A message from Flemming Poulsen,
Chair of the Management Consulting Division

One of the tasks of the Executive Committee is to make sure that the domain statement and the name of the Division represent the state of the art as well as the key issues of the field. Therefore, the Executive Committee presented a proposal for a revision of the domain statement and a name change for the Division to members last year. The proposal was supported by the membership in a poll. According to the procedures of the Academy the application for the change in the domain statement and the name were sent to the Academy Board.

I am therefore pleased to announce that the proposal was approved at the Academy Board Meeting in April. This means that the official name of the Division in the future is the Management Consulting Division. The revised domain statement reads:

"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."

I am quite sure that this domain statement will leave the Division with sufficient space to meet the challenges of consulting as we enter the next millennium.

The 1999 MCD Election took place during this Spring. This year we had a slate of very qualified candidates. In a separate piece in the Newsletter is listed our new Program Chair Elect and the three new Representatives at Large. Let me take the opportunity to thank both the candidates for their support of the Division as well as the members for participating in the election. In an organization like the Division it’s important to have the voices from members.

Chicago is getting closer. For some of us the 1999 meeting has been on the agenda for quite some time. Especially our Program Chair-Elect Bill Vroman who is responsible for the PDW (pre-conference program) and our Program Chair Tony Buono, both of whom have been working hard for a long period. Please, therefore, be sure to attend the Chicago conference and especially the Management Consulting Division sessions. An exciting program is lined up addressing some of the important issues in consulting and the consulting industry.

Once more thanks for all your support – and see you in Chicago.
A Word From The Editor
Brian Peach

Elections: Congratulations to our new Program Chair Elect Kurt Motamed. He has hit the ground running and has already sent out an e-mail to Board Members with ideas and questions for improving the Division. Five excellent candidates offered to serve on the Board and it was unfortunate that only three could be elected. Congratulations to Jim Carroll, Andreas Werr and Alberto Zanzi.

Workshops: This newsletter includes a pullout sheet with the Pre-conference, oops, I mean the Professional Development Workshop, activities. Carry it with you to the Academy for quick reference. The Conference schedule is too long for inclusion here but is available on the website (www.uwf.edu/~mcd) or in the full conference program.

Dinner: I would especially encourage you to come to the Friends and Members Dinner Sunday evening August 8th described elsewhere in this newsletter. It's a great opportunity to renew acquaintances and meet new Division members in a relaxed atmosphere. It was at such a dinner just a few years ago that in a few hours I really got to know more people in this Division than I had even met in the previous 11 years of coming to annual meetings. So, don't snack too much at the Free Press social, and come join us for a great evening.

Distinguished Speaker: David Maister will be speaking on Courage and Values at 4:10 in the Davos room. Don't miss this great meeting.

Business Meeting/Social Hour: Our annual business meeting is in the Sheraton in the Davos Room Monday at 5:30. It will be followed by our social hour. Please come and tell me any comments or suggestions concerning the newsletter or website.

Website: The website has undergone a major facelift. Remember to check it for current information about the Division. In addition, it has links to many other consulting related sites. Also, it has all past newsletters in an archive, plus the current newsletter appears there before you get it via snail mail. Stay ahead! Check out the website at www.uwf.edu/~mcd.

ANNUAL MEETING INFORMATION
MEMBERS & FRIENDS DINNER

Chicago 1999 – Program Update
Tony Buono

The annual Members & Friends dinner will be held on Sunday evening, August 8th.

Over the past several years, the Annual Members & Friends dinner has been a wonderful evening, where Division members and their guests enjoy good conversation and good food in an informal and relaxed atmosphere. It also provides a nice opportunity to meet old friends and make new ones before the hectic pace of the Academy meeting formally begins.

The evening also provides a great opportunity for anyone interested in getting more involved in the Division. If you are looking for a way to meet Division officers and members, and to get involved in our activities, this is a great way to start.

Approaching the millenium provides a wonderful opportunity to reflect on and honor the leadership provided by our Division Chairpersons over the past 28 years. During this year’s Dinner, we will recognize the contributions that these individuals have made to the Division.

Please note Sunday evening, August 8th on your calendars. Final information on the dinner (location, cost) can be found in the near future on the Division website or from Tony Buono at abuono@bentley.edu (fax: 781-891-2896; phone: 781-891-2529).

ACADEMY OF MANAGEMENT
ANNUAL MEETING

Management Consulting Division
THEME SESSION

The Changing Dynamics of Tomorrow’s Pluralistic Professional Services Firms: Sharing Perspectives, Learnings, and Collaboration Opportunities

A number of students of modern organizations are calling the professional services firm the “organization model of the future.” This characterization reflects the fact that in managing knowledge, skills, and other intellectual capital, these firms are capable of flexibly deploying resources for specific projects, allowing them to maintain a broad base of experience that can be brought to a wide range of opportunities with great agility. Research on professional service practices, however, is somewhat
MCD Executive Committee Election Results

To all members of the Management Consulting Division. A number of outstanding candidates agreed to run for office in our Division, and I am pleased to present the results of the 1999 election.

* Kurt Motambo, Pepperdine University was elected as the New Program Chair elect.
* James J. Carroll, Georgian court College, Lakewood New Jersey, Andreas Werth, Stockholm School of Economics, Sweden and Alberto Zanzi, Suffolk University, Boston were elected as new Representatives-at-Large.

I am sure that the Division will benefit from having these four persons on board.

Best Regards
Flemming Poulsen
MCD Chair

limited, a problem that is compounded by the fact that no two consultancies are alike.

This symposium presents an opportunity to hear multiple perspectives on the consulting field from reflective practitioners and researchers, and to explore the opportunity points where future practitioners and academic collaboration might exist in the emerging pluralistic consulting environment.

Facilitator: C. Ken Weidner, II, Loyola University Chicago ValueWorks, Inc.

Presenters:

Growth and Growing Pains in a Specialized Consulting Environment; Larry Ambrose, Perrone-Ambrose Associates, Inc.

Workforce and Human Resources Trends in Professional Services Firms; Heather E. Dook, Arthur Andersen, LLP

Successful Merger and Synthesis of Large Professional Services Firms; John Purcell, PricewaterhouseCoopers, LLP

Taking Diversity Into the Next Century; Doug Harris, The Kaleidoscope Group

The Need for Organization Development Skills in the Professional Services Firm of the Future; Michael O'Malley, Deloitte & Touche Consulting Group, LLC

Professional Services Firms: Observations and Suggestions for a Pluralistic, Applied Research Agenda; C. Ken Weidner, II, Loyola University Chicago ValueWorks, Inc.

DIVISION DISTINGUISHED SPEAKER

David Maister

COURAGE & VALUES: MISSING IN ACTION

As noted in the last newsletter, David Maister will be our Division's Distinguished Speaker at the 1999 Academy of Management meeting in Chicago. David is President of Maister Associates, Inc. in Boston, a firm that consults to professional services firms worldwide. A former professor at the Harvard Business School, David is the author of Managing the Professional Services Firm (Free Press, 1993) and True Professionalism: The Courage to Care About Your People, Your Clients, and Your Career (Free Press, 1997). Having just finished reading True Professionalism, I can assure you that this session is one you will not want to miss. As he argues, "Being a professional is neither about money nor about professional fulfillment. Both of these are consequences of an unqualified dedication to excellence in serving clients and their needs."

David will be addressing the Division on Monday, August 9th, from 4:10 to 5:20, in the Swiss Hotel, Davos Room. The topic of his presentation is provocatively entitled "Courage and Values: Missing in Action." Please mark your calendars and join us for what promises to be a stimulating session.

PRE-CONFERENCE ACTIVITIES

THE SUCCESSFUL MANAGEMENT CONSULTANT PROCESSES, SKILLS AND TOOLS

Jim Warren
Center for Collaborative Management

This 2-day workshop is designed for those who want to enhance skills and acquire practical tools in management consulting. It is appropriate for those who already have an area of competence or expertise (e.g., business strategy, operations management, etc.) and who now want to increase their effectiveness in working on client engagements.

Participants will practice using powerful tools and techniques with three case situations, and using three different platforms. These platforms focus, in addition to client task issues (e.g., work processes), on potential economic improvements, power and politics and other forms of resistance to change, and the sequencing of steps in the consulting project. Additional presentations will review the scope of management consulting, and look at consulting in the 21st Century.

The workshop will start with participants identifying and assessing their own needs, and end with a "clinic" in which they can discuss problems & solutions in their own consulting practices. Learning processes will include case analysis, small group discussion, lectures, exercises, role playing, worksheets and notes. The workshop staff has a balance of full-time consultants and full-time academics who also consult, staff from both U.S. and Europe, and female and male consultants.

Pre-registration is required along with $50.00 in U.S. funds. Contact Jim Warren by e-mail at jrw1ccm@aol.com (310/826.5049 in Los Angeles). The consulting skills workshop hours are Thursday, August 6th from 1:00PM until 8:30PM, and Saturday, August 7th from 9:00AM to 5:00PM.
MCD Plans on Surveying Members
But We Need Your Help!

How many academy members are also "consultants?" What kinds of consulting do they provide? What can the MCD do to attract them and serve their interests? These are—at the moment—unanswered questions, but not for long!

To give us a better idea of the size and interests of our "untapped" market of potential MCD members, a brief survey is currently under development. This survey is our first attempt to capture information from those who aren't currently MCD members—and who might not even know about us. Questions we'll ask include: How much time do they devote to consulting? What are their areas of expertise? How do they learn and stay current with their consulting skills? What is their interest in different types of MCD workshops and activities? and others. We'll use this information to compile ideas for future workshops and conference sessions, as well as to plan other activities aimed at increasing our division membership.

Data will be collected at the upcoming Chicago meetings. A table will be set up in a high-traffic location, such as the registration area, and volunteers from within the division will employ tried and true marketing research techniques: accosting passers-by and offering small bribes!

While we don't make any claims that our sampling methods will pass the rigorous scrutiny of reviewers, we're willing to accept any data we get—biases and all. After all, this our initial attempt at capturing information about a population of undetermined size. Thus our motto is: "You gotta start somewhere!"

We are currently soliciting volunteers among the MCD membership to staff the "survey station" during peak times early in the Meetings; specifically Sunday afternoon through Monday afternoon. If you are willing and able to donate an hour or two of your time this is a great opportunity to "meet new people" while practicing your marketing and sales skills! You'll hear first-hand about what these potential members would like from our division. In addition, if you have ideas (or actual donations) of inexpensive but fun door prizes, please let us know. We're planning to conduct a drawing, with completed surveys serving as the entry forms. We are trying to keep costs down while still offering something to the folks who give us their time (and data).

If you have ideas, comments, donations, or wish to participate in this effort, please contact any of the following division members involved in this project:

Terry Armstrong (ODTrainer@aol.com),
Leslie Day (LeslieDay@worldnet.att.net),
Tony Buono (TonyB18036@aol.com), or
Flemming Poulsen (fp inflicted@cbis.dk).

Thanks for Your Interest and Support!

BOOKS of INTEREST

Reviewed by
Terry R. Armstrong

The Leadership Moment
by Michael Useem
Director of the Wharton School's Center for Leadership and Change

By focusing on nine true stories of triumph and disaster, Michael Useem breathes life into the leadership literature. Like Kennedy's Profiles in Courage Useem's The Leadership Moment demonstrates how effective leaders make a difference by the actions they take and the decisions they make in critical moments. It is the person entwined in concrete circumstances that demand action where Useem sees leadership. Within his nine accounts of heroism he profiles a corporate executive, a firefighter, an astronaut, a mountaineer, an infantryman, a university administrator, a bond broker, a public servant, and a politician. He should have profiled a management consultant. He didn't. I'll forgive him for that, but as an editorial aside, I want to say organizations frequently hire management consultants to be temporary leaders.

In his final chapter, "Vision plus Action," he concludes that leaders must think strategically and act decisively. "Without a clear sense of destination, we are apt to flounder about and, without knowing how to get to that destination, we will never reach it even if we see it." Critical focus and determination are the essential ingredients of leadership as Useem sees it. Through the technique of vivid description he is able to demonstrate enduring leadership principles needed to guide effective action.

However, leadership is more than a set of universal principles. Flawless teamwork and the ability to create common ground takes courage. Useem doesn't talk about courage, but it is at the heart of the deeds he describes.

The Leadership Moment is an excellent read. Along with Howard Gardner's Leading Minds and John Gardner's On Leadership the management consultant who finds herself in a temporary leadership role would have an excellent course on how to lead in moments of crisis.

NOTE FROM EUROPE:
by Georges TREPO

"Consulting is booming - SAP is installing its new Rx3 integrated information systems in most large companies. These companies require help to install such software. Arthur Andersen is hiring hundreds of people. With Y2K, all EDP consultants are fighting to hire new graduates. Due to the shortage, some have subcontracted to MANPOWER the selection and training in EDP of science college or master graduates in Math, physics, and chemistry. The big five (whether in audit or consulting) are also scrambling to hire graduates from the best schools.
CHANGE MANAGEMENT:  
A DEBATE BETWEEN BIG 5 CONSULTANTS AND BOUTIQUE O.D. CONSULTANTS

Reported by: Jim Warren,  
Co-Leader of MCD's Consulting Skills Workshop  

"Recently, the O. D. Network sponsored a 3 hour highly energized discussion and debate between several Big 5 consultants in Change Management, several independent "boutique" OD consultants, and a very active audience of about 40 professionals. Many independent OD consultants have found themselves shut out of prospective clients who had decided to hire a Big 5 consultant. For anything risky, these prospective clients had reasoned, it's better to bring in the large, well-established multi-service firm. The program focused on differences in approach to managing change. The description below is from my notes.

For the Big 5 consultants, the major driver for change management is installation of ERP (Enterprise Resources Planning) systems. These are global, real-time systems that provide business and process integration. The best known of these systems is a German product called "SAP". ERP is an evolution from MRP-1 (Materials Resources Planning) and MRP-2 (Manufacturing Resources Planning). A typical installation might cost $10 to 15 million, with additional consulting fees of 3 to 4 times that. Lucent Technologies has a $400 million ERP installation involving 500 consultants. These installations tend to be competition driven.

Besides SAP as a driving force, I asked for additional specific reasons, and was given the following, in order of frequency:

1. Organizations that are not Y2K compliant reason that if they have to change their computer systems, they might as well go for an integrated, real-time system;
2. Multi-national and recently merged organizations who want global systems integration;
3. Those organizations undertaking a long-term change effort involving system installation, as well as social system change. The work processes of the organization, and the ERP software have to be integrated with one another.

About 85% of organizations that are candidates for ERP already have contracted for them. These programs tend to be driven programmatically by schedule, milestones, and the need to get the IT system up and running, and they tend to be driven top-down by management and the consultants. Training and teams are used to help people and the social system adapt. The Big 5 have built substantial consulting businesses using this approach. They have created effective learning organizations for themselves and their professional staffs. Mid level consultants in their change management practices tend to have billing rates of $4,000 a day. Everyone in the room seemed to agree that people change more slowly than technology. A consulting psychologist quoted a study in ICP that found that 1/3 of employees were devastated by major changes, and that only 1/3 had the emotional resiliency for such changes. Several of us pointed to research showing failure rates of about 70% in change programs. However, an underlying factor is that labor is seen as less valuable and more expendable, than in earlier years, with increased use of contract workers, acquisition of skills through mergers, partnering with external organizations for their skills, as well as down-sizing.

OD consultants see a need to build power inside the system, and are more inclined to work bottom up, than top down. They put a lot of emphasis on helping with the system diagnosis, and designing work processes and information systems out of that diagnosis.

Several creative solutions emerged from the discussion. The Big 5 Change Management consultants (who had social science backgrounds) attempt to build relationships with clients that will lead to follow-on work in cultural and individual change. Some clients see a need for checks and balances, so they hire a Big 5 Systems Integrator, and also a boutique OD consultant for change management. One independent consultant had on his business card "Change Management for ERP Success."

DID YOU HEAR THE ONE ABOUT THE CLIENT, THE CONSULTANT AND THE PROFESSOR?

by: Jeff Kerr

It has often been observed in strategy circles that the most dangerous competitors are frequently not those that compete pretty much as you do but those that approach from "left field", i.e., the ones that come into the game with different histories, skills, resources, and even different goals. This truism appears to be increasingly relevant to the consulting field as the boundaries between consulting firms, academic business schools, and in-house corporate development departments seem to be fading.

As Stuart Crainer and Des Dearlove (Gravity Training, Capstone, 1998) point out, business schools may be the most immediately (but not the only ones) threatened by the tendency of information-based services to "migrate" across traditional industry boundaries. They note the recent dramatic increase in so-called corporate universities, listing no fewer than 57 in the US and another five in the UK. These schools sometimes operate in conjunction with academic business colleges, but more often don't. In any case, they frequently rely on moonlighting b-school faculty, thereby further blurring the distinction and lessening the need to hook up with established universities.

So what? Companies have always complemented or substituted university-based and consultant-based development efforts for their own in-house development, as circumstances and topics warranted. To that extent, business schools, consultants and development departments have always been competitors or, at least, substitutes for each other. Increasingly, however, this recent trend looks more like backward integration, i.e., corporations becoming their own suppliers of development services to the exclusion of universities and, perhaps, consultants. To make matters more interesting, some of these
corporate-based schools are not simply serving their in-house clientele but, in an effort to ride the b-school boom, are reaching out to compete for free-standing students. (After all, what manager today, even a staff manager, can afford to be a mere cost center?)

For their part, consulting firms (at least the larger ones) have been quick to recognize that corporate clients may be ready for an alternative to the traditional university-based management development product. KPMG, Anderson, Arthur D. Little, Price Waterhouse, Coopers & Lybrand and others all offer professional courses of various lengths, on various topics, to managers at various corporate levels. Several of these consultant providers have proprietary curricula based on their own research and/or deep store of client-based experiences. They appeal on the basis of name recognition, real-world relevance, impressive client lists, and sophisticated presentation skills.

Perhaps corporations have become jaded by what they see as a more-or-less standard university-based executive development product that is only occasionally relevant to their critical issues. Perhaps a diploma from an accredited degree-granting institution carries less status and value now that so many have, in fact, been granted. Or perhaps corporate clients find the bundling of executive development within broader “knowledge management” or “learning organization” projects appealing. Whatever the reason, consultant-based management development seems to be emerging as a viable alternative to the university-based model. Coupled with corporate-sponsored schools, it appears that the management development marketplace is getting pretty intense.

What of university b-schools? Have they responded? In fact, one type of response (there have been several) by traditional b-schools has been the tailored program, i.e., a sequence of courses designed for a specific corporate client. While some of these are undoubtedly the same old stuff in a slightly personalized package, others are seriously customized to the needs of the client firm. This may involve the selection of specific texts and readings, courses designed or modified for client relevance, and thesis topics on real client problems. In some instances, professors have actually carried out applied research in the client firm for the purpose of producing case studies on current critical situations. When conducted with the appropriate level of management, the resulting class discussion becomes a management problem-solving/brain-storming session with the professor acting very much like the—guess what—facilitating consultant. In fact, a b-school with the right faculty (and the right attitude) would conceivably bring some impressive resources to the table and might end up being a pretty formidable competitor in the consulting arena. Could it happen? Who knows. If consulting firms and corporate colleges siphon off enough of their customers, b-schools will have to find something to do with all that intellectual capacity.

**REPORt On MCD MEMBER ACTIVITY:**

**Emergent Issues in the Fast Developing Management Consulting Profession**

Growing out of the MCD preconference professional development seminar of the last three years, several issues emerged. Namely: professional development of new and young management consulting professionals, development of a management consulting curriculum, and certification of practicing professionals. Several members of MCD joined together to present the emergent issues to different forums, testing the responses of those present. The responses were encouraging, and indicated that addressing these challenges will meet the needs of people in consulting.

In mid April, Marilyn Harris, Geraldine Kiesel, and Ina Von Ber presented *A Symposium on the Emergent Issues in the Fast Developing Consulting Profession: Application of the Consulting Process, a Preferred Curriculum To Develop Consultants and Consultant Certification* at the Midwest Academy of Management annual meeting in Lincoln, Nebraska. Bill Werther and Steve Savia, CMC were on the program, but could not be present. Bill Werther, Marilyn Harris, Ina Von Ber and Steve Savia’s international counterpart in the Institute of Management Consultants presented *A Panel Symposium on the Emergent Issues in the Fast Developing Consulting Profession: Developing an Applied Consulting Systems Model, Using a Preferred Curriculum with Training, and Certifying Consultants for 21st Century Application* at the Academy of Business and Administrative Sciences International Conference in Barcelona, Spain in early July.

Ina Von Ber and Marilyn Harris have also been exploring with several universities the development of a multidimensional curriculum that could possibly commence as early as Fall 1999. The core curriculum is a ten module master’s course package with possibilities for undergraduate level and postgraduates interested in certification, as well as virtual university courses.

Growing out of the MCD Alliance with the Institute of Management Consultants, Marilyn Harris has been working with John Ziebarth, CMC, and chair of the BOK committee on developing and updating the “Body of Knowledge (BOK)” required in the IMC Certification process. The date the committee has set for completion is at the turn of the century. In late fall, the BOK committee would like to assemble an august panel of academics and practitioners to review the limited references to be included. If you are interested in participating contact Marilyn Harris at the Annual AOM Conference in Chicago or by e-mail marilyn.harris@cnich.edu.
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Management Consulting Division Bridging Theory and Practice

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Management Consulting Newsletter – Summer 1999 – MCD Website is now www.uwf.edu/~mcd
DIVISIONAL LEADERSHIP

Approaching the millennium provides a wonderful opportunity to reflect on, recognize and honor the contributions and leadership provided by our Division Chairpersons over the past 28 years.

1972 Robert Wright
1973 Robert Wright
1974 Dennis Ray
1975 Gorden Lippitt
1976 Jay T. Knippen
1977 B. Wayne Kemp
1978 George T. Gore
1979 Carl F. Hicks
1980 Willard G. Miles
1981 Robert L. Muthis
1982 Jerry Arnold
1983 Alan M. Glassman
1984 Terry L. Maris
1985 Andre L. Debrecq
1986 Linda M. Calvert
1987 Larry Greiner
1988 A.A. Armenakis
1989 A.A. Armenakis
1990 Allen Filley
1991 Laurie Larwood
1992 Joseph Weiss
1993 E.G. Gomolka
1994 Marilyn E. Harris
1996 David Jamieson
1997 Terry R. Armstrong
1999 Flemming Poulsen

ELECTION RESULTS

Kurt Motamedi,
Program Chair Elect
Pepperdine University

Representatives - at - Large

James J. Carroll
Georgian Court College
Lakewood, N.J.

Andreas Werr
Stockholm School of Economics, Sweden

Alberto Zauzi
Suffolk University, Boston