MANAGERIAL CONSULTATION
CONSULTING PRACTICE COMMUNIQUÉ

Volume 21 Issue 4

June 1994

EMERITUS STATUS AWARDED TO BOB METZGER

Recently, the Executive Committee of Managerial Consultation chose to make an opportunity to recognize Dr. Robert O. Metzger's long and faithful service to the division in two ways. First, they created the position of CONSULTANT-IN-RESIDENCE on the Executive Committee of the Division and appointed Bob to hold this position. Second, they extended his membership in the Academy for two years and awarded him Emeritus Status in the Academy of Management.

For several years, Bob has led the pre and post workshop sessions on starting your own consulting practice. In 1993, Sage Publications published his latest book: Developing a Consulting Practice, reviewed in our January issue of the Consulting Practice Communique. In the fall of 1992, Bob suffered a stroke and has not been able to attend the annual meetings and do his workshop. His support of the profession continues. He is anxious to keep up the communications. Please contact him at 2190 Denio Drive, Reno, NV 89509 (1-702-829-2523 PH & FAX).

LEADERSHIP LEARNING:
RE-ENGINEERING FOR REDESIGN
by: Marilyn Harris, Division Chair

This has been a great year for change and growth in the Division. We were very successful and managed to vote in some key constitutional changes. Marilyn sends her thanks to each and every member for your participation, ideas, and for communicating and responding. Pick up your copy of the new constitution at the Division's Dallas business meeting.

Bravely starting out to re-engineer the Managerial Consultation Division last summer was the beginning of learning. A risk-intensive task for a strong executive committee that is essentially volunteer and part time, squeezing Academy of Management efforts into an already heavy academic load as most business schools are busy changing too. In retrospect, the major learning was that to go BEYOND '94 we must go beyond re-engineering to redesign. We found it necessary to go beyond the fundamental rethinking and radical re-design of business processes to dramatically and critically improve our current concepts of performance. In reengineering, we found it necessary to specifically and simultaneously consider the redesign of Divisional structure, process and function (output). Focusing on the output led us to aligning the structure and the work process it was to accomplish. Although there were some growing pains, the executive committee were able to accomplish much more functioning as a team.

In accomplishing the redesign, a most important "relearning" was the importance of communication and networking to get work done. The Executive Committee stayed in touch through calling and FAXing each other on an as-needed basis, but more formally through the Executive Committee Communication Link (ECCL), initiated by the Chair. The ECCL had two components which aided busy members in following up and keeping in touch: information and action.

Realigning our resources, both old and new, developed many new innovative outreachs which we continue to work on. Among them is trying to get a consulting journal off the ground through planning and leadership. We also attracted an energetic new Editor for the Consulting Practice Communique, who promptly developed a collaborative grant proposal for a joint conference with the Organizational Communication and Information Systems Division to examine design options for on-line user-friendly diagnostic access to applied management expertise. All of this is in process as we continue with the regular work of the Division, preparing for another outstanding National Academy conference program in Dallas this August.

MANAGERIAL CONSULTATION DIVISION CELEBRATES IN DALLAS

Members and friends of the Division will celebrate the progress of Managerial Consultation Division during the last year. Kurt Lewin said we most often fail to recognize the importance of the third phase of change: REFREEZING, and don't stabilize progress and salient points made before we move on. The light supper planned for Sunday night, August 14th, at 7:30 P.M., in the Madrid Room, is our time to celebrate the events from all our efforts in the past year. This dinner follows the All Academy Reception. Come celebrate with us, stabilize our progress as we move BEYOND '94. Make your reservations using the form on the last page. ADVANCE RESERVATIONS ARE REQUIRED!
MANAGERIAL CONSULTATION PROGRAM FOR THE ACADEMY MEETINGS August 13-17, 1994

SATURDAY 13 August

Session P45: 8-12 noon, Cardinal B room
Publishing Opportunities Through Consulting
Coordinator: Craig Lundberg

Session P24: 1:00-5:00 pm
Case Critique Colloquium
Coordinator: William Naumes
(Joint with BP&S)

SUNDAY 14 August

Session P91: 8-12 noon, Topaz room
Teaching Consulting Skills
Pre-registration requested
Coordinator: Alan C. Filey

Session P92: 8-12 noon, Cooper
International Consulting
Coordinator: Peter Sorensen

Session P93: 7:30-9:30 pm, Madrid room
MANAGERIAL CONSULTATION DINNER
Advanced Registration Required
Presiding: Marilyn Harris

MONDAY 15 August

Session M74: 8:30-8:45 am, Topaz room
Welcoming Session
Co-chairs: Marilyn Harris & David Jamieson

Session M75, 8:45-10:20am, Topaz room
Creating & Sustaining Change
Chairperson: Thomas G. Cummings

Readiness Creating Practices of Business
Turnaround Change Agents: An Empirical Assessment
Achilles Armenakis & William Fredenberger

The Implementation Game: Effective Implementation of Comprehensive Innovations
Willem J. Vrakkingt,

An Evaluation of the Prerequisites Necessary to Sustain Cross-Functional Integration: A Case-Studies Approach
Charles R. Emery

Management Consulting in the Schools: A System-Wide Intervention Approach
Anthony Buono, Aaron Nurick & Alan Hoffman

Discussants: Dianna Old & Reuben Harris

Session M76, 10:25-12:00am, Topaz room
Contemporary Perspectives on Consulting Roles
Chairperson: Terry R. Armstrong

Reframing the Consultant's Role to Reduce Barriers to Understanding
David Boje, Judith White & Terance J. Wolfe

The Impact of Third Parties on Strategic Decision-Making: Roles, Timing and Organizational Outcomes
Todd Saxton

'Pessimistic' Decision Makers and 'Optimistic' Consultants: Should we Revise Our Beliefs about Upper Management Decisions?
John Landry

Games Consultants Play
Craig C. Lundberg

Discussants: Marilyn Robey & Kurt Motamedi

Session M77, 1:30-3:00pm, Topaz room
SYMPOSIUM: Ethical Consulting: A Dialogue
Convenors: Ian Mitroff & Kurt Motamedi

Session M78, 3:00-4:45pm, Topaz room
SYMPOSIUM: - Building Bridges and Forging Linkages Between Academe and the Management Consulting World: A Panel Discussion
Moderator: James H. Kennedy
Panel Members: Marilyn Harris, Gerald Hoag, ...Larry Greiner, Edward Stone, Ben DiSylvester ...& William Werther

Session M79, 5:30-6:00pm, Topaz room
BUSINESS MEETING
Chairperson: Marilyn Harris

Session M80, 6:00-7:00pm, Topaz room
SOCIAL HOUR
Chairperson: Marilyn Harris

TUESDAY 16 August

SPECIAL SESSIONS
Session T66, 8:00-9:30am, Topaz room
Reengineering in the 90's, Reducing Barriers to Understanding
Distinguished Speaker: James Chumpy
Chairperson: David Jamieson
TUESDAY 16 August, Continued

DISTINGUISHED POSTER PAPER SESSIONS
9:15-10:15am, Chantilly Ballroom

- Re-engineering, Total Quality Management and Socio-Technical Systems Approaches to Organizational Change: Towards an Eclectic Approach
  Rami Shani

- Leadership Style and Post-Merger Satisfaction: Empirical Evidence and Suggestions for Management Consultants
  Teresa J. Covin, Thomas A. Kolenko, Kevin S. Sighter & R. Keith Sightler

- Self-Managed Work Teams: A Conceptual Model for Practice and Research
  Jack McCourty & Kenneth De Meuse

WEDNESDAY 17 August

8:00-12:00am, Chantilly Ballroom
All-Convention Opportunities to Meet Officers
Secretary-Treasurer: Ken Cooper
Director of Membership: William J. Heisler, Director of Placement: McRae C. Banks
Publisher Relations & Exhibits: Kenneth Thompson
International Programs Committee Chairperson: Carolyn R. Dexter (Chantilly Ballroom Foyer)

10:00-12:am, Fleur-de-Lis room B
Meeting of Incoming Division/Interest Group Chairs
Presiding: Michael Hitt, Stephen Havlovic & Dorothy Perin Moore

Sessions W1, W35, 8:00-10:00am, Grand Ballroom
D&E. JOINT SHOWCASE SYMPOSIUM (IM, MC & ODC). Change Centers And Action Research: Examining Designs and Outcomes
Chairperson: Rupert F. Chisholm, Jr.

- Developing a National Approach to Action Research: The Finnish Experience
  Timo Kauppinen

- The Role of Action-Research Centers in the Generation of Knowledge About Large-Scale Change: The Case of the Center for Effective Organizations

Susan A. Mohrman & Susan G. Cohen
From Local Development to Institutional Change: The Case of the Norwegian Work Life Center (SBA) 1988-93
Thoralf Ulrik Qvale

Organizing for Grassroots Action Research and Change: The Highlander Research and Education Center Experience
Janice Sessions

Session W2, 10:15-12:15am, Grand Ballroom D&E. JOINT SHOWCASE SYMPOSIUM. Guerrillas in our Midst: Furthering Gender Equity in Organizations
Chairpersons: Lotte Ballyn & Deborah Kolb

- Resistance: Heat it Up, Don't Cool it Out.
  Leslie Perlow

- Tempered Radicals and the Politics of Ambivalence and Change
  Debra Meyerson

- Passion with an Umbrella: Grassroots Activists Inside Organizations
  Maureen Scully & Amy Segal

Discussants: Joanne Martin & Edgar H. Schein

Session W3, 1:00-4:00pm, Ming room
Workshop: Divisional Information Networks
Coordinator: William H. Starbuck

Session W36, 8:30:9:30 am, Topaz room
Contemporary Issues for Management Consulting Firms
Chairperson: Robert Canady

Management Consulting Organizations
James Christiansen

Developing an International Presence: Key Issues for Management Consulting Firms
Fleming Poufelt, Adrian Payne & Penne Frow

A Further Refinement of the Consultation Selection Model: Accounting for Commitment, Tension, and Decisional Deprivation in Consulting Organizations
Robert Crabtree & Eugene Gomolka

Discussant: Larry E. Greiner
WHAT MAKES CONSULTANCY WORK?

by - Kamil Kellner

In a growing and increasingly complex market, both clients and consultants are raising questions about effectiveness and the value of consultancy. The question "What makes consultancy work?" brought 50 contributors and 350 delegates from UK, Europe, and USA to a weekend conference in January 1994 at South Bank University, London, to explore the demands and complexity of consulting.

The conference was intended to address the following key questions.
* Do we understand what makes good consultancy for the client and the consultant?
* How does the nature of the relationship between the client and the consultant bring about the process and outcome of the consultancy?
* What influences the choice of interventions by the consultant?
* What impact can these choices have on the development and capability of the client system?
* To what extent do the dynamics which lie beneath the surface, within and between individuals, groups and organizations, determine thinking and behavior that arise from the relationship.
* How does this impact on the ultimate purpose of the interventions for the client organization, and on its long-term performance?

The theme of the conference was the dynamics of the consulting process. The event was designed as a learning conference, and used a structure which involved five plenary sessions, three parallel sessions at which 42 papers were presented four facilitated learning review groups met. The conference started with a session on NEW PERSPECTIVES ON ORGANIZATIONS, and then mirrored the phases of the consulting task by use of series of inter-related sessions focusing on BUILDING THE CONTRACT, WORKING IN ORGANIZATIONS, CLOSURE AND IMPACT OF CONSULTANCY, and REVIEW AND APPLICATION.

The focus which emerged was to use insights from psychotherapy to complement logical-rational approaches to dealing with organizational change issues, particularly the transformational shifts required in many organizations. Psychotherapy, especially Gestalt and psychodynamic orientation, has conceptual and practical "tools" for helping clients to work through major changes in the context of a relationship with the therapist.

Psychoanalytic and open systems theory formed a large proportion of the presentations. From this perspective, the consultants' attention to task and (conscious) process needs to be supplemented with understanding of and sensitivity to the unconscious understanding of the client system than the classical OD aspects of organizational life. This offers a richer perspective (and both challenges and supplements the views expressed in the special issue of the Communiqué in December 1993).

Many papers demonstrated that the consultant's job is to understand and work with both conscious and unconscious communication from the client throughout the entry, contracting, diagnosis, intervention and termination phases of the consulting relationship. The unconscious internal world of the client system could be understood through the process of transference and countertransference if the consultant was sufficiently "tuned in". The success of the work depended on surfacing the unconscious aspects (which could have been denied or even have been contrary to the "objective reality") and enabling the client to integrate them into their understanding of the situation. This richer understanding of the present was seen as creating the potential for significant transformational change.

The proceedings of the conference have been published as a 600 page book and are available for 30 pounds UK, or $50.00 US (including postage) from June Kelly, South Bank University, 103 Borough Rd., London SE1 OAA, Tel: 71-815-8202 or FAX 71-815-8280.

ANOTHER PURPOSE FOR THE COMMUNIQUÉ: A Special Call for Case-Vignettes!

by: Ian Miners, Communiqué Editor

The Executive committee has begun discussing ways to use the Consulting Practice Communiqué to extend and assess practical knowledge of management applications. We are open to any suggestions and ideas you would like to share. The concept now emerging is to include a small number of vignettes in each issue, each describing and drawing the key lesson from a real-world management scenario. The Consulting Practice Communiqué, which reaches members of our division several times a year, offers a unique means to assess the utility and generalizability of lessons in each vignette against reactions from a sizeable body of subject matter experts. Survey results and open-ended comments will be requested and published in the next issue. As the collection of vignettes and response grows, an ordered compilation of them all will evolve.

To make this work, we'll need both response from the membership and the vignettes themselves. We invite you to submit vignettes for publication review by an ad-hoc editorial review board. Vignettes should be typed, no more than three pages long, and double-spaced. Cite any documented research evidence (such as a consulting report or journal article), and tell us how to get a copy, but don't report its detail. Instead, 1. describe the situation, 2. tell what was done, 3. say what barriers were encountered, 4. explain how they were addressed, 5. describe the logic of your analysis, and 6. tell us what the outcome was, and 7. in "bullet" format at
the end, a) identify the lesson, b) name symptoms of situations to which the method would apply, c) name any important contra-indications, and d) name the key points to manage during implementation. We will ask readers to rate the utility of the lesson in your vignette, for both practice and teaching; and also to send comments. Please be concisely informative but entertaining.

Send case vignettes and responses to:
Dr. Ian Miners, University of New Mexico, Albuquerque NM 87131.

A CHALLENGE FROM THE CHAIR ELECT
by Bill Werther, Chair Elect

The team headed by Marilyn Harris this past year has done much to re-engineer our Divisional structure and process. The momentum that has been building is precious. We need to nurture and grow it. Your active involvement will be critical. Looking forward to the 1994-1995 year, our foundation is now stronger and our leadership is energetic. Three important initiatives face the Managerial Consultation Division: Membership, Involvement, and Internationalization.

The strength of the Division is in membership involvement. Plan to attend the annual meeting in Dallas; and the preconference workshops and business meeting. The final program for the annual meetings may still change slightly, but a current "draft" schedule of events with special relevance to Managerial Consultation is included in this issue of the Consulting Practice Communiqué.

Presenters and Session Chairs alike look forward to stimulating questions and insights, and the informality of the Division creates a welcoming atmosphere, both for members and those thinking about membership. The business meeting and light dinner are scheduled for 7:30 Sunday night in the Madrid room, and reservations can be made using the form on page 1. We look forward to meeting you.

The Division is reaching out for those interested in becoming active. If you have an idea for a symposium, paper, or preconference workshop for the meetings in Vancouver next summer, please share your ideas at the business meeting or with any member of the executive committee.

Bring a friend or colleague along, either to our regular sessions or the workshops or business meeting. We need to expand our membership, and one effective way to do that is to introduce potential members to others in the Division. The proposed constitutional changes for the Division encompass a broader, more international reach. Assuming approval by the Academy, the Managerial Consultation Division will be seeking representation of each of the six continents. If you or a member-colleague is interested in serving on the Executive Committee and representing the division outside of North America, please write or FAX me with a letter expressing your interest, and a resume or bio-sketch by August 1.

Bill Werther, Jr. Chair Elect
Managerial Consultation Division
Dept. of Management
School of Business
University of Miami
Coral Gables, Florida 33124
FAX: (305) 284-3655

See you in Dallas!

MC Division ELECTION RESULTS
By: Marilyn Harris

Thank you all for your support of the recent election. Our constitution required us to have 140 ballots returned, and ultimately 151 ballots were received and tallied by an independent third party. The results were reported to our Chairperson...Dr. Marilyn Harris, and then to the Academy President, Dr. Mary Ann Von Glinow and Chair Elect Dr. Bill Werther.

In summary, Bill Werther was confirmed overwhelmingly as Chair Elect. Teresa Covin of Kennesaw State College is the new program Chair Elect. Jeff Kerr of the University of Miami, and Joanne Preston of Pepperdine University are the two newly elected Representatives at Large. Congratulations to each of you and encouragement and thanks to Flemming Poufelt, Kurt Motamedi and Gaylord Reagan for their continuance in support of the division.

The decision was clearly to stick with the current name of the Division. Let's celebrate MANAGERIAL CONSULTATION and get many more members involved and benefiting from our mutual efforts.

FROM EUROPE TO US
Flemming Poufelt, Copenhagen Business School, who has been ex-officio on the MC Executive Committee the past five years representing Europe, will be visiting Stanford University from August 1994 to April 1995.

Flemming will be located at Scancor, which is the Scandinavian Consortium for Organizational Research. Professor James G. March is the Director of the Center. Flemming will work during his stay on a research project on "Managing Professional Service Firms", and also undertake research activities within consultancy. Hopefully members of the Division will take advantage of this opportunity to further strengthen ties to Europe.

Flemming can be reached at Scancor, Stanford, at Phone no. 415-723-7267, or by FAX 415-725-7395.

WHEN LYING SEEMS THE BEST OPTION???
by - Flemming Poufelt

This was not the general conclusion from The European Business Ethics Network Conference on The Use of Consultancy: Ethical demands and requirements held at the Norwegian School of Management in Oslo, September 15-17, 1993.
However, it was the title and the subject of a presentation based on an actual case, in which it was discussed whether the circumstances of the case could make lying morally justifiable as the best means to reach the objective of the consultancy service in question. Even though it was argued that it was possible to find some support in moral philosophies for the solution, it was also shown that no ethical theory can provide enough support to definitely justify the action taken in the case, so that our personal judgement is critical. This judgement can be better founded and understood if it can be evaluated against an ethical framework.

Among other issues highlighted at the conference was The Dynamics of Ethics in the Consulting Process, with a specific focus on a number of dilemmas the consultant typically is being exposed to such as the client's interests vs. the consultant's professional ambitions, and facts versus feelings. An important issue as a part of the process perspective was also Ethics and Interventions. Because value added consultancy is a joint process involving both the consultant's and the client's focus on consulting ethics, it also involves Client Ethics. Among the issues presented and discussed in this area were the purchase of consulting services, motives for applying consultants, and political issues and power play during the process.

In addition to "head-on consulting issues" the general topic of Teaching Business Ethics in Companies and Business Schools was on the conference agenda.

Approximately 150 participants from various countries representing the academic life, the consulting reality and the corporate world did have three intensive and enjoyable days in Oslo. We explored, we debated, and we continued the search for a better grip and understanding of the heart of professional consulting, namely the ethical platform. On the one hand, this is extremely simple, and on the other very complex. This duality characterizes the real challenge in professional consulting.

The conference proceedings will be published and available shortly.

REDUCING BARRIERS TO UNDERSTANDING:
The Managerial Consultation Division Program
By - David Jamieson, Program Chair

The Academy of Management Annual Meeting will run August 12-17, 1994 in Dallas at the Loews Anatole Hotel. We have an outstanding program assembled for our limited program time. The number of symposia and papers MC is allowed to accept is determined by the number of submissions we received. This year we received an increased number of both symposia and papers, so we were able to accept 11 papers, 3 distinguished poster papers, and 3 symposia. In addition, James Champy of Reengineering fame is our invited speaker on Tuesday morning.

Thanks to Terry Armstrong's efforts we also have a good showing in preconference workshops. Topics include: The Joint Case Colloquium (Chaired by Bill Naumes), Publishing Opportunities Through Consulting (Coordinated by Craig Lundberg), Teaching Consulting Skills (Coordinated by Alan Filley), and International Consulting (Coordinated by Peter Sorensen).

In the main program we have a session on "Creating and Sustaining Change" (Chaired by Tom Cummings), with papers and discussants from both academia and field practice (Reuben Harris and Diana Old). Another paper session with four papers is focused on "Contemporary Perspectives on Consulting Roles". This session will be chaired by Terry Armstrong, and also includes an academic/practitioner duo as discussants (Kurt Motamed and Marilyn Robey). This session also features the paper selected for publication in the Academy of Management Proceedings "Reframing the Consultant's Role" by Roje, White, and Wolfe. The final paper session contains 3 papers on "Contemporary Issues for Management Consulting Firms". Bob Canady will Chair and Larry Greiner will provide commentary.

One of our joint symposia (with ODC & IM) was selected as a Showcase Session. Rupe Chisholm will chair an outstanding panel on "Change Centers and Action Research: Examining Designs and Outcomes". The other symposia which we are sponsoring are each innovative in design. The first, entitled "Ethical Consulting: A Dialogue" is intended to be a high involvement exploration with lan Mitroff and Kurt Motamed serving as Conveners. Following that symposium, James Kennedy will moderate a mixed panel of academics and management consultants on "Building Bridges and Forging Linkages Between Academia and the Management Consulting World".

We also have three intriguing papers in our distinguished poster session comparing: reengineering, TQM and STS approaches, Leadership and Post-Merger Satisfaction, and Self-Managed Work Teams.

Finally, James Champy, our invited speaker, will address what will surely be as large audience on Tuesday morning (8:00-9:30). Mr Champy will speak on Reengineering in the 90's. He is Chairman of CSX Index Inc., and co-author of the best-selling Reengineering the Corporation: A Manifesto for Business Revolution.

There have been many delays this year due to the use of new software for the whole Academy program. With much labor and patience, Rick Mowday was able to pull it together. Sorry for the delays in notifications.

In regard to our own internal process, this year we created a new high quality reviewer panel that met their challenge with flying colors. Many thanks to: James Carroll, Robert Brockhaus, Dawn Harris, Alan Randolph, Joe Weiss, Robert Wright, Shelley Robbins,
Drea Zigaim, Josephine Kelsey, Marilyn Harris, William Werther, Gene Gomolka, Terry Armstrong, Priscilla Lisieich, Nancy Chersy, Joanne Preston, Jeff Kerr, Michael Moore, and Mike Bebb.

Please join us for the Business Meeting and social Monday night, and for the Division dinner on Sunday night. I look forward to seeing you in Dallas.

**EXECUTIVE COMMITTEE**

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**RESERVATION FORM FOR MANAGERIAL CONSULTATION DIVISION**

**SUNDAY NIGHT LIGHT SUPPER, 8/14/1994**

(AT DALLAS ACADEMY OF MANAGEMENT)

IMMEDIATELY AFTER THE ALL ACADEMY RECEPTION)

Name: __________________________________________
Address: ________________________________________

Phone: ____________ FAX ____________ Number of Reservations ____ Amount ($20 each) ______

Additional Reservations in the names of:

________________________________________________________________________

________________________________________________________________________

________________________________________________________________________

Send checks to: Terry Armstrong, University of West Florida, College of Business, Pensacola, FL 32514.