BOSTON MEETING ALERT—Sunday 9am - noon Pre-conference (program- p.40) "Facilitating Participatory Strategic Development in Theory & Practice"—K. McCombs (Pepperdine) & M. Elden (U of Houston)—Learn a powerful consulting tool while contributing to the MCD strategic direction.


View from the Chair

Terry Armstrong, University of West Florida
"Consultant, Heal Thyself"

We have some work in "healing ourselves" after the Academy reviewed our self-evaluation material. Bill Starbuck (NYU) sent us the reviewer's comments. Bill suggested 3 steps for us:
1) There was an issue about how our governance has evolved and a potential disconnect with the Division's constitution. They suggest we amend the constitution so there is a conformance between practice and the underlying constitution.
2) The critique included a strong recommendation to engage in a strategic planning effort to consider other activities for the annual program.
3) They asked us to expand our analysis of the membership survey including more detail and a set of action steps to respond to member's concerns.

They asked us to have at least a preliminary plan to deal with the requests by the Academy review committee to them about the time you read this Newsletter (July 15).

The concerns from the Academy Review Committee reinforce the efforts undertaken by your leadership over the past year to take a hard look at MCD.

Our report to the division will be on our Homepage and available at the Academy Meetings. Please be sure to come to the special Pre-Conference Planning Session on Sunday morning from 9 to noon and help MCD "heal thyself."

MCD Distinguished Speakers-- Harry Levinson for Members & Friends night (see below) and Gary Hamel as our distinguished speaker (4:20 pm Monday, see program p. 85).

BOSTON MEETING HIGHLIGHTS
(Comments are keyed to your Academy program)
Flemming Poulsen (Copenhagen Business School) is program chair; Jeff Kerr (U of Miami) Pre-conference.

FRIDAY-SUNDAY— Key to your Boston Program- pp 4, 19, & 39—All located in Boston Marriott- MCD Pre-conference Consulting Series— From Friday through Sunday, MCD will present a series of tutorials and presentations on all aspects of consulting by seasoned consultants. This carefully crafted series starts with basic skills and insights for those getting into consulting to power sessions for those with consulting experiences.

DON'T MISS these joint programs: Case-p 10 (with BPS); Practitioner Series - p 8, 10, & 32 (many co-sponsors).

REGISTER NOW -- SUNDAY NIGHT-- Members & Friends-- Enjoy a meal and conversation with old and new friends. Dr. Harry Levinson will be there to share some stories. There are 40 seats for $40 each-- first come, first serve. Please RSVP right away to Terry Armstrong ($40). His e-mail is tarmstro@polaris.cob.uwf.edu; FAX-904-474-2314.

MONDAY-WEDNESDAY— Regular Program-- Most of our sessions will be in S. Clarendon on the 3rd Floor of the Sheraton Towers.; Monday's Schedule— pp. 84-86; Tuesday— p. 144; Wednesday— p. 189.

WRITE TO US— Have a comment about the news articles or about general consulting you'd like to see published? Send a note to Editor, Bill Vioman (bvroman @ Loyola.edu) or call or fax 410/628-0380.
## Canada-- Shedding Light on Superior Consulting

Don Wood, CMC  eureka@emporium.on.ca

> The Institute of Certified Management Consultants of Ontario (ICMCO) has initiated a research project to develop an operational definition of excellence in management consulting. An early task is to identify any work which has been done which may shed some light on how superior consulting is described and possibly demonstrated. Can you identify some relevant research papers or other sources for me to examine which can help?

## U.S.A. – The Journal of Management Consulting

Marilyn Harris  (Central Michigan U)  marilyne.harris@cmich.edu

I take the Journal, and do think it can help if people receiving it take the time to read and apply some of the ideas to their consulting practice. I find at least one good article relevant in each Journal, and with the new format, it is much more attractive. I just returned from IMC (Institute of Management Consultants) national meeting in Chicago, representing MCD. (IMC is cofounder of JMC- ed) IMC is considering a strategic alliance with MCD and plans to attend our conference in Boston. I think there is a lot that we can do together- their need is knowledge base and we could certainly provide good support there... They are also interested in certification in the developing management consulting profession.

Now that more and more schools are starting to offer courses and curricula in consulting, it behoves us to be on top of it. One way of staying on top is to contribute to an ongoing process like IMC and work to improve it. Subscribing and contributing to the JMC is a beginning.

--- Check at the Academy Meeting for JMC subscription offers.

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**Come to MCD's pre-conference sessions—“Members & Friends” Dinner**

*Page 2*
Finland -- Consulting with Small/Medium Enterprises -- Reinhold Enqvist (Managing Director) R.Enqvist@pkt.fi Web: http://www.kolumbus.fi/pkt

The SME Foundation is a government sponsored foundation devoted do training of consultants, mainly those working with Small Medium Enterprises (SME). I think we are rather unique in the world, but I am not sure.

We have made some studies in the field of consulting in SMEs. In August we will publish a summary report in some 80 pages in English. I will send it to the Academy when it is ready.

Unfortunately I will not be able to join the Academy seminars in August, but you will most certainly see me in forthcoming events. I have a dream of forming/joining an international network of organisations training consultants (outside the "big six" and the other big ones), to help the small consultancies network internationally. This is most essential to enable them to create value for their clients, at least in Europe.

We invite you to look at our web page. We are making our second generation pages, and will most likely in two months skip the kolumbus in our address (=own domain).

Germany -- "Collective construction changes organizational reality: an illustration of the relative influence of both consultants and organizations". Frank Heideloff Frank.Heideloff@Wirtschaft.TU-Chemnitz.DE>

[ed- Frank Heideldorf responded to an inquiry from MCD for information on his research under Prof. Baitsch]

Prof. Dr. Baitsch is an organizational psychologist holding the Volkswagen Foundation Chair for Management of Technical Change and Personnel Development at the Technical University Chemnitz--Zwickau (Faculty of Economics and Business Administration), Germany. I am MBA (University of St.Gallen, Switzerland) and Master of European Management (CEMS-Master), currently working as a teaching and research assistant at Prof. Baitsch' chair while writing my PhD thesis. Our teaching focuses on innovation management. Prof. Baitsch carries out consulting assignments frequently; I have consulting experience with BAIN & Company as an intern (twice).

The latest publication from our research is:


Abstract: The paper presents an analytic case study of a reorganization project in the Swiss federal patent and copyright bureau (BAGE) on an action and a reflection level. The consultants in the BAGE case were acting as catalysts to the self-organizing processes in the organization. Based on a brief introduction to self-organization theory and to the socio-technical systems approach (pp. 218-219) the main aspects of systemic consulting are discussed (pp. 219-220). The case study (pp. 220-233) then illustrates the relative influence (1) of the consultants as mirrors and a source of disturbance to organizational routines and discourse, and (2) of the organization as a self-organizing system that bears the potential to redesign itself. The case study is presented in a two column lay-out(action/ reflection level). Conclusions concerning the input of systemic consultants and the role of discourse in organizations are drawn (pp 233-235).

Tell us about consulting in your part of the world. We'd like to hear your comments and cases about your work. Send a couple of paragraphs to a couple of pages to bvroman@Loyola.edu.

Dr. Harry Levinson, Chairman of the Levinson Institute, will be the Division's guest of honor at this year's Members and Friends Dinner on Sunday evening, August 10th. Dr. Levinson has held appointments as Clinical Professor of Psychology in the Department of Psychiatry at the Harvard Medical School, Head of the Section on Organizational Mental Health at the Massachusetts Mental Health Center, Creator and Director of the Division of Industrial Mental Health of the Menninger Foundation, Visiting Professor at the Harvard Graduate School of Business Administration, Ford Foundation Visiting Professor at the H.C. Mathur Institute of Public Administration in Jaipur, India, and several other academic appointments.

Dr. Gary Hamel, Monday's distinguished speaker is today's leading thinker on strategy. He consults for the world's leading corporations and is quoted ubiquitously. Don't miss his presentation.
Some Thoughts From the Editor:

The Academy meetings are getting better. During the 1980s, I used to take time from full-time consulting and go to periodic Academy meetings. Invariably, I was disappointed. Papers followed the "rules" established during the 1960s and 70s. Issues were dated and arrogance blinded academics to the changes going on in the "real world." Until recently, going to Academy meetings was like a time warp to the 1970s.

Changing slowly over the last several years, the Academy now seems to be closer to the "real world." Like most older institutions, business schools are having trouble adapting to the dynamics of the modern marketplace. As I look closely at the 1997 program, though, I see a lot of positives standing out.

The biggest positive is the "pre-conference activities." It is a panoply of ideas presented in a variety of ways, and results from relatively current experiences. The fact that there is some unevenness across the program and a bit of messiness means it is healthy. Guest speakers (with some exceptions) and the practitioner emphasis are real positives. I like to think of this as the Microsoft/Sun/Nordstrom/Home Depot component of the meetings. Unfortunately, I'm sure the forces are at work to "raise standards." Read this as driving the creative aspects out. The regular conference program is the traditional Academy. Like GM/IBM/Sears, its real-world counterparts, it is still striving to become a more effective forum for the output of the business school.

Some research is still guided by data from companies grounded in 1977 central ideas. This data is hardly relevant to the present. Further, the esoterica that preoccupies some professors doesn't seem to be relevant to a professional school. The "urgency" felt by our business customers to solve problems might find its way into the regular Academy meeting.

The next evolution in the meetings is likely to find a helpful amalgamation of the preconference and conference, melding the creative throughout the entire program. What is considered the work of the business school might change forever.

COMMENTS? Bill Vroman-- bvroman@loyola.edu