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View from the Chair
Teresa Covin, Kennesaw State University

As my year as Division Chair ends, I'm very excited about the future of the MC Division. We have worked to extend our relationships with outside professional consulting organizations, increase our marketing effectiveness, and change our name and domain statement.

Over the next year, we will work to implement the new division domain statement and name. Respondents to our election mailing indicated overwhelming support for a change in the name of the Division to the Management Consulting Division (from Managerial Consultation Division).

The new domain statement is published elsewhere in this newsletter.

Thanks to all of you who participated in our recent election of officers. Bill Vroman, Ph.D., Strategic Planning Inc., our excellent Newsletter Editor, has been chosen as our Program Chair-Elect. Three Division members were elected to our Executive Board: Miriam Lacey, Ph.D, Associate Professor in the George L. Grazadiio School of Business & Management, Pepperdine University; Alyson Parham, MBA, CMC, President of Partek Enterprise Group; and C. Ken Weidner, Ph.D., Assistant Professor of Organization Development at Loyola University Center for Organization Development.

"View" Continued on Page 2

Friends and Members Dinner -
RSVP Right Now

Monday Evening, Aug 10, 7:00 pm
Follows MCD’s Social Hour and Business Meeting
Cost $45.00 (see Payment below)

Warren Bennis will be our guest at the Friends and Members dinner. The evening holds two wonderful events. The first is the congeniality of friends and members of the division talking over an excellent meal. The second event is to have Warren Bennis talk with us about his many activities.

The net can give you a brief on some of Warren's current work. "Managing People is Like Herding Cats" is one of his efforts. (Outline: www.lcweb.lc.gov/catdir/toc/96-61955.html) His notion of “Leadership in the Midst of Downsizing” is explored with Richard Hodgetts in Organization Dynamics, summer, 1996. Check out Warren’s Leadership course for the Executive Education Network (www.exen.pwpl.com/usc627wb.html).

RSVP & PAYMENT Please plan to attend our Business Meeting in San Diego on Monday, August 10 at 5:30 pm. The Business Meeting and Social Hour follow David Ulrich's address and precedes the "Friends and Members" no-host dinner featuring Warren Bennis as our guest.

Please pre-register and pre-pay. The cost of the dinner is $45.00, and your check must be received by me by Wednesday, August 5. Please make your check payable to the Academy of Management, MC Division. We will limit attendance to 60 guests.

Checks should be mailed to:
Teresa Covin
Department of Management & Entrepreneurship
Michael J. Coles College of Business
Kennesaw State University
Kennesaw, Georgia 30144-5591
Be sure to come to our annual **Friends and Members** Dinner on **Monday night**. The Academy has asked all divisions to clear what had been our traditional Sunday dinner. This event has always been fun and stimulating. Be sure to get your reservations in as soon as you can. We're always oversubscribed.

You should spend an MCD afternoon and evening with us. Our distinguished speaker is David Ulrich and he'll speak to us at 4:00pm in the afternoon which is followed by the business meeting at 5:30 pm and then all the social festivities.

Let me know if you can come to the Friends and Members dinner and I'll see you at the meeting.

**New Domain Statement for the Management Consulting Division**

This is the revised domain statement you voted for this past year. It reads as follows:

*The purpose of the Management Consulting division is to advance knowledge and understanding of management consulting, and to aid in the development of consultants from the perspectives of research, practice and teaching. The focus of the division is on the discipline of consulting as well as the consulting industry. The division encourages interdisciplinary and integrative approaches to management consulting which lead to the continuing development of the discipline. Major topics include: the consulting process, ethical issues in consulting, the roles and responsibilities of academics in the field, the role of consultants in leading change initiatives, the management of consulting firms, the marketing of consulting, and the expanding role of consultants in organizations and society.*

**DAVID O. ULRICH—Distinguished Speaker**

David Ulrich is Professor of Business Administration at the University of Michigan. ([www.bus.umich.edu/academic/faculty/dou.html](http://www.bus.umich.edu/academic/faculty/dou.html)). His latest book is *Human Resource Champions*. He is on many editorial boards in addition to being editor of the *Human Resource Management Journal*.

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**Around the world with MCD Members**

**WHY DO RESEARCH ON CONSULTING FIRMS?**

*Jeff Kerr, University of Miami—'98 Program Chair*

I find it surprising that the broader management community has not paid more attention to the management and organization of consulting firms. My puzzlement derives from the fact that more and more client organizations, whether in hi-tech, health-care, financial services, telecom, or global trading, seem increasingly to resemble consulting firms.

Consultancies face unpredictable demand, both in degree and type; they must expand and contract in response to environmental opportunities; must rapidly assemble and focus intellectual resources on evolving, ill-defined tasks; must rely on fluid, even virtual network forms to accomplish their work; and are brain-based, information-intensive organizations that must continually learn in order to stay competitive. They are, in fact, very much like the organizations predicted years ago by such theorists as Charles Handy and Peter Drucker.

The difference between consultants and their clients is that, while consultancies seem to have always been organized this way, most client organizations have adopted these configurations of strategy, structure and process within the last decade.

The spread of the "consulting model" of organization to other industries probably has less to do with the persuasiveness of consultants in getting clients to adopt new ideas and more to do with the environmental pressures experienced by firms today.

As the structural and task requirements of an increasing range of industries have come to resemble those of consulting organizations in those industries have naturally evolved towards the structures and processes that have worked under similar conditions. The capacity to absorb and utilize new information, to attract, deploy, and retain scarce talent, to focus on a (hopefully) continuous stream of unique problems/opportunities, to produce an output that is essentially informational in nature—what were characteristics of a relatively narrow set of industries seem to have become characteristic of almost every industry.

*Continued on Page 5*
Kerr, Continued from page 3

Does this mean that the "consulting model" has become the prototype for state-of-the-art organization design? While such a proclamation certainly sounds pretentious, there is more than a little evidence suggesting that it is not completely far-fetched. Downsizing, outsourcing, telecommuting, partnering and the dramatic growth of the consulting industry suggest that organizations are opting for speed and flexibility over efficiency and control. There is clearly a trend toward fluid, temporary structures, just-in-time knowledge, and rented rather than owned human resources.

Employees have heard and embraced the message that they are responsible for their own professional development and can expect to have careers consisting of a more-or-less endless series of "permanent" positions. Sound familiar?

For those involved in the consulting profession, this presents the somewhat ironic situation in which the ability to provide cutting-edge advice to a client means first developing a thorough understanding of organizational and management practices within one's own industry. It also suggests that research on consulting firms is increasingly important, not simply for what it can tell us about consultancies, but for its generalizability to a much wider set of organizations and environments.

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 Vroman (bvroman @ Home.com) or call or fax 410/626-0380.

Interesting Consulting Web Sites

Stratcom www.stratcom.co.nz
Strategic Resources, Inc. www.sri.bc.ca
Godbout, Martin, Godbout www.magi.com/~godbout/profil/profil.htm
Claremont Technology Group www.clrlmnt.com
Advantage Consultancy www.demon.co.uk/advantage
AWARE //dialspace.dial.pepex.com/aware
Abels & Kenmerer www.ak-online.de/

"You cannot restructure yourself into long-term profitability... management consultants must prove their mettle once more by helping senior managers convert their visions into strategies that deliver." "Association of Man,
Critical Management Issues Report, 1996, p. 44

Executive Board
E-Mail & Telephone Numbers

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James Ross Warren,(1999) Center for Collaborative Management, Ph 310/826-5049; jrwittcm@acm.com

NEW OFFICERS ELECTED

H. William Vroman, Ph.D., Strategic Planning, Inc., was elected as Program Chair of the Division. New board members included Miriam Lacey, Ph.D., from Pepperdine University, Alyson Parham, MBA, CMC, President of Partek Enterprise Group, and Ken Weidner, Ph.D. from Loyola University.
CALL NOW MCD Dinner with Warren Bennis

Some Thoughts From the Editor

As organizations get more complex in response to the changing times, consulting organizations are proliferating. Managements need more competence to deal with strategic, tactical and change strategies than they can hire and keep in-house. Consultants provide that.

Consulting firms are large and very complex entities themselves. Not only are many billion dollar firms, but they have a increasingly international scope. Many recent mergers are between international giants.

The increasing size of the sector makes it an important sector for study as an end in itself. As Steve Kerr points out in this newsletter, the consulting model has many general characteristics and lessons for other industries. In addition, the nature of consulting makes it a major factor in the transmission of innovation throughout the world. Aside from the “fad” implications, this fact has important economic development implications.

Information technology and other variables have increased the focus on the value chain of organizations. While every industry now is working on their variant of just-in-time, another feature of this focus is outsourcing. Here again, many consulting organizations have built huge organizations based on this trend.

Consulting organizations are subject to the same ills as other organizations. The core technology is a complex, people-denominated activity. They are subject to all the difficulties implicit in Bennis’ notion of “Managing People is Like Herding Cats.” One of the insights emanating from the need for a “glue” to keep the cats in place is the idea of managing knowledge. Consulting firms have taken the lead in conceptualizing, implementing and now selling knowledge management. This is likely to be a powerful tool in 21st Century organization design.

The consulting field is fertile, and this division is willing. Pick up on some of these threads and send a paper to the division for the 1999 Academy competition.
Convention guide - San Diego '98
Listen and talk with the pro's
Tony Buono (Bentley College) Pre-convention Chair
Steve Kerr (U of Miami) Program Chair

FRIDAY, AUGUST 7 From 1-5 and
SATURDAY, AUGUST 8 From 9-5

The Consulting Process: Diagnostic Tools and Intervention Strategies
$10 pre-registration to cover the cost of materials.
Contact Marilyn Harris at (313)-333-5163
or marilyn.harris@cmich.edu.

Coordinators:
Marilyn Harris, Central Michigan U.
Georges Trepo, Ecole des hautes tudes Commerciales-France

Presenters:
Terry Armstrong, U. of West Florida
Marc Bonnet, U. of Lyon, France
Anthony F. Buono, Bentley College
Beverly Jones, Mott Community College
Lyenne C. Levesque, Levesque Learning Resources
Charlene D. O'Brien, O'Brien & Associates
Michael Peron, U. of Lyon, France
Flemming Pouliot, Copenhagen Business School
Steve Sapia, The Sage Group/IMC
James Ross Warren, Center for Collaborative Management

SATURDAY, AUGUST 8
8-5 - The Consulting Process (see previous section)
8-12:30 - Practitioner Series I: Creating a Collaborative Framework (with MED, HR, ODC)
Coordinator: Dan Twomey. Fairleigh Dickinson U.
Presenters: Peter Serge, MIT
Peter Roche, London, Perret, Roche
12:30 - Practitioner Series II: Developing Action Learning Inquiries (with MED, HR, ODC)
Coordinator: Twomey, Fairleigh Dickinson U.
Presenters: Susan Mohrman, USC
1:30 - Trains, Training and Diversity: Intervening on Issues of Difference at an Urban Transit Authority
Presenters: Carole Copeland Thomas, C. Thomas & Associates/Bentley College
Aaron J. Nutick, Bentley College
1:5 - Case Critique Colloquium (with BPS)
Organizers: Tim Edlund, Morgan State U.
Annie Lawrence, San Jose State U.
2:5 - Codes of Ethics and Conduct in Consulting Firms
Presenters: Ernest R. Gilmont,
The Wharton School, U. of Pennsylvania
Flemming Pouliot, Copenhagen Business School
Dudley Smith, President,
Association of Management Consulting Firms

SUNDAY, AUGUST 9
9-11 - Consultation Clinic: Issues, Concerns and

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Challenges
Coordinators: David Jamieson, Pepperdine U.
Craig Lundberg, Cornell U.

10-12: Achieving Corporate Transformation: Integrating TQM, Re-engineering, and Learning Organizations
Presenter: Ralph H. Kilmann, U. of Pittsburgh

8-12 - Practitioner Series III: Reviewing Action and Reflecting on Learning (with MED, HR, ODC)
Facilitator: Joanna Wirtenberg,
Public Service Electric and Gas

MONDAY, AUGUST 10

9:00 am - 10:20 am The Consulting Process
Marriott South, Carlsbad
Chair - William Vroman, Strategic Planning, Inc.
Discussant - David Jamieson, Pepperdine U.

Winner of MC Division First Prize for Outstanding Student Paper
in Search of Ambivalence: Recapturing the Tension Between Connecting and Distancing
Andrew L. Molinsky, Harvard U.
Joshua D. Margolis, U. of Michigan

Implementing Rastered Leadership in a Newly Developing Economy
Marilyn E. Harris, Central Michigan U., Global Dimensions

Managing Post-Downsized Organizations: Toward a More Comprehensive Managerial Consulting Approach Based on Socio-Economic Experiments
Marc Bonnet, U. Lumiere Lyon II
Jacques Honn Cosie, U. Lumiere Lyon II

9:00 - 10:20 am Promoting Entrepreneurship in Economically Depressed Regions:
Marina E., Have We Made a Difference?
Joint symposium sponsored by ENT. MC PNS

9:00 - 10:20 am Shared Interest Track on Management Succession
Marriott South
Torrance
Papers from EAT MC & OB

10:40 - 12:00 pm New Frontiers in Corporate Citizenship Research: The Theory/Practice Link?
Joint symposium sponsored by MC & SIM

12:20 - 2:10 pm Shared Interest Track on Escalating into and Out of Jams
Westin Balboa

2:30 - 3:50 pm Bridging the Academic-to-Practice Gap:
Westin California B
Careers and Processes Insuring That Research Makes a Practical Difference

This interactive symposium addresses the reasons academic theory and research are disconnected from management practice. The gap is viewed from the perspectives of how
consulting experience informs research, and the ways participants consulting career paths have developed to influence their scholarly activities. Suggestions are offered for narrowing the research-practice gap.

Showcase symposium sponsored by CAI, MC & OB

4:10 - 5:30 pm
Creating Competitive Organizations
Marriott South
Marina G
Chair: Jeffrey Kerr, M. of Maryland
Distinguished Speaker: David Ulrich, U. of Michigan

5:30 - 7:00 pm
Business Meeting and Social Hour
Marriott South
Marina G
Division Chair: Teresa Joyce Covin, Kennesaw State U

Monday night-FRIENDS AND MEMBERS DINNER—Call Teresa

Tuesday - August 11

8:30 - 10:30 am
Managing Consulting Firms
Marriott South Carlsbad
Chair: William H. Weir, Jr., U. of Miami
Discussant: James J. Carroll, Georgian Court College

Managing Knowledge in Management Consulting
Andreas Warf, Stockholm School of Economics

A Taste of One's Own Medicine: An Empirical Investigation on the Adoption of Consulting Services by Consulting Firms
Miguel P. Calero, EAESP-FGV, Sao Paulo

It’s Not What You Know, It’s Who You Know: An Agency theory and Network Theory Approach to Explaining Why Individuals Receive Promotions Within Professional Service Firms
Cheryl C. McLean, U. of Massachusetts, Amherst

The Consulting Profession’s Core Values: Identification and Socialization Techniques
Thomas G. Hoad, Tennessee State U, Joanne C. Preston, Pepperdine U, Peter F. Sorensen, Jr., Benedicte U

10:40 - 12:00 pm
Consulting in Social Contexts
Chair:
Florning Poufolk, Copenhagen Business School
Discussant: C. Ken Weidner II, Loyola U., Chicago

Conference Proceedings Paper Winner of Graziano Business School/Pepperdine Award for Outstanding Paper on Management Consulting Practice
Consulting in Emerging Countries: An Anthropologise Method to Avoid the "Lost in Space" and "Just Business as Usual" Syndromes
Tomaz Wood, EAESP-FGV, Sao Paulo
Miquel P. Caidas, EAESP-FGV, Sao Paulo

High Velocity Consulting: A Possible Paradigm for Today's Turbulent Environment
Nancy C. Kent, Tennesee State U
The Danger of Abstracting Preliminary Findings: Description, Developing Context Sensitive approaches to Vintage Information
Veronica Hope Hailey, Cranfield U
Julia Newton, Cranfield U

1:40 - 3:20 pm
Europe 2000: The Impact of Traditions and Environmental Changes on Business Practice
Marriott North
San Diego A

The symposium presents core information about a number of critical managerial issues involving business practice in Europe. Differences in work-related values between Western and Eastern European countries, the most important socio-cultural, environmental and managerial factors influencing organizational change and business performance in Europe, the most effective ways to train the next generation of European managers.

Showcase symposium sponsored by MC, MED & ODC

2:30 pm - 3:50 pm
Organizational Storytelling II
San Diego B

Joint symposium sponsored by MC, MED & ODC

4:10 pm - 5:30 pm
Appreciative Inquiry: Capturing What Matters Most—A Review and Assessment
Marriott North
San Diego C

Joint symposium sponsored by MC, MED & ODC

4:10 pm - 5:30 pm
Shared Interest Track on Convention Center

Papers from MC & OB

Wednesday - August 12

8:30 am - 10:20 am
Consulting Case Studies
Marriott South Carlsbad
Chair: Walter J. Wheatley, U. of West Florida
Discussant: Terry Armstrong, U. of West Florida

Getting Fragged by the Client: A Descriptive Study of the Subversion of Change Agents
Olii Cheng, U. of Southern California

The Role of Cognitive Type in the Data Feedback Process or What Do You Mean I'm Unprofessional and You Never Want to See Me Again?
Charles G. Matthews, Honda Gulf, Coast U.

10:40 am - 12:00 pm
Shared Interest Track on
Westin
Harbor A&B

Papers from HR, MC & OMT

Monday is Consulting night--Ulrich, Business & Social meeting, Dennis and dinner—Sign up now - Page 4