CONSULTING PRACTICE COMMUNIQUÉ

Vol. 23, Issue 2 Managerial Consultation Division February, 1996

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View from the Chair

David Jamieson, Jamieson Consulting/ Pepperdine U.

The beginning of the new year is an opportune time to talk about where our division (MCD) has been and will be going. I’ll dwell on what MCD has done thus far. The accompanying column captures MCD’s on-going and future initiatives.

Last year was another successful year for MCD. Our program submissions were up and the conference program was outstanding (even if people couldn’t get from hotel to conference center, etc.) Thanks to Terry Armstrong, Teresa Covin and many others who helped organize a smooth program.

Last year we also expanded our “bridging” efforts to the practitioner community with a symposium containing both perspectives on currently popular consulting themes and another symposium that highlighted consultants and their clients discussing two real-life major transformations.

MCD also conducted a survey of a sample of MCD members and full-time practitioners concerning the need for and interest in a consultation journal bridging theory, research and practice. This project is being driven by Marilyn Harris (Past chair of MCD), Ed Hendricks (from ACME- The Association of Management Consulting Firms) and Ben Di Sylvester (Robert Nolan Company).

ACME also conducted a “Future Issues” survey of a sample which included some of our membership.

During the last year, we also lost two great people from our profession: Bob Metzger and Bob Wright. Both were colleagues and friends and Consultants-in-Residence to MCD.

As we continue to pursue our mission, we will continue to honor them and their legacy. Last summer, we captured an oral history with Bob Wright which we will treasure for years to come.

Thanks to Ian Miners for his tenure as newsletter editor. He is off to the "real world" of international trading.

We still have much to do this year and welcome your support, ideas, involvement and feedback. Happy New Year.

MCD INITIATIVES

>> Early information on the Cincinnati conference is that Ed Schein will be our distinguished speaker. Our pre- and post-conference workshops are popular and will increase this year. See the material in this Newsletter.

>> Please fax in nominations for leadership of MCD. Leadership is critical to our future success both for Program-Chair elect and Representative. Nominations will close on February 29, 1996 and elections follow.

> Marilyn Harris, Terry Armstrong, and Walt Wheatley continue to provide leadership in our effort to create a new journal or possibly affiliate with an existing consulting journal. We are exploring going on-line with our own Home Page for member information.

>> We are also in the early stages of investigating a conference to convene people from academia, the management consulting world, and business people to look at consulting for the next century. Possible sponsors include the MC and CID divisions along with ACME and The Conference Board.

> The MC Division dinner will be aboard a Riverboat in Cincinnati on Sunday Night. Our business meeting will be on Monday Night. Plan to join us.

Membership

Jeff Kerr, U of Miami

A critical objective for the Division this year is to increase its membership. As the Academy is currently structured, membership determines the allocation of resources and program time to the divisions. Larger membership makes us more attractive to other Academy divisions to partner with in joint symposia, gives us more time slots in which to present relevant research, and provides in-demand guest speakers with an incentive to participate in our sessions.

Continued on Page 4
Robert Granford Wright

Bob was founder of the Managerial Consultation Division, died December 13, 1995, from complications related to lung cancer surgery. Born June 25, 1929, in Indianapolis, he left behind a wife, Mary, and a son, Bobby.

Bob also left behind a multi-dimensional legacy. The MC Division was created through his tenacity along with the help of his dissertation chair, and mentor, Bill Wolf. Bob nurtured the Division during these early years when others questioned its role. He was driven by a vision of academe that blended theory, research, and practice—a vision he held long before it became fashionable to talk about it. But, Bob was a bridge builder, whether helping to craft the Academy’s position on professional ethics or forging international linkages by teaching in Sweden and Portugal.

As a master teacher—winner of teaching awards at home and abroad—Bob refined his vision of leadership and organizations through research, writing, and long-term engagements with Anheuser Busch, LSU’s Executive Program, Motorola, PepsiCo, the U.S. Department of Agriculture, and other clients.

Combined with the leadership lessons he learned as a Marine in the Korean Conflict and service as an executive with GTE, Bob brought that rare blend of theory and practice into the classroom. This professional artistry as a teacher was recognized by his long-time employer, Pepperdine University, when it honored him as a Luckman Teaching Fellow.

His many books and scores of articles were but the mere surface of a productive professional life. Bob had that spark of curiosity that made him a life-long student, whether taking an anthropological view of organizations, or pondering the nurture conundrum with friends; whether crafting proposals for meetings or guiding doctoral students through the intellectual rites of passage, Bob thought deeply and cleverly about organizations and their management. At the same time, through both his professional and personal life ran a deep, ethical and caring concern to find the excellence in others. He once wrote: "The goal of the master is to prod others toward excellence."

Outside the classroom, he was particularly proud of his work as a Senior Fulbright scholar returning a second time to Portugal at the request of the Luso-American Foundation and the Fulbright Association, Which led to his service on the Fulbright Association Board in Washington D.C. Bob also took quiet pride in his not widely known volunteer work with Recordings for the Blind. His long career of professional and community service was capped when Pepperdine University bestowed on him a funded chair, the Julian A. Virtue Chair.

On a personal note, Bob Wright was my colleague, mentor, co-author and friend of twenty-five years. His departure took a piece of me with him, fortunately for me and our profession, he contributed more than he took—leaving behind a rich intellectual and professional legacy.

Written by William B. Werther, Jr
Past Chair, Friedland Professor of Executive Management, University of Miami

Robert O. Metzger

Bob Metzger, MC Division Consultant-in-Residence, succumbs after lengthy illness

Bob Metzger, longtime friend of and contributor to the Managerial Consultation Division passed away on October 6, 1995. For the last few years Bob had been battling the effects of a stroke.

Bob’s career as a university professor is highlighted by his service to the University of Southern California and the University of Nevada-Reno teaching courses in management and business strategy and mentoring graduate and undergraduate students.

Bob’s varied experience as a consultant and executive spanned 20 countries and as many industries. He served as a senior executive with several multi-national conglomerates, including I.T.T., where he was responsible for the strategic plans of 101 I.T.T. companies in four countries. He specialized in providing business clients in banking, insurance, public utilities, and accounting with strategic management counseling. Bob’s three books on consulting were: Consulting to Management (with Larry Greiner) a seminal text, Profitable Consulting: Guiding America’s Managers into the Next Century, and How to Develop a Consulting Practice A Practical Guide for Consulting Scholars.

Bob’s involvement in the MCD included the designation as Consultant-in-Residence, whereby he advised the executive committee in strategic matters and in conducting numerous pre- and post-conference workshops on consulting practice.
Bob in survived by his widow, Dorothea, and daughter, Joelle.

Written by Achilles Archimedes,
Professor of Management, Auburn University
CALL FOR NOMINATIONS

Please use this form to nominate candidates for Managerial Consulting Division officers. We encourage you to nominate yourself or another person you think is interested in participating in the governance of this division. Please enclose a 150 word bio on self-nominations.

PROGRAM CHAIR-ELECT

Division by-laws state that the person who is elected to Program Chair-Elect is automatically nominated for Program Chair, the Division Chair-elect, and then Division Chair in ensuing years. This is designed to encourage continuity within the Division.

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EXECUTIVE COMMITTEE REPRESENTATIVES

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Please FAXBACK as soon as possible, and before February 29, 1996. We encourage self-nominations of people that would like to be active in MCD. Just enclose a 100 to 150 word biosketch.

FAX THIS FORM NOW. THANK YOU

MISPRINT: The FAX number for nominations was misprinted in September's Communiqué. If you sent in your nomination, it did not make it. Please fax your nominations again.
Membership --- continued from Page 1

In addition, a larger division should result in more numerous and diverse submissions to our programs, thus raising the levels of quality, interest, and attendance in our presentations. Membership, in other words, is the key to providing MC Division members with more varied and valuable benefits.

Who can we target as likely recruits? Perhaps more than other divisions, MC can lay claim to an inherent focus on relevant, real-world organizational issues. Given recent concerns for relevance in the Academy, this may be an ideal time to suggest to colleagues that they consider listing MC as their second division choice. As Bill Wertheim notes, if each current member were to go back home and 'buttonhole' even one receptive colleague, the essential timeliness and relevance of our topic 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. The MC Division might be an ideal place for them to become acquainted with consulting activities, the risks, rewards, and issues (and research opportunities) associated with the field. Finally, many division members are in frequent contact with full-time consultants who may be unfamiliar with the Academy and the MC Division. Simply making them aware of the Division, its focus, activities, and aspirations may provoke enough interest to get them to experiment with a trial membership.

The MC Division has come a long way in the past couple of years in terms of the quality of its programs and the value-added it provides its members. We can keep that momentum going by increasing the size and diversity of its membership. Please think about who you know that can contribute to and benefit from membership in the Division.

Perhaps more than other divisions, MC can lay claim to an inherent focus on relevant, real-world organizational issues.

Consulting leadership -- the moral challenge

Marilyn Harris, Ph. D., Consultant in residence, MCD/ Central Michigan University.

The challenge of consulting in the 21st Century is not in addressing moral values generally. Instead, the challenge is to interpret their meaning as people go about identifying and solving increasingly complex problems. For example, people don't debate whether honesty is a moral value in business, they debate about what it means when they are engaged in advertising or sales. The general public doesn't disagree about preserving human life in questions of abortion and euthanasia. The debate is about what life is. The challenge for consultants is in how we advise and imaginatively structure the consulting process to bring values to bear in the dissolution of increasingly complex problems.

Joanne Ciulla in a paper soon to be published, states, "Liberal moralists in a free society make the mistake of having moral ideals that are so high that they are impractical. Conservative moralists set their standards too low by insisting that ethics is nothing more than following traditional principals and rules. Like all polarized issues, the answer is both -- morality is both high ideals and traditional moral principles and rules. Moral imagination provides the bridge between the idealism of the liberal and traditionalism of the conservative. It helps us to adapt and apply traditional moral values to unprecedented situations."

This is precisely the task and the challenge for consulting as we move into the 21st Century in our fast-paced, competitive, changing, and unpredictable business world that is very chaotic.

The background for this discussion is the increasingly chaotic and complex world we face. In this world, a small change at one point in time in one location can...

Continued

MARK YOUR CALENDAR
for MCD Pre Convention Workshops
FRIDAY
1. Transformational Leadership
2. Building a Consulting Practice
3. A Case Critique Colloquium
4. The Consulting Process - Diagnostic Tools and Intervention Technologies
5. Old McDonald's Recipe for more effective presentations
SATURDAY
6. Managerial Consultant Network International
7. International Consulting Workshop
8. Consultation Clinic

Participate in MCD   Page 4
have a large effect later. A chaotic world requires a new kind of leader and follower. The deeper challenge of the consultant-as-leader is to bridge the gap between the leaders and followers in organizations with moral imagination. Consultants can help people let go of the desire for all powerful and wise leader who will show them the way. Instead, they can help business leaders act more like Plato’s leader whose main task is to weave together into a society different kinds of people such as the meek and self-controlled and the brave and impetuous. So the challenge for we consultants is to model moral leadership in our relationships with our clients, the business leaders of today, and develop the moral imagination required to bring order in a chaotic world.

NEW BOARD MEMBERS

Max Eleni has been appointed to the board as a representative. Max is a Professor at the University of Houston Clear Lake. He has published widely on self-management and participation in teams. During the 1970s, Max published his first work on self-managed work teams.

He has extensive experience in Scandinavia to complement consulting experiences in this country. He is a principal in Carolyn Fine & Associates. During 1989, Max was a member of the consulting team that started Magma Copper’s breakthrough projects. His expertise in joint union-management cooperation resulted in a Declaration of Cooperation which served as the base for all subsequent work.

Bill Vroman has been appointed secretary and newsletter editor by Dave Jamieson. He replaces Ian Miners as Newsletter Editor. Bill is presently writing a book on managing into the 21st Century (high infotech content), and is adjunct professor at Loyola College.

Bill spent 15 years helping organizations as a management consultant. Staying with companies 3 to 5 years, he worked with CEO to build a sound company. His expertise is preparing a company for rapid growth and marshaling them through the many traps.

Bill has been a professor of management and has over 80 publications including 2 books. He has published over 200 weekly newspaper columns, as well.

MC Division Executive Board


Terry Bohn, Representative (term to 1997). Bentley College, Dept of Mgt, 175 Forest St, Waltham, MA 02154. Ph: 617-891-2529, FAX 617-891-2896.


Bill Vroman, Secretary & Communicate Editor. Strategic Planning Inc./Loyola College, 12 Tyburn Court, Tintonium, Md. 21093. Ph & FAX: 410-628-0380.


If you know a management professional who is not a member of the Academy (or is an Academy member, but not a member of the MC Division), why not do him/her a favor by directing some valuable information to his or her way? Just fax Jeff Kerr a name and he’ll forward some brief introductory material that describes the mission and activities of the Academy and the MC Division.

Jeff Kerr, Membership Chair, Management Consulting Division University of Miami --FAX 305-284-3655.
Consulting experiences converge with theory to make a stimulating classroom.

The Managerial Consultation Division uniquely marries theory and practice.