CONSULTING PRACTICE COMMUNIQUÉ

Volume 22, Issue 4  Managerial Consultation Division  July 1995

ELECTION RESULTS  by Bill Werther
Congratulations also go to all those members who were willing to stand for election to Managerial Consultation Division office. Their involvement honors the Division.

The votes have been counted in our Divisional Election and Flemming Pouflett, of the Copenhagen Business School, became Program-Chair Elect. Congratulations, Flemming.

Elected as Representatives-at-Large to the MC Division Executive Committee were Tony Buono, Beverly Jones, Robert Metzger, Kurt Motamedi, and Walt Wheatley. Congratulations to each of you on your willingness to make a contribution to our favorite Division of the Academy.

Now might be a good time for those interested in becoming more involved with the Division to talk with incoming Division Chair, David Jamieson, at the meetings about your interests in getting involved, even standing for election next year.

4th Annual Case Critique Colloquium
by Bill Naumes
A jointly sponsored pre-conference session of the Business Strategy & Planning Division and Managerial Consultation Division will be held at the Annual Meetings, Saturday August 5, 1995, from 1:00 PM to 5:00 PM in Vancouver.

Introduction. We will have a session involving the critique of four (4) case studies in various stages of development to demonstrate in a practical, hands-on manner how to develop effective case studies for use in the classroom as well as for publication. Part of the presentation will include evaluation of a video-based case on a consulting experience.

This colloquium will assist attendees to better understand how case studies are reviewed by various audiences. Present and former editors of the Case Research Journal will critique the cases accepted for review at the session with a view towards gaining acceptance to this top-ranked case journal. They will explain the formal review process and criteria for publication in the CRJ as well as other journals, and will use the submitted cases to describe types of changes, issues, strengths and weaknesses often found.

In addition, noted authors who use cases in their texts will replicate their own decision processes when putting together the case lists for their texts. They will review the cases submitted for appropriateness for publication in texts and explain how they work with authors to bring cases to publication level.

The panel will also include noted case teachers, who will review the submitted case studies for applicability in the classroom in the context of effective class teaching techniques.

Audience. The Case Critique Colloquium is designed to assist faculty involved in all levels of case use and development. It will also assist teachers by describing how cases are selected and used effectively in classroom setting. All members of the panel have been using cases and teaching by the case method for many years. Their knowledge and experience in case pedagogy will be shared with participants through the critique of cases submitted. The session will also explore the preparation, development, and writing of case studies. This area of professional development has become more widely accepted by the academic community since the AACSB published its Task Force Report on Research in 1987, clearly including case writing as a form of publication. But many case writers find it difficult to get their cases published, thereby failing to meet standards put forth by the AACSB. The text authors and journal editors on this panel will describe how publication standards are set. Attendees should get insight into how to get cases published.

Pre-registration is requested but not required. Those who note in advance to the colloquium chair that they will be attending will be sent a packet containing the case studies and accompanying instructor’s note. A limited supply of the case packets will be available for those who decide to attend the meeting.

The Panel
Chair: William Naumes, University of New Hampshire
Members: John A. Pearce II, George Mason University
         John Seeger, Bentley College
         Marilyn Taylor, University of Kansas
         Joan Winn, University of Denver

SEE YOU IN VANCOUVER!  By Bill Werther
Terry Armstrong and Teresa Covin have put together a strong program for our meetings in Vancouver. Come early, attend the pre-conference workshops, stay-late on Wednesday, and attend the post-conference activities. Since the Academy will be using multiple hotels in Vancouver, do remember that all our MC Division activities are in the Convention Center, Room 16, with one exception. The Second Annual MC Division Dinner meeting, which is open to all members, will be held, Sunday, August 6, 7:45 p.m. in Oxford Room, Hyatt Regency in Vancouver. (This no-host dinner is being coordinated by Teresa Covin. Please plan to attend, sending a check to Teresa Covin for $28 US or $40 Canadian. Teresa can be reached at Kennesaw State College, Dept. of Management, Marietta, GA 30061.)
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A Letter to our Members! by Terry Armstrong

Dear Member,

Don’t forget your umbrella. Most importantly do come to the Academy meetings in Vancouver and attend the division’s sessions. Many people have put many hours into the development of the program and I am indeed grateful, especially to all those who submitted a symposium proposal or paper. All of the division’s sessions will be in the CONVENTION CENTER BUILDING, ROOM 16 except for the two sessions we are co-sponsoring, and our 2nd Annual Sunday night dinner.

Please look over the program which was published in the April edition of the Communiqué and make arrangements to attend as many sessions as possible. Because the convention will be in several buildings, it will be necessary to do some planning if you want to get to the sessions you have chosen. For people like me who wander from session to session this is a slight inconvenience, but given the beauty of Vancouver, it is worth it.

Our Keynote Speaker this year is a philosopher, Joanne Bridgett Ciulla. Dr. Ciulla holds the Coston Family Chair in Leadership and Ethics at the University of Richmond. Her presentation, “On the Ethics of Consulting”, is timely for the field of consultation. In my discussions with members about topics they would like to hear addressed by a keynote speaker, ethics and re-engineering constantly surfaced. Since our keynote last year addressed re-engineering I went in search of an ethicist who was also known by consultants and was interested in the field of consultancys.

Dr. Ciulla is widely published and respected in the field of business ethics. Presently holding her chair at the University of Richmond, she has also been a senior fellow at Wharton, a visiting scholar at Oxford, and a fellow in business and ethics at Harvard. She is a highly respected academic and has consulted with AT&T, Bell South, Prudential Investments, Citicorp, and the Kemper Corporation.

I look forward to seeing you in Vancouver at the Division’s sessions and socials. And remember...don’t forget your umbrella!

Sincerely,
Terry R. Armstrong, Program Chair.

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 9:00am 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

Beyond Vancouver: MC Division 1995-96
by David W. Jamieson, Chair Elect

In recent years our division has established a strong foundation for future growth and contribution. We have “re-engineered” some of our internal processes, mounted outstanding conference programs, become more visible and respected within the Academy and built more bridges into the practitioner world. Much credit and appreciation go to the outstanding leadership we’ve been fortunate enough to have attracted. As we approach this year’s conference, I’d like to look ahead a bit and stimulate your thinking about how we might proceed beyond Vancouver.

During this past year, I’ve talked with a lot of people and thought a great deal about the division, what we can be and do and what would help to advance the field. My thoughts outlined below are just a start. I welcome ideas, comments and inquiries. Whatever we will focus on next year, it will be the joint effort of our new executive committee which will be seated at the Vancouver meetings. A few key issues continue to be critical.

Membership is our lifeblood and we all must reach out to attract others with consulting interest. Some of the ideas mentioned below may help in this regard, but personal contact still works the best. Our leadership succession is also of vital importance. We need to continually recruit, encourage and support people for our officer and executive committee roles.
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With our house in order, I think we can extend our outreach. First, within the Academy, there are many members of other divisions who should have MC as their second or even third division choice. Will it attract them if we offer them more on the practice of consulting or on research opportunities? Second, we could expand our outreach to other associations and groups where consulting is a primary or secondary interest (all types of consulting organizations, the Organization Development Network, ASTD, NSPI, the OD Institute, and Others). I’m sure there other groups that would have some overlapping interest with our charter to advance the field (theory, research and practice). Third, we can cement our key inter-divisional Academy relationships and perhaps forge a few new ones (perhaps in special areas like health care or human resources).

I think we can focus more on how to ADVANCE THE FIELD. What is needed? What’s missing? There is a wide range of types of consulting, schools of thought and methodologies operating. Do we know all of them? Could the field be more conceptually clarified? What do we know about practice? About theory? The literature seems to be sparse and scattered. Perhaps we need to integrate what exists (e.g.: a good review(s), bibliographies, etc.). More research is clearly needed. Perhaps the needs and key questions have not been clearly stated and disseminated. Perhaps we could be sponsoring more or getting more consulting-related work published and recognized. Finally, the field continues to deal with ethics and value issues. A great deal of ethics and values work has been and now is being done by the Academy and many other organizations. We can and should be a part of this effort and help to set and support higher standards for the often maligned field of managerial consultation.

We have enhanced our bridges to inclusion of practitioners, but we can do more. We can form new alliances, perhaps to help with some of the above. We can keep bringing academics and practitioners together at the conference, and maybe at other times too. We can provide easier ways for practitioners to contribute (in writing or in person).

Finally, our newsletter is our most visible resource. It can serve both as a recruiting tool and as a benefit for membership. What else can we include? What do our members (and all those potential members) really want? Maybe people need more on how to consult or more on research needs or insights from those with wisdom, or...

Well, these are some possibilities to be gin thinking about. I hope you’ll join in the process of creating our future.

MC Executive Committee Meetings in Vancouver - An Invitation to Help

At the meetings in Vancouver, there are a number of times when the executive of the Division will be meeting to plan the next year’s activities. Two of these are open meetings, and none of them are truly closed. If you have a serious interest or curiosity about MC Division leadership, please stop by and assist. 1) There will be a Division Executive Committee Meeting on August 6 at the Waterfront Center Hotel, Burrard Room, 4:00 to 5:00 p.m. This is a final preconference planning and business session, and usually is attended only by the executive committee. Also on Sunday, August 6, at 7:45 p.m. we will be gathering for the 2) The Second Annual No-Host Dinner at the Oxford Room in the Hyatt Regency. This is a highly informal and relaxed dinner and discussion session, open to all, and is an excellent chance to become involved. Please send a cheque for $28 ($40 Canadian) to Teresa Covin to reserve a meal, and come join us. On Monday, August 7, from 7:00 to 8:00 p.m. the Division will also be holding 3) the Annual Business Meeting. At the Convention Center, Room 16, followed by 4) the MC Division Social Hour in the same room. Members of the Division Executive Committee also tend to be highly involved in the presentation sessions listed in the program. Please come to those and talk with us.

MC Division Executive Board

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