert Metzger's new book,
Developing a Consulting Practice,
provides an excellent overview of
key issues for consideration by both
beginning and experienced
management consultants. People
who have attended the workshops
conducted by Bob at the Academy
Meetings over the past several years
may recognize some of the material
covered, but will appreciate the
added detail and practical examples.

Although the book is written
primarily for the scholar-consultant,
anyone considering consulting as a
career move will benefit from the
advice provided. Bob begins with a
discussion of principal skills needed
by effective consultants and
highlights dangerous assumptions
that academic consultants often
make. These assumptions include:
the client will beat a path to your
doors just because of what you know
as a leading expert in your field; the
skills required to become a
successful management consultant
are the same as those of successful
executives; and all you need to know
and bring to your client is your
expertise in the field.

Nearly half of the book is devoted to
developing and selling services to
clients—an area in which academic
consultants typically have limited
experience and expertise. The core of
the book is a discussion of direct and

Continued on page 7
Invite a Colleague to 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 bridging theory and research into practice is most timely and necessary in addressing whole systems where it continues to provide leadership and direction through redesign.

- The Division recognizes its “roots” by rewarding past leaders through the Robert Wright Founder’s Award and through the William Jerome Arnold Meritorious Paper Awards for exceptional theory, research and practice.

Invite a colleague to become a member, pass this form along and suggest they send it in and join today!

Start/Renew Your Membership Today

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 P.O. Box 209 Ada, OH, 45810

Name: ____________________________

Address: ____________________________

City/State/Zip: ____________________________

Phone: (_____) ____________________________

Send $5.00 with this form if this is an additional division beyond the two that come with the Academy of Management membership.
Managerial Consultation Division Newsletter

sponsored by:

University of Miami
School of Business Administration

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