A message from Flemming Poulfelt,
Chair of Managerial Consultation Division

The 1998 Academy of Management Meeting in San Diego became a great meeting and a successful program for the MCD.

Thanks to all who helped make the meeting a major success. A special thanks to Jeff Kerr and Tony Buono for putting together an excellent program and pre-conference program. Also thanks to those who were involved in the reviewing process, running workshops, presenting papers, chairing sessions and acting as discussants. And finally thanks to all of you who attended the sessions and by your active participation made the program a valuable experience.

At the executive committee’s meetings much time was spent on the issue of how the division can further professionalize. The discussion was grounded in a comprehensive draft for a MCD marketing plan developed by Adrian Payne and Flemming Poulfelt. A special thank you to Adrian for having devoted much time and thinking into the plan and by this having provided the division with a great catalogue of options and ideas.

The MC efforts over the next years will be focused on:

- strengthening the professional profile and position of the division both within the AOM and outside the AOM.
- developing ties to the consulting world and professional associations.
- internationalizing the division further.
- increasing the visibility and services of the division on the internet.

Providing our members with more value added services and information through the newsletter and the website.

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From the Division Chair continued

Also the division will submit the revised domain statement including the name revision to the AOM board to have it finally approved. We therefore hope to introduce the new name, Management Consulting Division, before the next year.

Among the actions taken at the Executive Committee meetings were:

1. Terry Armstrong and Leslie Overmeyer Day will develop a survey focusing on the consulting activities of AoM members. The idea is to get a better picture of the type of consulting activities AoM members are involved in, in order to better accommodate needs. The questionnaire shall be placed on the MCD website and newsletters from other divisions will be asked to include a feature on our research attempts.

2. Jeff Kerr, Tony Buono and Flemming Poulsfelt will summarize the draft of the marketing plan to make it more operational.

3. Brian Peach has agreed to be the new Newsletter editor as Bill Vroman the editor up till now has been elected to Program Chair Elect. Thanks for a great job to Bill. Brian Peach will also continue as the MCD webmaster. We strongly invite you to submit pieces on consulting to our editor/webmaster. Both the newsletter and the Website are great vehicles for keeping up the communication and information sharing among members between Academy meetings.

4. Teresa Covin will act as the MCD Liaison with IMC & AMCF (the Institute of Management Consultants and Association of Management Consulting Firms).

5. Bill Werther has been asked to chair a committee together with Tom Kolenko and Jeff Kerr with the task of developing a proposal on how the big consulting firms can take advantage of the MCD with the purpose of developing closer ties between the firms and the division.

6. Tony Buono will be in charge of the 1999 program in Chicago in cooperation with Flemming Poulsfelt as his EU counterpart. Don't hesitate to call either Tony or Flemming if you have any questions or alike.

7. Bill Vroman will organize the pre-conference program - now called the Professional Development Program. Please feel free to contact Bill Vroman with ideas or plans for workshops.

8. Tony Buono, Jeff Kerr and Flemming Poulsfelt will arrange for the speakers for 1999 including the speaker for "The MCD Member and Friends Dinner."

Once again. Thanks for your involvement and commitment. We are looking forward to further cooperation with you. Therefore, always feel free to contact one of the members of the executive committee for any inquiries or for sharing ideas or options with us about the division or the topic of management consulting or if you want to volunteer for specific assignments.

MCD Conference Highlights - San Diego 1998
by Jeff Kerr

While the MCD Division program was somewhat smaller than the previous year's in Boston, the quality of the program was impressive in every way. Dave Ulrich (Univ. of Michigan) provided an outstanding keynote address that highlighted the challenges and opportunities facing consultants today as they help organizations work through the problems of adaptation and change. Dave's ability to capture complex ideas clearly and succinctly was abundantly evident and left little doubt as to why he is considered one of the country's master executive teachers, both in and outside the Michigan Executive Program. Even more impressive was his ability to move from one consulting specialty to another (i.e., strategy to HR to organization design, etc.) while still maintaining a cohesive and logically consistent conceptual framework. The range of his insights, the ease with which he moved across his subjects, and the scope of his conceptual architecture was almost breath-taking.

As one attendee put it: "I got more ideas in this hour-and-a-half than in all my other sessions combined." From the crowd's reaction, it appeared that there was broad consensus on this point. For many attendees, Dave's talk was simply their most intellectually stimulating conference experience this year.
Warren Bennis (University of Southern California) served as our Guest of Honor at the Division's annual Friends and Members Dinner Monday night. Warren was in many ways an ideal speaker for this event thanks to his ability to read and adjust to the spirit and layout of the evening. The dinner was a superb continuation of the tradition that is beginning to form around this event -- a relatively small group of friends and colleagues enjoying camaraderie, good food and wine, and interesting, good-humored conversation related to the consulting profession and management in general. Warren, as always, played the room perfectly, mixing shrewd insight with wide experience, fascinating anecdotes, and a warm, enveloping sense of humor. This was literally (and deservedly) a sold-out event, with several (reservation-less) Academy members having to be turned away at the door.

Finally, while several of the various division paper sessions were stimulating, two stand out as the products of a rare and happy combination of ingredients. The sessions titled "The Consulting Process" and "Managing Consulting Firms" benefitted from interesting papers, interesting topics, and interesting presenters. In addition, they enjoyed especially valuable contributions from chairs Bill Vroman (Strategic Planning, Inc.) and Bill Werther (University of Miami) and discussants Dave Jamieson (Pepperdine University) and Jim Carroll (Georgian Court College) whose imaginative readings and comments truly enhanced the intellectual impact and value of the papers themselves.

Perhaps most gratifying were the quality and energy of the audience participation in these sessions. Stimulated by both the presenters themselves and the discussants' comments, audience members appeared truly excited about the topics and resulting ideas. It seemed to me to be exactly the way we all hope conference sessions will turn out but so rarely do. Congratulations and thanks to all -- authors, discussants and chairs -- who helped make the 1998 MC Division program intellectually stimulating and professionally valuable.

**MCD - Pre-Conference Highlights**

**San Diego 98**

by Tony Buono

Highlights of the Division's Professional Development workshops in San Diego included a 1 1/2 day session on the "Consulting Process" and a presentation on "Corporate Transformation" by Ralph Kilmann.

This year's "Consulting Process" workshop had an impressive panel of international experts, including Mark Bonnet and Ricki Moore, Lynne Levesque, James Ross Warren, and Terry Armstrong. The workshop was coordinated by Marilyn Harris, Georges Trepanier, and Tony Buono, and was offered for the third consecutive year. Using a thematic case study, approximately 40 participants focused on organizational analysis and diagnosis, and conceptualizing and implementing their interventions. On Sunday morning, Kilmann integrated the current thinking about TQM, re-engineering and learning organizations into his earlier work on large-scale organizational change.

In addition to co-sponsoring the annual Case Critique workshop and Practitioner Series, the Division also offered workshops on Diversity Consulting, Codes of Conduct for Consultants, and a "Consulting Clinic" focused on the myriad issues, concerns and challenges confronting consultants in today's rapidly changing environment.

Planning for the '99 Professional Development Workshops program has already begun. Please contact Bill Vroman bvroman@home.com; 410/628-0380.

**AWARDS - San Diego 98**

1998 Best Paper Awards

The two Outstanding Student Paper Awards went to:
Andrew Molinsky (Harvard) & Joshua Margolis (Michigan) for their paper "In Search of Ambivalence: Recapturing the Tension Between Connecting and Distancing" and Chris McKenna (Johns Hopkins) for his paper "Two Strikes and You're Out - Why McKinsey Could Not Save the New York Herald Tribune".

The William Jerome Arnold/AMCF Meritorious Paper on Management Consulting went to Andreas Werr (Stockholm School of Economics) for his paper "Managing Knowledge In Management Consulting Firms"

The Granazioedic Business School Award for the best Paper on Management Consulting went to Thomaz Wood & Miguel Caldas (both of Fondacion Getulio Vargas, Sao Paolo) for their paper "Consulting in Emerging Countries An Anthropophagic Method".

LOOKING AHEAD - Chicago 1999

Pre-Conference
by Bill Vroman

Ideas are wanted for the Professional Development Workshop (PDW)

What do you do that would be interesting for our members?

The PDW is the place to present innovative and experimental ideas. If you have an idea for the pre-conference workshops, please call or e-mail Bill Vroman (bvroman@home.com; 410/628-0380) as soon as you can.

PDP - CONSULTING WORKSHOP 99
by Tim Warren

The MCD will continue its successful Pre-Conference Professional Development Program (PDP) workshop on management consulting skills, tools and strategies on Friday afternoon and all-day Saturday. We are all in debt to Marilyn Harris and Tony Buono, its leaders for the last 3 years, for developing the PDP to its present high level of quality.

In 1999 in Chicago, we will increase the emphasis on providing useful skills and tools because of great interest by participants in 1998. By focusing on cases and practical applications, participants who primarily are academics can bridge more easily the chasm between the discipline-centered, knowledge-oriented world of the academic and the problem-centered, results-oriented world of client management.

Please direct any questions to the '99 PDP Co-Leaders •* Georges Trepô (TREPO@gwsmtp.hec.fr; Tel (France) 01-39 67 94 29) •*Jim Warren (jrwccm@aol.com; (U.S.) 310/826.5049)

Themes for '99
by Tony Buono - 1999 Program Chair

The Division is especially interested in papers and symposia on education for consulting, the management of consulting firms, organizational learning and the management of knowledge, consulting in interorganizational settings (mergers, acquisitions, joint ventures, partnerships) in addition to management issues in consulting firms, international or cross-cultural issues in consulting, and consulting-based case studies and interventions.

A Call for Reviewers

A call for help from your friendly program chair! Given the continued growth of our Division's program over the past few years, we are anticipating a record number of submissions for this year's meeting in Chicago. While a number of Division colleagues have already volunteered their services (to which I am MOST grateful), I am still looking for additional thoughtful and conscientious members to round out our reviewer pool. This role is critical to the overall review process and to help ensure another high quality program.

Your workload will be contained to reviewing approximately 3 papers or symposium proposals during mid- to late-January. While the workload itself is
deadlines we are operating under are not. The turnaround time is very tight and all reviews must be completed within that 2-week time frame. Our top reviewers this year will be honored at our annual business meeting.

If you are interested in volunteering for this important role or have any questions at all about the review process, please contact Tony Buono at abuono@bentley.edu.

CALL FOR PAPERS

1999 Academy of Management Meeting
Management Consulting Division

Program Theme: Change and Development
Journeys Into a Pluralistic World
Submission Deadline: Friday, January 8, 1999

The Executive Committee of the Management Consulting Division encourages your submission of papers and symposium proposals for our program for the 1999 Academy of Management Meeting, August 8-11 in Chicago, Illinois.

The Management Consulting Division’s purpose is to advance knowledge and understanding of management consulting, and to aid in the development of consultants from the perspective of research, practice and teaching. The Division encourages interdisciplinary and integrative approaches to management consulting which lead to the continuing development of the discipline.

You are encouraged to submit papers and symposium proposals on the theory, research and practice of consulting. Topics of interest 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. Given the theme of this year’s conference, the Executive Committee is particularly interested in papers and symposia dealing with organizational learning, consulting and the change process, education for consultants, and reflections on what actually transpires during a consulting engagement.

IMPORTANT: This year the title page and abstract for all papers and symposia must also be submitted electronically prior to submitting the final version to: http://www.aom.pace.edu. If you would like to obtain further information about the Division’s program or the paper and symposium submission and review process, please contact Tony Buono.

Papers and Symposium proposals should be submitted to:

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Awards for Outstanding Papers: In conjunction with AMCF, the Division presents the William Jerome Arnold Meritorious Paper Award for exceptional contributions to theory, research and practice. The George F. Grazziadio Business School at Pepperdine University gives an award for the best practice paper. Each award consists of a plaque and a check ($500). The Division also sponsors up to three doctoral student awards (submissions must be noted as “Student Paper”).
Hello from your new Newsletter editor. I'm attempting to replace Bill Vroman who has gone on to bigger and better things (Program Chair Elect).

With a new editor comes new ideas - some good, some possibly not so good. Please let me know what you liked and didn't like about this newsletter. Also welcome are suggestions of any type to improve the looks or content.

I would like to add a section on what's happening to our membership - if you have anything you want the world to know, e-mail it to me for inclusion next time.

We will continue with an international section highlighting news and events affecting our international members. So far the emphasis has been on Europe. Let's hear from other parts of the world! This issue has articles by Terry Armstrong and Flemming Poulsen, plus news about graduate consulting education in France. Be sure to check this one out.

Website Moves

The website started as an experiment to see if it could be done in-house. Professional bids far exceeded the budgetary capability of our division. So I volunteered to be a webmaster (which required learning HTML, etc.). The website started by using my home page allocation from my university. Now the Managerial Consultation Division has its own URL and location at www.uwf.edu/~mcd. In the future, those who use the old URL will get a pointer to the new website.

There was much discussion at the 1998 conference by the Executive Committee as to how we can best utilize the website. Currently, plans are for the Division Chair and Program Chair to provide a monthly update on MCD activities. Also, the site can always be used to locate Board members and contact MCD officers.

Eventually we plan on using it as an archival repository for all information regarding the Division. If you have any suggestions, contact the webmaster (me) at bpeach@uwf.edu. The objective was to minimize fancy and go for simple so the page would load faster. Do we need animation? Scrolling boxes? New features and/or pages? Visit the site and let me know what you think.

INTERNATIONAL NEWS

In this section, we want to provide news about what is happening with our international membership. Articles or news briefs are solicited by or about our international members and consulting in Europe.

A VIEW ON MANAGEMENT CONSULTING IN EUROPE
Flemming Poulsen, January 12, 1998

“Growth and revenues seem to be unstoppable.” This was the headline in a recent article on management consultancy in Financial Times. Looking upon Europe the statement seems fairly true. Like most other management consulting markets in the world, the market in Europe has been growing during the last years and few expect this to change in the near future. The annual growth rate has conservatively been estimated at 10-15% depending on the country in focus and the specific service area.

The key drivers for management consulting work in Europe are:

1) Intensifying competition through globalization which forces the corporations to change. In order to meet the need of not only the single European market but also the challenges of global competition it's recognized that the efficiency of management and workforce has to be increased.
2) Economic growth and development within Europe. Many corporations are shifting their attention from efficiency and restructuring to growing their business again.
3) European regulatory standards and convergence criteria. Countries seek to meet the convergence criteria for EMU (the European Monetary Union) and to compete within deregulated markets.
4) Privatization and deregulation of emergent Eastern European economies. Privatization consultancy as well as public sector restructuring are major areas across Europe...
only in the Eastern Europe countries but also in more developed economies. 
5) Rapid advancements in the area of information technologies including the year 2000 “bomb.” Work within IT consultancy such as system development and system integration comprises today the greatest generator of fee income within the European consulting market.
6) Outsourcing in the traditional sense. Corporations are handing over specific functions to consultants, lock, stock and barrel: their IT departments, their accounting and their personnel management.

As can be seen some of the drivers have a specific European flavour while others are more global in nature. Not surprisingly, as the management consulting business is moving and developing along international pathways.

Among the problems the European consulting firms (although a major part would argue they have a global profile) are facing is the supply of consultants. Finding and sustaining qualified recruits is a major issue for most consulting firms. However, this seems to be a generic problem in most consultancies around the world and an issue of top priority for the coming years. How to keep growing and still provide the same high-quality resource will be an important item on the agenda of most consultancies.

The future therefore looks promising and challenging for the European consulting industry when looking upon the business opportunities and the managerial challenges for the coming years. There will without doubt be lots of excitement both in the cooperation with clients and internally in the consulting firms.

**The Globalization of Consulting**

*By Terry R. Armstrong, University of West Florida*

I don't know about your practice but mine went global overnight. Of course I have been doing international consulting for over thirty years. Started out as a novice consultant in South America because the senior consultants didn't want to spend months on the road. I still get requests for those kind of assignments, but this global thing hit me like a mischievous Gulf Coast hurricane -- tantalizing at first and then a direct hit.

It started two years ago when a former student stopped by my office to share his phenomenal success story. "I now know what you mean by the power of globalization," he said with a smile that said professors teach and former students make big bucks. His struggling software company had just gone global and revenue jumped from $5,000 a week to over $50,000 a week. Not bad for a kid who only spoke English and dropped out of the masters program because of being mathematically challenged.

A few days later one of my pro-bono small business clients called with a strange problem. He had just gotten some of his miracle chemical returned by Swedish customs because it didn't meet all their environmental tests. After a few questions I discovered that since he had put up his web site he had been getting all kinds of international orders. He hadn't had any product returned and was surprised to find that another country's laws had blocked him from a lucrative market.

Both of these clients had gone global without leaving Pensacola, Florida. One was selling a service, IT Consulting, and the other a product, a biodegradable miracle cleaner. What did my former student and pro-bono client know that I didn't? They weren't philosophizing about globalization - they were in the middle of it. Without being aware of it they had dragged me into the middle of the global market place. Since then my practice has become almost exclusively global without taking the time to develop a strategy.

My global clients are not large firms. In fact most of them are small firms or solo practitioners. They are surprisingly young with only one being over 50 and he has been in international sales consulting nearly his entire career. They use cellular phones and the Internet constantly and they all communicate in some sort of English. However, you still build rapport by learning a few phrases of Chinese, Greek, Somali, or their native language. They know you don't need to, but it still helps.
language. They know you don't need to, but it still helps.

Obviously telecommunications, the ease of international travel and credit card financing have made global entrepreneurship possible. Some of the things my clients are cooking up are darn right ingenious and what is even more surprising -- they can do it and make money.

Though my global consulting is primarily on the internet I personally know all my clients. After all, management consulting is a person to person industry regardless of our tools and communication modalities. Surprisingly we don't have written contracts and payment often isn't in currency. Rather it's a place to stay on a business trip, a sailing vacation, or company shares. Sometimes I am paid through traditional consulting with one of their clients picking up the fee.

One European client is trying to enter the Chinese market as a manufacturer's representative. He's been successful doing this in Europe, the U.S. and South America. He's doing it for the fun of it but also with the hope of becoming a millionaire. My sessions with him have been primarily Socratic. Asking questions to help him develop clarity about marketing in Asia. His other consultant is a bright Chinese student who's teaching him the language and educating him in the Chinese way of doing business. I have had the side benefit of learning about China.

My global clients aren't major multi-nationals and national governments like they were when I got started in international consulting so long ago. They are young entrepreneurs from over fifteen countries with hopes, ideas and belief in themselves. I think we all had better take them seriously if we plan on having our own practices in the next millennium.

GRADUATE AND EXECUTIVE EDUCATION IN MANAGEMENT CONSULTING

The ISEOR research center associated with the University of Lyon 2 Lumière and EM LYON France offers a number of executive education and graduate degrees, including a doctoral program in management sciences and managerial consulting. These programs are designed to allow participants, students, professional consultants, managers, etc., to experiment with management and consulting tools and theories. The programs range in duration from eight days to four years.

Transformational action research is the basis of the doctoral program, and participants are required to formalize the results of their experiments and to compare them with other approaches and existing academic literature. Professional consultants are able to reflect upon their own hypotheses, models and practices, which facilitates the improvement of their professional skills. About ten theses are defended each year. The age of the participants varies from 27 to 65. They come from many countries and the center has exchange agreements with the University of Mexico City (UAM), Mexico, and HEC Montreal, Canada.

Founded and directed by Professor Henri Savall, ISEOR is a unique pilot research center for these programs. Its experience, innovative management tools (Socio-Economic Approach to Management) and theoretical body of information both in the fields of management technology and consulting engineering is available to participants and international collaborators.

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FEATURES

Book Review Column
by Terry Armstrong

At the Academy meeting in San Diego I volunteered to do a book review column for the divisional newsletter. Newsletter editors always have a difficult time getting material so I volunteered. I am sure that Brian would love having other columns so why don't you think up a good idea for a column and e-mail him at bpeach@uwf.edu. If you have read a great book you
Selling the Invisible: A Field Guide
to Modern Marketing
by Harry Beckwith

I picked this book up at the Atlanta Airport because I didn't have anything with me that was an interesting read. As a consultant and teacher of consultants I am always looking for new ideas on how to market consulting. Beckwith's book is aimed at "service marketing" and is full of excellent advice to the solo consultant as well as the principles of a large management consulting firm.

Beckwith takes the traditional idea of marketing and turns it on its head. Put simply, a product is tangible - a service is not. Management Consulting certainly is intangible! In Selling the Invisible he argues that with products you have price tags, but with services you do not. In some instance you don't even have competition in the traditional sense. Besides, a service doesn't even exist when it's purchased! As a result the service buyer feels very insecure and often fearful. How to deal with the buyer's fear is what this book is all about.

Proclaiming that most marketing has been done in the product area and is inappropriate to the service industry Beckwith turns his attention to the essentials of service marketing. First and foremost he claims you had better have a good service. "The core of service marketing is the service itself", he claims. This certainly is true for management consulting!

He has bad news as well as good news for anyone trying to market a service from the local consultant to the global firm. Some key ideas you may want to ponder even if you don't read the book

* You are in competition with Disney.
* Forget the excuses and remember McDonald's.
* Keep it simple.
* Let your clients set your standards.
* Tiny things have huge effects.
* Work on improving your service -- not your ads.
* Don't just think better. Think different.
* You always start at zero.
* Create what you would love.
* Do your homework.
* Ask your customers.
* Survey, survey, survey!

I have just scratched the surface of this book. It's not my job to digest the book for you. It's my job to get you to read it. I have already recommended it to a number of people in management consulting and they have all raved about it. It's the one book you must read if you are marketing consulting.

It's amazing what I learn while browsing around in airport book stores. Get a Copy of "Selling The Invisible" and have a good read while learning some new ways to market your practice.

Book Recommendations


* An excellent framework for learning about management consultation.


* This is a very personal book which portrays consulting as a way of life as well as a profession.


* This is an excellent book for a faculty member who is considering starting a consulting practice.


* This book does a great job of covering consulting basics and how an individual can develop multiple profit centers.


* A comprehensive practical guide to management consulting.

- For consultants who are concerned about building and managing a professional firm.


- This is a must read for someone who wants to expand a solid practice into a very profitable one.

OTHER NEWS

Calls for Papers

ODJ: The Organization Development Journal is doing a special issue on “Emerging Issues in OD”. We are looking for emerging trends and how organizations are dealing with rapid change, globalization, social issues, technological shifts, and transformation. The editor for this special issue is Terry Armstrong, the second editor of the Organization Development Journal. If you are interested in submitting a manuscript please send three copies to Terry R. Armstrong, 111 Gainsborough Apt. 005, Boston, MA 02115.

ABSEL: The Association for Business Simulation and Experiential Learning’s town crier, Bill Biggs (former MED Chair and 1999 ABSEL local arrangements chair) has issued the invitation to assemble in Philadelphia, March 17-19, 1999 for a revolutionary conference. The conference hotel is in the heart of the historic district so there is a lot to see (call 1-800-THEBELL and mention ABSEL). Our Thursday evening entertainment will be a dinner with a 1950’s dance theme (after all Philadelphia was the home of American Bandstand and one can still meet on South Street). And yes, there will be simulation and experiential learning sessions for all to enjoy.

For more information about ABSEL, the call for papers, the conference site, etc visit the ABSEL web site at www.towson.edu/~ABSEL.

As an added attraction the Mid-Atlantic Organization Behavior Teaching Conference (MOBTC) will be held in Philadelphia March 19 (evening) and 20. A reduced joint registration fee has been worked out for those who wish to attend both conferences.

ABSEL looks forward to seeing you in Philadelphia.

Journal Subscription

Members' Price for the JMC

Division members can get the Journal of Management Consulting for the low price of $40 for two years. This will be for all of 1999 and 2000-4 issues. This Journal has articles focused on the practical aspects of consulting. Please make out your check for $40 to “The Journal of Management Consulting” and send it to:

Brian Peach
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Announcement

Ideas Wanted for the Professional Development Workshop (PDW)

What do you do that would be interesting for our members? The PDW is the place to present innovative and experimental ideas. If you have an idea for the pre-conference workshops, please call or email Bill Vroman (bvroman@home.com; 410/628-0380) as soon as you can.

In Memoriam

Walt Wheatley died on October 18, 1998. Walt was an active member in the Academy including MCD, and was the current editor of the MCD Newsletter. He will be missed by his colleagues and friends.
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Academy of Management
Managerial Consultation Division Bridging Theory and Practice

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