CONSULTING PRACTICE COMMUNIQUÉ
Vol. 23, Issue 3
Managerial Consultation Division
April, 1996

INSIDE
>> Voting for the Division's Leadership
MAILBACK Ballot inside
>> Academy makes mistake on Division's
Pre-Conference Workshops

MCD INITIATIVES
>> WHO WROTE PROCESS CONSULTATION? None other than the MC Division's
distinguished speaker in Cincinnati this summer
(Answer Page 7).
>> WARNING from Flemming Poulsen, (Program
Chair Elect Copenhagen Business School.
Flemming is in charge of MCD's pre-convention
activities. The Academy made an initial error in
publishing our workshop list. The real list follows
this comment.

MARK YOUR CALENDAR
Pre Convention Workshops--FRIDAY: 1) Transformational
Leadership (Charles Nelson); SATURDAY- 2) Building a
Consulting Practice A Case Critique Colloquium (Bill Naunes--
U of New Hampshire); 4) The Consulting Process - Diagnostic
Tools and Intervention Technologies (M. Harris, Central
Michigan U); 5) Old McDonald's Recipe for more effective
presentations (T. Armstrong, UW Florida); SUNDAY: 6)
Managerial Consultant Network International (M. Shay,
MCNI); 7) International Consulting (P. Sorensen, Ill. Benedic-
tine), 8) Consultation Clinic (D. Jamieson, PepperdineU)

> WE ARE HIGH TECH!-- Walt Wheatley (U. of
W Florida) put up MCD's own HOME PAGE. The
address is:
HTTP://WWW.COB.UWF.EDU/~WWHEATLE
Walt invites us to look at it and tell him what you like
What can he do to make it more interesting. Key
words are Academy of Management, Management
Consultation, and Consulting.

View from the Chair
David Jamieson, Jamieson Consulting/ Pepperdine U.

LET'S GET SERIOUS ABOUT CONSULTING
I don't think that a lot of the "help" that
organizations get from outside agents is really
consulting. Conversely, a lot of consulting help is
really needed by organizations today. I'm not saying
that the work done within and for organizations by
practitioners isn't useful and helpful. Much of it is. I
just don't think most of it is consulting. The problem
stems from calling everything that outside agents are
hired to do, consulting. If we are to truly advance
the theory, research and practice of consultation,
then we've got to be more clear about what consulting
is and isn't, when consulting (vs. some other
kind of help) is needed, and what makes it effective.

It's easiest to start by separating out what is
not consulting, even though the work might be a
valuable, needed service. Training is the first one
that comes to mind. People often say they are doing
consulting, when, in fact, it's primary emphasis is on
developing the knowledge and skills of individuals
and groups. There is absolutely nothing wrong with
doing training. It's essential and needs to be done
well.

The next type of work that isn't really consult-
ing (but often called consulting) is when an outside
person is hired as a temporary staff extension. They
are doing regular or special project work that could
normally would be done by staff, but for some
reason it can't get done by staff right now. I know
many self-employed people who get these kind of
assignments, They are valuable and needed. But
let's not call it consulting.

Continued on Page 6

From the Membership Chair
Jeff Kerr, U of Miami -FAX 305-284-3655.
A critical objective for the Division this year
is to increase its membership. Our strategy is for
each current member to 'buttonhole' one receptive
colleague. The essential timeliness and relevance of
consulting might produce significant new interest in the
Division. Doctoral students may also be a promising
source of new recruits. Graduate students are frequently
curious about the alternative challenges to which their
developing skills may be applied.

Let's take our membership to new levels.
CANDIDATES FOR MCD OFFICES
Program Chair-elect

For Program Chair-elect

JEFFREY L. KERR
Dr. Kerr received his Ph.D. from the Pennsylvania State University and is now Associate Professor of Strategic Management at the University of Miami's School of Business. His research has focused primarily on the areas of strategy implementation, organization design, and executive reward and evaluation systems. His published work has appeared in numerous academic and management journals, including the Academy of Management Journal, the Strategic Management Journal, Personnel Psychology, the Journal of Business Strategy, Personnel Psychology, and the Academy of Management Executive. He has received the Richard D. Irwin Research Fellowship as well as the Academy of Management Executive's Award for Outstanding Publication. He currently serves as a member of the editorial review board of Organization Science and on the Executive Committee of the Management Consulting Division of the Academy of Management.

Dr. Kerr's consulting work has focused on the problems of strategic planning, workflow design, and restructuring. He has worked with numerous corporations, including Aetna, FMC Corp., First Chicago, Johnson & Johnson, KFC International, Southern California Edison, Southwestern Bell, the Singer Co., and Westinghouse. Among non-profits, he has consulted with the American Red Cross and the State of Florida.

Dr. Kerr has taught at the graduate and executive levels at the Pennsylvania State University, Southern Methodist University, and the University of Miami. He is a member of the Academy of Management, the Strategic Management Society, and the Academy of International Business.

He has been active in the Managerial Consultation Division for the past ten years serving in a variety of capacities including session chair, session discussant, presenter, paper reviewer, and the Division's Newsletter editor from 1980 to 1992. He served as 1995 Membership Co-Chair, and is currently serving as Representative of the Executive Board.

He consults and conducts workshops in enhancing training and education skills, statistical process control, and a variety of the human development areas of TQM.

CANDIDATES FOR MCD OFFICES
Representatives-at-Large

For Representative-at-Large

ROBERT T. GOLEMBIEWSKI
Bob Golembiewski is Research Professor of Political Science and Management at the University of Georgia, and remains an active author as well as consultant. He is the only winner, so far, of both major awards for distinguished contributions in business and public management -- the Irwin Award and the Waldo Award -- presented by the Academy of Management and the American Society for Public Administration respectively.

He has authored or edited over 50 books, including the recent Handbook of Organizational Consultation. He also has published more than 500 research contributions in a variety of disciplines.

Bob G. was selected as OD Consultant of the Year by the OD Institute. For over a decade, he served as the prime external consultant to MARTA (Metropolitan Atlanta Rapid Transit Authority); and a few years ago he completed over 20 years of assignments with SmithKline Corporation and its several subsidiaries.

For Representative-at-Large

THOMAS A. KOLENKO
Thomas Kolenko is an Associate Professor of Management in the M. J. Coles School of Business at Kennesaw State College, where he teaches graduate and undergraduate courses in organizational change, human resource management, and leadership development. His undergraduate degree in organizational development was earned at General Motors Institute followed by an M.B.A. from Michigan State University. After seven years in different managerial posts in General Motors Corporation, he earned a Ph.D. at the University of Wisconsin in 1986.
MAIL BACK BY MAY 15

BALLOT

Managerial Consultation Division
Academy of Management

Biographical Information on the candidates is enclosed in this newsletter.

PLEASE MAIL BEFORE MAY 15

PROGRAM CHAIR ELECT
VOTE FOR ONE

_________  Jeff L. Kerr

_________  Other (Write In)  ____________

_________  Walter J. Wheatley

REPRESENTATIVE AT LARGE to the EXECUTIVE COMMITTEE
VOTE FOR THREE

______  Robert T. Golembiewski

______  Thomas A. Kolenko

______  Paul A. Sears

______  Craig C. Lundberg

______  Adrian F.T. Payne

______  Sam A. Shirley

PLEASE MAIL BACK TO

% - Dr. David W. Jamieson, Chair
Managerial Consultation Division
C/O Pepperdine University
School of Business and Management
400 Corporate Pointe
Culver City, CA  90230
He has served on the graduate faculties of Wake Forest University and the University of Wisconsin-Madison and has been an active member of the Academy of Management since 1977, the Human Resource Planning Society, and the Southern Management Association since 1984. He has presented over 25 scholarly papers in these professional associations and currently is the Division Chair-Elect for the Management Education & Development Division.

He co-authored the Managerial Consultation Division's Best Paper Award winner in 1993. In the past 20 years, Dr. Kolenko has made significant contributions to improving organizational effectiveness as a human resource and organizational change consultant to many local and Fortune 500 firms including: AT&T, Georgia-Pacific, RJR-Nabisco, BellSouth, General Motors, USAir, and Bausch & Lomb.

For Representative-at-Large

CRAIG C. LUNDBERG

Craig C. Lundberg is the Blanchard Professor of HRM at the School of Hotel Administration, Cornell University. He has held faculty positions at USC, SUNY-Binghamton, Oregon State, Southern Methodist and Wharton. He has previously been active in the MC Division (all offices in the late 1980's, program reviewer, several papers and panels) as well as in other Professional associations. He is a member of several editorial review boards and targets his writing to both practitioners and academics. Currently his own consulting is being slowly replaced by fly-fishing and research. He tries to be a gentle reformer of all systems of which he is a member.

For Representative-at-Large

ADRIAN F. T. PAYNE

Adrian Payne is Foundation Professor of Services Marketing and Director of the Centre for Services Marketing for the Cranfield School of Management, Cranfield University, England. He also leads the Relationship Marketing and Customer Retention practice area within the School.

Adrian has been researching the area of management consulting for over 15 years. He has been actively involved in the Managerial Consultation Division as a presenter and was an author of the paper that won the Best Paper Award in 1992. His articles on consulting have appeared in journals such as The Journal of Business Strategy, Long Range Planning, The Journal of Management Consulting, and The European Management Journal. He is the author or co-author of six books including: How to Choose and Use a Management Consultant, The Economist Publications, 1989.

His teaching on consulting includes work with many universities including Copenhagen Business School, Cambridge University, University of Melbourne and Monash University. He has acted as a consultant to many large international firms in North America, Europe, the Far and Middle East and Australia. He is married to a British management consultant.

For Representative-at-Large

PAUL A. SEARS

Paul Sears is the Director of the MBA Program in Systems Management and the Coordinator of Graduate Business Programs. Until September of 1992, Paul held the George Herzog Chair in Free Enterprise and oversaw the College's Small Business and Entrepreneurship Program. Paul is active as a member of the Leadership Council of the Council of Smaller Enterprises (COSE), the small business division of the Greater Cleveland Growth Association and the largest small business association in the nation. He is the instructional coordinator and co-presenter of COSE's Business Planning Program, a nine-week course that has assisted hundreds of small businesses in charting their future growth and development.

Dr. Sears completed his Ph.D. in Organizational Behavior at the Weatherhead School of Management, Case Western Reserve University. His prior work includes an MBA (Finance and International Business) from the Graduate School of Business, University of Chicago; a Master of Science degree (Economics) from the London School of Economics, University of London; and undergraduate degrees in Accounting and Economics from Lake Erie College and Yale University.

While currently a faculty member at Baldwin-Wallace College, Paul's involvement with the business world continues through his consulting activities. He is Managing Director of Paul A. Sears and Associates, a firm specializing in financial and management training and development, and has done work with Rubbermaid, Key Corp., The Federal Reserve Bank of Cleveland, BP America, GE Information Systems, Domino's Pizza, The Cleveland Clinic, and many other organizations.
For Representative-at-Large

SAM SHIRLEY

Sam Shirley has for more than 30 years, demonstrated leadership in organization change/development and human resources. He has initiated, designed and implemented major organization improvement programs; planned and delivered consulting services; and directed high quality human resources functions for sophisticated and diversified organizations.

He has served as both internal and external consultant to a wide range of private and public organizations in the United States and Europe including: Exxon Chemical Corporation; Battelle Laboratories; ERNO, OBH; UCLA; TRW/ESL; United States Army; Department of Energy; Lawrence Berkeley Laboratories; and TRW, Inc.

Sam has also provided numerous learning experiences to organizations and groups of professionals in such areas as organization development, leadership, intervention skills, personal growth, and human interaction. He has been a visiting lecturer at major universities including the University of Southern California, University of California Los Angeles, and the University of California Irvine. He has been an active member of the UCLA Leadership Laboratory staff for nineteen years.

FROM THE CHAIR-- Continued

A variation on the above staff extension occurs when the desired work requires expertise that does not reside within the staff. In essence, some form of knowledge, data or skills is being purchased to be applied to an organization need. There’s no question the outside agent is supposed to do the task, the analysis, and sometimes the decision-making (in the form of selection, narrowing down alternatives or making a recommendation). This type of work is very wide spread, so I may be stepping on some toes here. That’s not my intent. As you’ll see below, I just don’t think it’s really consulting.

This type of work is very wide spread, so I may be stepping on some toes here. That’s not my intent. As you’ll see below, I just don’t think it’s really consulting. It’s often valuable and needed and a significant service to organizations.

And now, as I tread closer to the borderline, the last, highly used type of work is program implementaition. Basically, this involves a pre-determined, pre-structured set of tasks and activities that have to be initiated and managed. Granted, most of these programs do get some tweaking from place to place, but for the most part they are intended to be used very similarly in each engagement. Is this really consulting? Again, I don’t think so. This kind of help can be very valuable in some organizations.

My belief is that this kind of work often involves bringing expertise, training and perhaps some consulting. My observation is that this way of working with organizations is rapidly expanding and proliferating throughout the industry. It’s almost like a drive to program the work in such a way as to be consultant-proof.

I believe the fundamental distinctions for consulting are:

✦ It occurs with the client; in relationship; in dialogue;
✦ Expertise is transferred and gets used with and through others;
✦ Decisions are the client’s;
✦ Clients grow insight and capability; they learn;
✦ The work is their work and needs to be done by them;
✦ The consultant guides and influences;
✦ Intervening is predicated on continuous diagnosis of the clients and organization system, it is inherently customized in content, method and timing.

If you follow my thinking, you’ll recognize that there are fundamental differences in the work processes of consulting, program implementation, delivering expertise, augmenting staff or training people. The key dimensions separating these various forms of helping seem to be:

✦ Working with or apart from the client;
✦ Focus on client learning and transfer of expertise;
✦ Decision making by the consultant and client;
✦ The degree to which task work is done by the consultant or client;
✦ The degree to which the work is client led;
✦ The use of pre-determined, designed and
structured tasks and activities to intervene;
So why is this important? To begin with, it
would help to have better conceptual clarity, stop
calling everything we do for organizations, consul-
ting, and identify and name the various kinds of help
organizations use. It would help both academics,
and practitioners interested in consulting to develop
theory, focus research, identify needed skills, de-
velop competent consultants and understand effect-
iveness. It would help clients to be more discrimi-
nating in what they need and what they purchase.

It's also important because the need for good
consulting to organizations is increasing. All of the
various approaches to help are needed, but in
today's changing environment more organizations
need to remake themselves - to accomplish more
significant, comprehensive, deeper change. I'm
afraid organizations are being over-helped and
under-consulted. Organizations need to be guided
and need help with designing change, but they need
do it, they need to embed and internalize new
ways to think and work, they need to make it theirs
in order to sustain and regenerate change as the
environment keeps changing in the future. The
people in organizations truly need to develop new
capabilities and they need to engage in processes
(consulting) that facilitate their doing, deciding,
taking action, being responsible and reducing
dependence.

Finally, we have a responsibility, an ethical
obligation, to assist organizations in getting the right
kind of help - pro-

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obligation, to assist organizations in getting the right kind of help -

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WRITE TO US- Have a comment about news
articles? Have a view of consulting you'd like to see
published? Want to be part of one of our initiatives?
Talk to any officer or send a note to Bill Vroman (bvroman
@ Loyola.Latianze.edu) or fax 410/629-0380.

ED Schein wrote Process Consulting (P.1)
GET A NEW MEMBER

E BRIAN PEACH
11436 HIGH SPRINGS ROAD
PENSACOLA, FL 32534

Let's Get Serious About Consulting (p. 1 inside)