A message from Flemming Poulfelt,  
Chair of Managerial Consultation Division

Time sure flies. We are now in 1999 and less than a year from the next millennium. Also we are only 4 months away from the Academy Meeting in Chicago.

This means that we have passed the deadline for submission. But not only those who have submitted papers and symposia have been active. All those who volunteered to review have been on duty. Therefore, our Program Chair Tony Buono is currently working hard on putting all the pieces together in order to ensure a great 1999 program.

Also our organizer of the Professional Development Program in Chicago (the former pre-conference program) Bill Vroman has been working hard on developing an interesting program. Read more about the program in this Newsletter. Please make sure that you also plan to attend some of these activities.

As you know a renewed MCD Fall Newsletter was sent out in November. I do hope that all the MCD members received the Newsletter and appreciated all the work put into the issue by the Newsletter Editor Brian Peach. Now you are reading the second issue. Please make sure that you all reflect on how you can contribute with articles and other input to the future issues as the Newsletter can be seen as a vehicle for exchanging information, ideas and thoughts between the members of the MCD.

I can extend this invitation to our homepage. Please contact our webmaster Brian Peach if you are good at web page design or have an interest in getting more involved in this part of the division. We are always looking for additional assistance and resources.

Teresa Covin (past Chair) and I met with IMC and AMCF representatives in New York in November with the purpose of further strengthening the MCD ties to the consulting world and to professional associations. We are currently working on forming a strategic alliance to the mutual benefit of MCD members and IMC members. We plan to have an agreement early 1999. For more information about IMC and AMCF please look for the IMC and AMCF links at the MCD web site.

I have had some initial discussions with people involved in the British Academy of Management which has received permission to offer a stream on management consultancy at the next BAM conference in September 1999. This too illustrates the increasing interest in management consultancy as well as an interest in further professionalizing the profession.

Elections are upon us. Your participation is important. Please take a moment to complete your ballot and return it to Tony Buono in the envelope provided.
A Word From the Editor
Brian Peach

As a brand new untried inexperienced newsletter editor I waited nervously for the reaction to my first effort - will they like it? Hate it? Oh the tension was horrendous. Well, after several months of virtually no response, to maintain my mental health and carry on with this second issue I had to assume no news is good news. Actually, although there were very few responses, they were positive which I sincerely appreciate.

This newsletter addresses two primary issues: the upcoming conference in Chicago and election of new officers. The next newsletter will feature additional information about the conference, but this will be your only chance to vote. Please take a few moments NOW to vote. These candidates have volunteered their time to help serve you our membership. Only as a new newsletter editor can I appreciate the contribution Bill Vroman made during his tenure as editor. I am sure that Flemming Poulsen and our other working Board members and Division volunteers feel the same about those who went before them. As in all volunteer organizations, this Division continues to exist as long as its members provide the necessary support. Please vote for the candidates of your choice - whether from the slate nominated or a write-in of your choice.

The conference is shaping up to be a good one. Chicago is an exciting city, and it won't be buried in snow as it was when I visited in January (right after the 'blizzard of the century'). There was snow piled everywhere - around cars, on cars, over cars. In August the weather should be great and I'm looking forward to going back to this great Greek restaurant . . .

The pre-conference (or PDW now) has several great events, but mark your calendar and register now for the consulting workshop if you want to learn the basics or hone your skills. This workshop always gets rave reviews.

Tony Buono and others have worked hard on the conference, and the MCD schedule is up on the MCD website (www.uwf.edu/~mcd). The full schedule should be on the AoM website by the time you receive this newsletter (the AoM site has a link on the MCD site). There are many alluring sessions, but ensure you make the session Monday afternoon with the MCD Distinguished Speaker David Maister. A brief bio is in this newsletter and a fuller description of David and his accomplishments will be in the Summer newsletter. This session is followed by the MCD business meeting and social hour - don't miss these either. Come over and say hi to me and let me know what you think about the newsletter and any suggestions you have.

I am still actively soliciting ideas and material for the newsletter. I especially would like to hear from our international members. Is there someone who would like to write one or more (short) pieces on international consulting? 100-500 words would be great. When sending me material, keep in mind the intentions and limitations of a newsletter such as this. I received two wonderful pieces from members that unfortunately were more journal articles than newsletter pieces. Keep 'em pithy and you can get into print!

ANNUAL MEETING INFORMATION

Change And Development
Journeys into a Pluralistic World

Chicago 1999 – Program Update
Tony Buono

Planning for our Division's program for the 1999 Annual Academy of Management meeting is well underway. This year's theme is the result of extensive consultation with a cross-section of major thinkers on managerial leadership, including John Seeley Brown from AT&T, Steve Kerr from GE, Hirsch Cohen and Gayle Pesyna from the Sloan Foundation, and Fortune's senior writer Thomas Stewart.

The Academy leadership has also been very active this year in its attempt to provide divisions with greater freedom in the creation and implementation of their programs for the annual meeting. During late October 1998, a two-day Theme Summit was held in GTE's Technology Solutions Center, located in GTE Place in Dallas, Texas. The session, cosponsored by the Academy of Management and GTE (which underwrote the cost of meals and lodging for participants), provided the opportunity for program and professional development workshop chairs to analyze, discuss and debate the meeting theme with a host of invited consultants, practitioners and facilitators. While not everyone fully agreed on the exact meaning of the theme's key components - change, development, pluralism it
appears that change, development and pluralistic perspectives did emerge from the session.

In the past, each Academy meeting has had a particular theme and intended focus. In practice, however, these conference themes have been little more than a very broad, suggested topic that participants could (or could not) choose to highlight in their submissions. For the Chicago meeting, in contrast, divisions are being given the flexibility to develop their own specific a “Theme Session” with the understanding that the session will actually reflect the conference theme. Ken Weidner, a Representative on the Executive Committee, is currently hard at work on our Division’s session, tentatively entitled “Understanding the Dynamics of Tomorrow’s Pluralistic Professional Services Firms: Sharing Perspectives, Learnings, and Collaboration Opportunities.” Our intent is to provide an opportunity for Academy members to: (1) hear multiple perspectives on change and development in the consulting field from partners and/or associate partners of some of the largest professional services firms in the world (e.g., Arthur Anderson/Anderson Consulting, Price Waterhouse Coopers, Deloitte & Touche) as well as practitioners in smaller firms; and (2) explore opportunities for future academian-practitioner collaboration.

The second change for this year’s meeting will be a greater focus on interactive paper sessions, which will be organized like small group caucuses. While a number of traditional paper sessions will still be offered, there is growing recognition that the Academy meeting needs to provide more opportunities for interaction and dialogue as we attempt to learn together and prepare ourselves for our journey into the next millennium.

Finally, I am pleased to announce that David Maister, author of Managing the Professional Services Firm and True Professionalism: The Courage to Care about your People, Your Clients, and Your Career, has agreed to be our Distinguished Speaker at this year’s meeting. More information about David and his topic will be included in the next newsletter. Thanks to Flemming Pouffelt, our tireless Division Chair, for his efforts in inviting David.

Given the number of interesting inquiries I have received from members about their ideas for possible paper and symposium submissions, the Chicago ’99 meeting promises to be another excellent program. The MCD program is on our website. The full program is on the Academy website. Be sure to look for more details in the next newsletter and plan on joining us in Chicago this August.

**PRE-CONFERENCE ACTIVITIES**

**MAKE YOUR PLANS NOW**

Jim Warren
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Improve your consulting skills by attending the Consulting Division’s 1 ½ day workshop at this summer’s conference. Registering and attending this workshop could be the highlight of your Chicago visit. For a day and a half you’ll be in a tightly organized and highly interactive setting with about 25 other participants. There will be plenty of air-time to explore and understand proven consulting concepts. Your trainers and presenters are all experienced consultants with world-class insights and techniques. You’ll end up with a notebook full of material and enough confidence to begin or to upgrade your consulting immediately.

The leaders of the workshop are Georges Trepo, Ecole des hautes Etudes Commercial, France and Jim Warren, Center for Collaborative Management. Other trainers on board for the program and clinic are Marc Bonnet, U of Lyon, France; Rickie Moore, USC; Steven A. Savia, The Sage Group/ Institute of Management Consultants; Marilyn Harris, Central Michigan University, and Suzanne Geigle, Price Waterhouse Coopers.

The workshop starts Friday afternoon, August 6, 1999 and ends Saturday afternoon. There will be snacks available and a buffet on Saturday for participants. The fee for the Workshop is $50 and includes all materials and a notebook, snacks and a lunch on Saturday. Fax or e-mail Jim Warren to register for the Workshop.
BOOKS of INTEREST

Reviewed by Terry Armstrong

How to Lead Change When You're Not in Charge
by Roger Fisher & Alan Sharp

Roger Fisher & Alan Sharp certainly must have had management consultants in mind when writing this book! Let's face it! Management consultants are often temporary leaders with little or no authority. In 30 years of practice I have often found myself as a temporary leader in an organization. "I didn't contract for this," is my initial response, but then I realize if the project is going to get done I'm stuck with the job of leading the change effort. I know that goes against theory and it's something we don't like to talk about, but it is often real.

I wish Fisher and Sharp had written this book long ago. It is written in the same readable style as "Getting to Yes" by Roger Fisher and William Ury. Certainly Fisher has done it again. This practitioner's practitioner knows what kinds of problems management consultants face. In other words, how do you work with people who are on your side but just can't get it together? This guide to successful persuasion and influence shows you how to get things done through collaboration and other kinds of joint behavior.

The authors introduce the useful concept of lateral leadership and show you how to use it purposefully. Gaining clarity on one's own purpose as a management consultant as well as clarity about what it is the organization is trying to achieve they claim is of utmost importance. I have to agree. Don't we often talk about how important it is to get the contract right? Isn't that all about clarity of purpose?

The book isn't about the biggest and the best. But if you have done just a little consulting you'll be nodding your head often as you read this book. Too bad it isn't in paperback yet. However, it is worth all of the $23.00 you'll pay for it. After you've read "Getting It Done" pass it on to a client? It might make your work easier.

NEW SPONSORSHIP OF GRADUATE STUDENT PAPER AWARDS

Bentley College and the Copenhagen Business School have agreed to jointly sponsor the Division's Graduate Student Paper competition. Initiated four years ago, the Outstanding Graduate Student Paper Award was developed to promote student participation in our Division's program and activities. With the aim of encouraging doctoral students to focus their research on consulting-related topics and issues, up to three awards may be presented annually. To compete for one of these awards, graduate student papers must go through the Division's double blind review process, be accepted for presentation at the Academy of Management meeting, and be presented at that year's meeting.

This year, at the 1999 Academy of Management meeting in Chicago, the first prize winner of the Bentley College & Copenhagen Business School Outstanding Graduate Student Paper Award will receive a plaque and check for $500 during the Division's Business Meeting on Monday evening, August 9th.

A PROGRAM CHAIR'S APPRECIATION
Tony Buono, Bentley College

As I continue to wrestle with putting together what promises to be a highly informative (potentially even stimulating!) program for this year's Academy meeting in Chicago, I wanted to publicly thank our colleagues who played a key role in the process.

I realize that the beginning of a new year and semester is not the most convenient time to ask people to volunteer their time and energy. Thus, I am exceedingly grateful to the panel of reviewers who graciously shared their expertise to help guide me in making some difficult program decisions.

Terry Armstrong
Iris Berdrow
Dennis Cahill
Allan Church
Lucy Dubin
Jim Fairfield-Sonn
Dave Jamieson
Tom Head
Geraldine Kiel
Vicki LaFarge
Kurt Matamendi
Aaron Nurick
Leslie Overmyer Day
Joanne Preston
Bill Vroman
Joe Weiss
Alberto Zanzi

Ronald Bartson
Joe Byrnes
Jim Carroll
Teresa Covin
Golpira Eshghi
Beth Fitzgerald
Veronica Hope Hailey
Linda Hoopes
Miriann Lacev
Craig Lundberg
Charlene O'Brien
Brian Peck
Flemming Poufelf
Mark Safferstone
Ken Weidner
Bill Werther

Look for an overview of Chicago's offerings in the next newsletter! Thanks again for all your support!
MCD Executive Committee Election

I am pleased to announce the slate of candidates for the positions as Program Chair Elect and Representatives at Large. We are extremely fortunate this year that highly qualified candidates have accepted to run for the vacant positions. The candidates are:

- Kurt Motamedi, Pepperdine University, CA – for Program Chair Elect Position.
- Jim Carroll, Georgian Court College, Lakewood, New Jersey - for Representative at Large.
- Cliff Cheng, USC, Los Angeles, CA - for Representative at Large.
- Peter Stark, management consultant - for Representative at Large.
- Andreas Werr, Stockholm School of Economics, Sweden - for Representative at Large.
- Alberto Zanzi, Suffolk University, Boston, MA – for Representative at Large Alberto

Thanks to everybody who has helped putting this slate of candidates together.

Enclosed you will find the ballot and short biographies of each candidate.

Please return the ballot asap and no later than April 26, 1999

Thanks in advance.

Flemming Poulsen
Chair of the Managerial Consultation Division

Kurt K. Motamedi, Ph.D.
Professor of Organization and Management. B.S.E.E., San Jose State University; M.S.E.E., University of California, Santa Barbara; M.B.A., Ph.D., University of California, Los Angeles.

Dr. Motamedi specializes in strategic management and organization development, design, and behavior. He has served at various companies as president, managing director, managing partner, special projects director, board member, and long-term consultant. He has worked with multinational companies in diverse global industries including biotechnology, semiconductors, software, information technology, health care, news media, and financial services as well as with government organizations at city, county, state, and federal levels. An author of numerous publications and a frequent speaker on management topics, Dr. Motamedi has received the excellence in teaching and service award from UCLA's Ojai Leadership and Engineering and Management programs. He is a fellow of the Division of Applied Behavior Science at UCLA and a member of the Academy of Management and the American Psychological Association. He has been an active member in MCD, including serving as a member of the executive board.

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Dr. James J. Carroll, CMA, CPA, CFE Dr. James J. Carroll - Professor of Business Administration at Georgian Court College, Lakewood, New Jersey, USA holds professional designations as a Certified Management Account (CMA), Certified Public Accountant (CPA) licensed in the State of New Jersey, USA, and Certified Fraud Examiner (CFE). He has degrees from New Jersey Institute of Technology (BSIE), Rutgers
University (MBA-Finance), and Nova Southeastern University (DBA-Management). Dr. Carroll has served as a member of the editorial board of four scholarly journals: The Journal of Small Business Management (1991-), The Journal of Managerial Issues (1988-1995), The Journal of Small Business Strategy (1991-), and The Case Research Journal (1995-). He’s scholarly accomplishments include the first issued “Best Reviewer” award from The Journal of Small Business Management in 1996. His publications have appeared in The Academy of Management Executive and entrepreneurial and accounting textbooks, and on the Certified Management Accounting (CMA) and Certified Public Accountant (CPA) examinations in the USA. He was editor of 5 Proceedings of Cases in Progress of The Case Association/Eastern Case Writers Association. He is an active forensic consultant, having provided more than 125 written opinions, and having testified in more than 25 cases.

Cliff Cheng (PhD, USC) has served on the faculties of UCLA and UC Irvine. He is currently a Visiting Scholar at USC, and in private practice as an organizational effectiveness consultant, and consulting expert on discrimination and harassment cases. Cliff has worked with a wide range of organizations ranging from small family owned businesses to Fortune 500 firms, to the military, and non-profits. Cliff’s writings have appeared in AMR, AME, LODJ, JOCM, JABS, and JMI. Last year Cliff won the Western Academy of Management’s Ascendant Scholar Award for early mid-career research excellence. Cliff Chairs the AoM’s Asian/Asian-American Caucus, and is finishing up a term on the Gender and Diversity in Organizations Division’s Executive Committee. He was or is on the editorial boards of AME, LODJ and SAM-AMJ.

Peter Stark has a combination of industry and consulting experience that includes nearly 25 years of multicultural work in developing strategy and implementing large systems, strategically intended change in Fortune 250 firms, entrepreneurial ventures and non-profit organizations. In addition to leading and facilitating the transformation of functional frontline operating units, he has also established and brought to profitability an entirely new business entity in the People’s Republic of China and done considerable cross-cultural work throughout Western, Central and Eastern Asia.

Currently, Peter consults in the area of strategy, transformational and cross-cultural change, organization effectiveness and leadership development. He holds a Bachelors of Science Degree in Communicative Disorders from Northwestern University and Masters of Business Administration (in Strategy) from Pepperdine University. His doctoral research in pepperdine’s Organization Change program, which he expects to conclude later this year, is focused on assessing the presence and roles of embedded collective ideological assumptions in facilitating or inhibiting transformational change efforts.

Peter is an Alaskan native and an avid adventure traveler.

Andreas Werr is a researcher and teacher at the Stockholm School of Economics and the Fenix program. His research interest is focused on management consulting in general, and the role of formalized methods and tools in consulting more specifically. Andreas has written a number of award-winning papers on the subject and will present his dissertation on "The Functions of Methods and Tools in Management Consulting" during the fall. He has been active presenter of papers in the MC division of the Academy of Management in the past years. Andreas has also been involved in the design and execution of courses on management consulting both on a graduate level and on an executive development level. He is currently responsible for an introductory education for consultants in three Swedish management consulting companies.

Dr. Zanzi received his B.S. in 1969 from Utah State University, his MBA from the same institution in 1971 and his PhD from the University of Southern California in 1981. He has been a research scholar at the Harvard Business School and a graduate of the NTL Institute and the Salzburg Seminar in American Studies.

His areas of research interest include Political and Power Structures in Organizations, Family Business, Management Consulting and Crisis Management.

Dr. Zanzi has developed a strong international orientation in his research and professional activity. He is the author of several articles and case studies, has been on a sabbatical leave as visiting professor in Europe and is active in executive training and development. He has been actively involved in overseas seminars for the Sawyer School and the development and delivery of programs and conferences on the management of family businesses.
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Managerial Consultation Division Bridging Theory and Practice

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ELECTION TIME — KNOW YOUR CANDIDATES — VOTE!

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