The Division’s Program for 1995  
(Submission Rose Sharply)

By Terry R. Armstrong, 1995 Program Chair

The 1995 program is shaping up even as I sit at my computer composing this piece for the Communiqué. Having read the submitted papers and symposium proposals, I am convinced we will have an excellent program. This year we received twenty-nine papers and fourteen symposium proposals which have been sent to the forty-three reviewers. Hopefully, the review process will be nearly complete by the time you receive the communiqué. I was particularly pleased to receive forty-nine submissions. In accordance with an All-Academy directive from the Board, the review panel has been expanded to include wide member participation. As the program develops, an effort to include as many division members as possible will be continued.

Teresa Covin has put together excellent pre and post conference sessions. These include:

♦ William Naumes, “Case Critique Colloquium”
♦ Charles W. Nelson, “Developing Leadership Patterns to Improve the Quality of Life and Product”
♦ Teresa Covin, “Providing Educational Consulting Services to Corporate Management Development Customers”
♦ Peter Sorensen, “International Consulting in the 21st Century”
♦ Walt Wheatley, “Building a Consulting Practice”
♦ David Jamieson, “Consultation Clinic”

During the 1995 Conference the division will co-sponsor and participate in a special pre-conference event, called the New All-Academy Doctoral Student Consortium (ADSC). This is an effort to get doctoral students interested in our division and begin research on managerial consultation. Our division Chair, William B. Werther, will represent the division at the session.

I would like to thank all those who volunteered to review papers. Without their help and timely response, developing a quality program would be impossible. Bill Werther was also very helpful and without his outstanding effort at getting out the call for papers, I seriously doubt we would have received so many submissions. Flemming Poulfelt’s effort at recruiting submissions from international members and Jim Kennedy’s notices in Consultant’s News resulted in a number of inquiries about the division and some fine submissions. Teresa Covin also did an excellent job in developing the pre and post conference program.

Although we are still in the early stages of planning I have learned two valuable lessons.

I. It takes lots of help from many of the division’s members to put a program together.
II. It is important to start working on the 1996 program right now!

I know it may seem a bit premature to be thinking about the 1996 Program in Cincinnati. We don’t even know what the theme of that conference will be. However, it is important to begin thinking about what you want to submit and to begin your research immediately. If you think you would like to submit a paper for 1996 or want to create an exciting pre or post conference activity in 1996, begin working on it now.

The 1995 program in Vancouver will be exciting. I don’t know what the program will finally look like, but from reading the submissions, I can tell you the division will have a great program. We have many excellent submissions this year and I believe the very best ones will emerge from the review process.

Thank you for your submissions and your help.  
Terry R. Armstrong, 1995 Program Chair.

Building a European Network

By Flemming Poulfelt

During the last couple of years the number of contributions from Europe has increased noticeably within the Managerial Consultation Division, making a real difference to the effort of the Division to internationalize our program. The deadline for submitting papers and symposium proposals for this year’s Academy Meetings has passed. But I still urge both current and potential European members to reflect on how to contribute to the upcoming program in August in Vancouver,
as well as on possible contributions to next year's program. The perspective is that combining our European thoughts and efforts on consultation research will add value to the profile of the Division and ourselves.

Active participation in the Managerial Consultation Division can also serve as a vehicle for further developing a European Network on consulting research and teaching. In such a network setting, we could share experiences about specific research activities undertaken on national levels as well as on international levels. Potential research ideas could be tested. Joint projects could be formed. New Articles and publications within the consulting area could be shared. And we might even think about organizing a European conference on Consulting Modes in Year 2002.

Those who have an interest in such a network should contact Flemming Poulsen (usually at Copenhagen Business School, Denmark, present at Stanford University). The address is:

Flemming Poulsen  
Scancer  
CERAS Bldg. 509  
Stanford University  
Stanford, CA 94305-3084

Tel: 1-415-723-7267  
FAX 1-415-725-7395

I am looking forward to hearing from you.

Where to From Here? Nominations and Internationalization of MC

By Bill Werther, Division Chair

As you read this, Terry Armstrong (Program Chair) and the program committee will be making the final decisions for the Vancouver meetings, including the pre-conference activities being coordinated by Teresa Covin (Program Chair Elect). To those who submitted a paper or proposal for the 1995 program, your support of the Managerial Consultation Division is much appreciated.

The membership of Managerial Consultation Division, along with the Academy of Management, has largely been composed of academic members from North America. As the Academy and the Division move forward, there appears to be a need for greater sensitivity to international aspects of management, particularly as regional, hemispheric, and global trade barriers fall. The lowering of international trade barriers and the ongoing globalization of business suggest a strong need for the Managerial Consultation Division to expand its horizons by becoming increasingly international in its scope and membership. Between now and the meetings this August, the membership committee of Jeff Kerr (University of Miami) and Walt Wheatley (University of West Florida) will be writing you to solicit your assistance in expanding our membership. When they do, please give consideration to both North American and overseas colleagues who might benefit from membership.

Between now and the annual meeting we need to hold elections. Last year's program chair, Dave Jameison, will become Division Chair; Terry Armstrong will become Division Chair elect, and Teresa Covin will become 1996 Program Chair. Ian Minerals will remain as Division Secretary and Newsletter Editor, serving the second of his three year appointment. In the upcoming elections we will need to decide a program-chair elect and fill the representative-at-large positions. Any member of the Academy of Management who has selected the Managerial Consultation Division is eligible. The only other condition of service on the board is attendance at the annually meeting this August 6-9, 1995, in Vancouver. As provided for in the Constitution, the Nominating Committee consists of the Division Chair (Bill Werther), Division Chair Elect (Dave Jameison), Program Chair (Terry Armstrong), Immediate Past Division Chair (Marilyn Harris), and a Representative-at-Large (Jeff Kerr) selected by the Division Chair. To add balance and breadth to the Executive Committee, international members and full-time practitioners are strongly encouraged to submit nominations to me (or other members of the nominating committee) along with a brief, narrative bio-sketch; mailing address; telephone/fax/internet numbers by February 28, 1995. (Fax number: 001-305-284-3655; Address: 414 Jenkins Bldg., U. of Miami, Coral Gables, Fl 33124, U.S.A.).

At the annual meeting in Vancouver, we will continue a "tradition" started by Marilyn Harris by having our second, annual no-host Divisional dinner. Details will follow in the next Communiqué.

In an effort to expand the scope of the Communiqué, please feel free to write Ian Minerals or myself with your suggestions for the Division, questions about consulting issues, or the submission of short pieces or observations you would like to share with the membership. The Communiqué is the one vehicle within the Division through which we can maintain contact and share ideas or information. In coming issues, we hope to expand the Communiqué to make it more useful and more user-friendly.
3 Consulting Practice Communiqué

Finally, how can the division better serve your needs? Your ideas about the Communiqué, future annual programs, and other activities of the Division are eagerly sought.

Pre- and Post-Conference Activities in Vancouver

By Teresa Covin

The Managerial Consultation Division will sponsor three pre-conference workshops and one post-conference workshop at this year's annual meetings.

Two sessions are scheduled for Saturday, August 5. Terry Armstrong and Walt Wheatley will present a Saturday morning workshop on building a consulting practice. This workshop will be held from 10:00am to 12:00pm. Professor William Naumes will lead a Case Critique Colloquium on Saturday afternoon from 1:00-5:00pm. The session will involve a critique of four case studies in various stages of development to demonstrate in a practical, hands-on manner, how to develop case studies for use in the classroom as well as for publishing purposes. The Case Critique Colloquium will be jointly sponsored with the Business Policy and Strategy Division.

Peter Sorensen will lead a session entitled "International Consulting in the Twenty-First Century" on Sunday morning from 9:00am to 12:00pm. This session will feature a panel discussion focusing on the implications of national cultural values on consultant effectiveness. The post-conference session, co-sponsored with the Management Education and Development Division, will feature a panel discussion on providing educational consulting services to corporate management development customers. This session will be held on Wednesday, August 9, from 1:00-3:00pm.

For more information on the above sessions please contact the following:

Building a Consulting Practice:
Terry Armstrong (904) 474-2475

Case Critique Colloquium:
William Naumes (603) 862-2618

International Consulting in the Twenty-First Century
Peter Sorensen (708) 960-1126

Providing Educational Consulting Services to
Corporate Management Development
Teresa Covin (404) 423-6406

Ongoing Request for Case Vignettes

By Ian A. Miners, Division Secretary & Editor

Quite a number of us have had the privilege of learning from successes and mistakes in the field. Both have value, and most such learning experiences go undocumented in the literature. The time required to formally document such experiences and prepare them for journal submission often prohibits involvement by field consultants and practical scholars, and many academic scholars with time to work on journal articles often lack the organizational access which leads to such intensive lessons. One goal newly adopted for the Communiqué is to solicit and to begin sharing these anecdotes, communicating and compiling their lessons in a format which allows non-academic as well as academic contributors to participate. The key is brevity. Our mandate as a newsletter does not permit publication of a long case. But the most compelling lessons can probably be captured in a couple of typed pages. Try to distill the essence of what happened and what was learned. Send us a parable based on real-world experience.

If you have an interesting consulting experience which may have value as either a teaching example or an innovative practical experiment, think about writing it up and sending it in to the Consulting Practice Communiqué. The format should be comparable to the case vignette by Charles Nelson which begins on this page. Please draft it in about two to three pages (typed and double-spaced) and get it into a fair approximation to the format we are looking for. Final changes can be added during editorial composition of the newsletter, along with the request for reader feedback. The general structure of the case vignettes should present the situation, the intervention events, the results, an assessment of the results by the consultant and a summary of the lessons learned. You should feel free to amend this structure somewhat if your case vignette calls for a different model, but please recognize our space limitations, and please make it as a) interesting, b) concise, and c) practical as possible. All contributions to the newsletter should be submitted both on paper and on diskette if at all possible. I can read-in most word-processing formats but prefer WordPerfect, DOS or Microsoft Word files.

If you are interested in participating, or would like to bounce an idea off me before you begin writing it up for submission, please feel free to call. I am Ian Miners at 505-897-4442, or FAX 505-897-1783. I am also accessible on Internet at i miners@unmvma.unm.edu.
Transforming Leadership - Redefining a Teamster Union-Management Relationship

By Charles W. Nelson, Ph.D.

SITUATION. This was an extensive consultation experience that began in failure but ended in a dramatic and comprehensive reorganization of departmental role relationships within the existing structure. The first episode of activity and a summary of the overall project are presented here.

EPISODE 1

“Failure to Change Management’s Role Behavior”

The Vice President of Manufacturing and Transportation presented the problem of constantly increasing tonnage costs and the need to improve management effectiveness. Upon meeting with the Manager of Transportation whose background was in accounting, I found him open to surveying the staff leadership and conducting seminars on communication but unwilling to let the consultant work with the teamster union drivers. I gradually noticed that our evening dinner and seminar were more “food for thought” than action. During this period I heard the complaints of supervisors about drivers caught sleeping on the job. When they were awakened, the typical response was, “I’ve worked through lunch without a break. I’m tired and just beginning to get a little rest. Now it will take me twice as long to get back to sleep!”

Dispatchers got into physical conflict with drivers who did not conform to schedules. Maintenance complained that the drivers did not report needed maintenance on trucks and trailers until they broke down on the road, so preventive maintenance was not possible.

Consultants should listen to complaint as a human reaction to role conflicts but should observe the situation to modify the roles.

The Manager’s departmental meetings with his supervisors were more for informal luncheons or attending funerals than for guiding staff. That job was delegated to his two superintendents. Sitting in on planning meetings with the two superintendents I repeatedly noted that the Manager’s use of accounting was for complaints such as, “A year ago this same week our tonnage was much higher. Why?” The answer was usually the same. “We had a lot of water-melon and preloaded trailer drops.” I finally said, “No way can these fellows remember that week a year ago. We must find a way to use our records to set goals, not file blame.”

EPISODE 2.

“Switch Managers and Observe the Action”.

I suggested that we exchange the managers between Transportation and Warehousing as both were relatively familiar with each other’s area. The Warehouse Manager would be a better liaison with stores because he was a former store manager. The accounting background of the Transportation Manager would serve better with the inventory control of the warehouse. I also insisted on riding with the drivers to get a “grass roots” look at the operation and hear the drivers’ side of the situation.

The exchange not only gave me a more proactive manager to work with in changing the system but also allowed me to observe the action situation directly and obtain perspectives from both sides of the role interaction.

Several other episodes of activity followed. We built a database for reorganization, introduced a detailed system in which drivers’ logs were integrated with the computers and used to generate feedback, put the computer log program into action, and eventually changed the underlying concepts and roles for organizational leadership. Several positive effects developed.

EFFECTS. With the Drivers’ Logs providing data for the computer, proactive management was enhanced and used very effectively by the new manager.

1. Delays due to unkempt backrooms or store managers’ delays were billed to them.
2. Data was fed back for each type of merchandise alerting the warehouse to load the trailer.
3. Log records showed objective delivery expectations and allowed dispatchers to dial out time.
4. A driver who failed to deliver up to par was objectively noted over time and his supervisor was.
5. If a driver was asleep in his cab, his log either defended him or indicated that he was in violation.
6. Data on preventive maintenance improved greatly after the new manager set up the buddy-system on tractors so the drivers had a sense of ownership and a place to keep personal belongings.

Editorial Comment. In addition to the diagnostic listening process noted above, the success of this intervention seems to have been strongly affected by (a) establishing a relationship with the client which supported a flexible and open-ended opportunity to adapt as you went along, and (b) shifting the basis for action from unsupported argument and blaming to carefully documented fact. Thanks Charles, a fun case!
5 Consulting Practice Communiqué

Reader Feedback. Please FAX any comments to Ian A. Miners, Communiqué Editor at 505-897-1783, and they will be passed along to Dr. Nelson. The complete case is forthcoming in A Gist Systemic Approach to Organizational Development (A Consultant’s Guide to Proactive Leadership) by Charles W. Nelson, Ph.D. and will be available at the 1995 Academy of Management Meetings in Vancouver B.C. You may also write the author at 5930 S. Amo Court, Terre Haute, IN 47802.

From the Grapevine and the Pipeline
By Ian A. Miners, Communiqué Editor

◊ During the Dallas meetings the MC Division initiated a caucus session to discuss formation of a new journal directed toward the managerial consultation market. Alan Glassman (Cal State Northridge) opened with a history of Consultation and Journal of Management Inquiry, specifically noting the need to carefully define and creatively develop a viable market niche. A survey of our potential readership is under design, along with plans for more intensive exploratory discussion and planning.

◊ Jim Kennedy, one of the participants in the discussion about a new journal publishes an independent monthly newsletter on management consulting and has been doing so since 1970. It is worth a close look. Recent issues focused on consulting about the information superhighway, and consultant malpractice liability. The newsletter is called Consultants News, and is available from Kennedy Publications, Templeton Rd., Fitzwilliam, NH 03447. FAX 603-585-6401.

◊ The Executive Board of the Academy is presently considering the creation of a Practitioner Paper Award, presumably with support from industry. Criteria to be used in judging these papers would stress the value of content to practitioners, the readability for practitioners, and the nature and degree of practitioner collaboration in the research.

◊ A caucus session is being organized for the Vancouver meetings which will explore the potential merits and design of an on-line system to support managerial consultation and work. Such a system could include diagnostic consultation and query tools, direct integrated access to an evolving battery of consultation methods and tools, direct and integrated access to research evidence supporting and refining our use of such tools, a menuing system and user profiles to support ongoing use and help new users view problems from new perspectives, and a network providing direct access to personal support and technical advice from seasoned consultants. This may be a necessary step for the Academy to take as the rest of the world goes on-line.

◊ Plan now to attend the pre-conference informal dinner of the Managerial Consultation Division. It is an open event, an informal event, a time when people who have been working hard to support the Division and new members and their friends meet and relax together, and talk about whatever. A delightful time was had by all in the informal dinner at the Dallas meetings. More information on this will follow in our next newsletters.

◊ Watch for the Spring placement announcements. Anyone on the market needs to act on this soon. Also be warned that every candidate on the market is using the mass mailing capabilities of modern word processing so schools are being inundated with applications. Expect delays as schools sort through applications and work through their screening process. Schools are receiving 150 to 200 applications per opening.

Request for Newsletter Items.
The next issue of the Managerial Practice Communiqué is targeted to come out in March and will include our election materials for new officers in the Division. We’d like to have more Case Vignettes, similar in structure to the one above by Charles Nelson or the one by Teresa Covin in our last issue. We also would very much like some reader reaction to content and structure of the newsletter and some comment from the general membership of the Division on what the Division is doing or trying to do. Please send in articles, Notes to the Editor, etc. I have to reserve some editorial responsibility in the matter, but if a submission seems likely to be of interest to the Division and I can publish them, I will. Send your items to me on both paper and diskette at 9304 Clearwater St. NW, Albuquerque, NM, 87114, or send them via internet to iminers@unmvma.unm.edu.

Consultation MasterClasses Announced
From July 3 to 13 1995 in London England
A series of single-day MasterClasses in Organizational Consulting will offer a choice of 32 different subjects centered around core themes of novel thinking about organizations; contemporary change programs; types of consulting intervention; stages in the consultancy process; consulting practice management. The MasterClasses will be led by respected international consultants. Each class will be of a size to enable full participation of experienced internal and external consultants as well as change agents, managers and owners of consulting practices, and students of organizational change.

The event has been created by The Tavistock Institute and South Bank University, supported by Hedron Consulting Ltd. Each MasterClass is £190.00 if booked prior to May 1, 1995, £225.00 thereafter. For further information contact: Antoinette Dixon, South Bank University, 103 Borough Road, London SE1 0AA. Tel: +44 171 815 6908 Fax: +44 171 815 6999.
6 Managerial Consultation Division

Have you ever wished the MC Division Would Do Things Differently?
By Ian A. Miners, Division Secretary

If you've been around the field a few years and have been actively interested in making a difference, then at least some of the Division's activities or the Academy's activities may have made you uncomfortable. In fact, they may even have made you lose interest. The MC division is (or ought to be) the part of the Academy which does the best job at making AOM activities relevant to practitioners. If the Academy has something to say and to do in the world, then through consultation its members should be delivering that help. So...What do we need to do differently?

Of course, everyone who ever volunteered to serve in the leadership of the Academy probably wished to do a better job, to do more meaningful research, to become a better teacher or consultant, or just to make the academy an entity that matters. Nobody wants to invest that much time and effort just to have no effect. Naturally, those who came into the field before us and contributed are bound to feel a bit cautious letting others step in and carry the torch.

Right?
Well...Only partly right.
Current leadership is concerned with quality control, but the people I have talked to all listen very carefully and are receptive, even creative. Help is definitely valued! New ideas are actually listened to, especially if you are willing to do the work to make them become real.

If you'd like to make changes and get involved in Academy activities, including leadership of this Division, call one of the people in the box at the left. Let us know of your interest, and we will definitely find a way to help you contribute. I became actively involved only a year ago, and have been surprised at how open and receptive people have been. It definitely is not a closed club, although there is a great deal of real concern and mutual support among those already committed.

The most difficult barrier that is faced by those who are trying to help the Division grow and evolve (and presumably the rest of the AOM too) is lack of active participation by the membership. The AOM can be far more than a placement service and forum for airing research papers. It can be whatever we all decide to make of it. Reach out and touch one of those folks in the box at the left. Fill out the nomination form on the next page. PARTICIPATE!

NEW ADDRESS AND CONTACT INFORMATION FOR THE ACADEMY OF MANAGEMENT

THE Academy's headquarters has officially moved to its new location at Pace University, Briarcliff Manor, New York. The Academy's new address is:

Academy of Management Send E-Mail to any of us at...
Pace University AOM@ACADEMY.PACE.EDU
P.O. Box 3020 Phone: 914-923-2607
Briarcliff Manor, NY 10510-8020 FAX: 914-923-2617

Critical Contact Persons

Nancy Urbanowicz Executive Director
Terese Vivenzo Administrative Manager, Division
Liaison, Conference Registration, and Special Programs/Projects
Judith Juback Financial Manager,
Special Programs/Projects
Hope Tinsley Membership, Subscriptions, Orders

MC Division Executive Board


Teresa Covic, Program Chair Elect. Konneass State College, Dept. of Management & Entrepreneurship, Marietta, GA 30061. V.: 404-423-6400 FAX: 404-423-6589

Marlynn Harriss, Past Division Chair. Central Michigan University, 300 Riverfront Dr. Suite 402, Detroit, MI 48226-4517 V & FAX: 313-393-5163


Robert O. Metzger, Consultant In Residence. 2190 Denio Drive, Reno NV 89509.

Ian A. Miners, Division Secretary/Communications Editor. R. O. Anderson schools of Mgt. UNM, Albuquerque, NM 87131. V.: 505-897-4442 FAX: 505-897-1783.


Bill Wertheim, MC Division Chair. U. of Miami, School of Business Administration, 414 Jenkins Bldg., Coral Gables, FL 32514. V.: 305-284-5846 FAX: 305-284-3655.


Joe Weiss, Advisory Committee Member. Bentley College, 175 Forest St., Waltham, MA 02154. V.: 617-891-2215.

CALL FOR NOMINATIONS

The Nominating Committee needs your help in identifying talented and committed individuals for our Division. Self-nominations are acceptable and encouraged. Please submit your nominations for candidates by **February 27, 1995**.

NOMINATIONS FOR PROGRAM CHAIR-ELECT

Division by-laws state that the person who is elected to Program Chair-Elect follows a progression of being automatically nominated for Program Chair, the Division Chair-elect, and then Division Chair. This is to encourage continuity within the Division. Self-nominations for Program Chair-Elect are acceptable and encouraged.

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NOMINATIONS FOR EXECUTIVE COMMITTEE REPRESENTATIVES

Every year Executive Committee Representatives are elected to serve a two-year term. This year there are four (4) openings for representatives at large. Self-nominations for Executive Committee are acceptable and encouraged.

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On self-nominations, please include a 100 to 150 word biosketch. **It is urgent that we get your nominations as soon as you receive this.**

YOU ARE ENCOURAGED TO FAX THE COMPLETED FORM BACK

Please fax or mail this form to:

Bill Werther, Division Chair  
414 Jenkins Building  
University of Miami  
Coral Gables, Florida 33124  
FAX (305) 284-5846