Dear members and friends!

Looking out over a grey, rainy Swedish winter, the sun and warmth of Hawaii seems a distant memory. For the Management Consulting Division, the Hawaii conference was yet another successful venue, continuing the growth trends of the division from the past years. Thanks to the hard work of the leadership team, with Rickie Moore as the Chair, James Hunt as the program chair, Susan Adams as the PDW chair and Georges Trepo as the past chair, and of course the support of all members and friends who were active on the program and behind the scenes in developing it, the division offered one of its largest PDW programs. Highlights of the PDW were the keynotes by David Heenan on “flight capital” and Qi Wei Chen on “consulting in China”. See also Susan Adams’ report on the PDW later in this newsletter.

Also the regular program continued to grow thanks to an increase in the number of submissions. For Hawaii, submissions increased by almost 10% to 83 in total (76 papers, 7 symposia). This brings us further towards the 100 mark the division has had as a goal for a couple of years now. We hope for your activity in researching issues related to management consulting and your submitting these to the MC division in Atlanta, so that we can get across that mark in the coming year. The call for papers for Atlanta is reprinted in this newsletter. The deadline for submissions is January 9th. James Hunt did a tremendous job in processing all the Hawaii papers and pulling them together into a great program with lots of interesting paper sessions, symposia and a keynote speech by Steven Kerr! Thanks to all presenters and reviewers for making this a great program.

Looking forward I am committed to continuing the efforts and carrying through the initiatives launched by the past chair, Rickie Moore, and his predecessors. I would like to take this opportunity to thank him for his hard work in the past year, in which we have launched a membership survey (we hope to come back to the results in the spring newsletter), were awarded an Academy Innovation Award for the “communities of practice” initiative in the PDW program, and laid the grounds for a number of publications projects aiming at giving members even better publication outlets for their work, etc. (see also Rickie’s reflections in this newsletter).

Besides continuing these initiatives, the board has also launched a “new members” initiative looking at
how we welcome new members. We hope to have a procedure for that in place for Atlanta. If you have any ideas in regard to this, contact Ginka Toegel (g.toegel@lse.ac.uk) or Miguel Caldas (mpcaldas@hotmail.com), who are grateful for any input.

We have also had some changes in the leadership during the fall. Unfortunately, James Hunt resigned from his position as the chair elect due to his new duties as a department chair at Babson. James has done great service to the division in developing the program for Hawaii and the PDW in New Orleans, and I regret his decision. We will miss him! The duties of the chair elect (secretary and newsletter editor) have been taken over by Georges Trepo (secretary) and myself (newsletter editor). I am happy to welcome Georges back in the leadership team. Georges will be serving as the division historian, taking over this task from Anthony Buono.

Finally I would like to encourage you all to send the division lots of papers and symposia proposals for Atlanta. The more submissions we receive, the more programming time we have available to create yet another great conference. Susan Adams’ report on Kennedy information’s consulting summit in this newsletter indicates a number of upcoming challenges for the industry and profession and I hope that some of these may be addressed by papers and symposia in Atlanta.

Please also sign up as reviewers in the new online system at: http://review.aomonline.org and check out the division website http://uwf.edu/mcd now and then for relevant information. Recent additions to the website include a comprehensive collection of consulting syllabi compiled by Susan Adams.

Please feel free to contact me with any questions or suggestions

Regards,

Andreas.

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**Reflection on Taking MCD Forward**

**Connecting and Creating Higher Value-Added for our Members :**

**A New Vision of MCD**

Rickie Moore, Past Chair

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Dear Members and Friends of MCD

With Hawaii not so far behind us it is time to start thinking about preparing our submissions for Atlanta. It is also opportune for me to reflect on my service to you as Division Chair. The Executive Committee and I took on the challenge of continuing to take MCD to the next level. The 2005 Annual Meeting theme - 'A New Vision of Management in the 21st Century', appropriately set the context for doing so, as many of us worked together to **innovate** the new MCD for the 21st century. Our goal is a MCD that is strong in scholarship, internationally vibrant and providing even more service to our members. The list of tasks was long (see Winter 2004 newsletter), and we accomplished almost all of what we had set up to do.

Our growth in membership has been sustained and has once again surpassed the percentage growth of the academy as a whole. We undertook a series of

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**Sign up as reviewer!**

Sign up to be a reviewer for the Management Consulting division. The Academy has instituted a new reviewing system that will only allow the program chair to assign reviews to registered reviewers for that particular division. That means all who want to review for MC division need to register online as reviewer for MC division before January 9. You do not need to be a member of the Academy or the division but you do need to register as a reviewer for the division. Go to:

http://review.aomonline.org
initiatives to attract new members to the division and to promote international scholarship in consulting.

<table>
<thead>
<tr>
<th>MCD MEMBERSHIP COMPARISON</th>
<th>2004</th>
<th>2005</th>
<th>difference</th>
<th>% increase</th>
</tr>
</thead>
<tbody>
<tr>
<td>Membership</td>
<td>1281</td>
<td>1391</td>
<td>110</td>
<td>9%</td>
</tr>
<tr>
<td>Domestic</td>
<td>910</td>
<td>966</td>
<td>56</td>
<td>6%</td>
</tr>
<tr>
<td>International</td>
<td>371</td>
<td>425</td>
<td>54</td>
<td>15%</td>
</tr>
<tr>
<td>Academic</td>
<td>606</td>
<td>631</td>
<td>25</td>
<td>4%</td>
</tr>
<tr>
<td>Emeritus</td>
<td>33</td>
<td>30</td>
<td>-3</td>
<td>-9%</td>
</tr>
<tr>
<td>Executive</td>
<td>342</td>
<td>385</td>
<td>43</td>
<td>13%</td>
</tr>
<tr>
<td>Student</td>
<td>300</td>
<td>345</td>
<td>45</td>
<td>15%</td>
</tr>
</tbody>
</table>

By marketing our MCD flyer and calls to conferences in Europe, we have seen the result.

<table>
<thead>
<tr>
<th>AOM MEMBERSHIP COMPARISON</th>
<th>2004</th>
<th>2005</th>
<th>difference</th>
<th>% increase</th>
</tr>
</thead>
<tbody>
<tr>
<td>Membership</td>
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<td>962</td>
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</tr>
<tr>
<td>Domestic</td>
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<td>10332</td>
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</tr>
<tr>
<td>International</td>
<td>5079</td>
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<td>12%</td>
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<tr>
<td>Academic</td>
<td>9747</td>
<td>10282</td>
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<td>5%</td>
</tr>
<tr>
<td>Emeritus</td>
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<td>211</td>
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</tr>
<tr>
<td>Executive</td>
<td>1309</td>
<td>1438</td>
<td>129</td>
<td>10%</td>
</tr>
<tr>
<td>Student</td>
<td>3793</td>
<td>4090</td>
<td>297</td>
<td>8%</td>
</tr>
</tbody>
</table>

MCD is seen within the Academy as perhaps the strongest bridge division and we are continuing to attract more cross divisional membership.

Having set a goal of 81 papers for the 2005 conference, we were five papers short of the target at 76. We are continuing to make good progress on our way to joining the 100 paper league. We need to sustain the effort and get our colleagues, students and clients to submit more papers.

Seeking to diversify our offer to our membership, we opened up the types of submissions that were acceptable in the hope of attracting new talent to our division. We secured funding for our inaugural Consulting Case submission—thanks to Copenhagen Business School and Flemming Poulfelt for their generosity. Eight cases were submitted, and the winners were Alan Goldman, Arizona State University, *Leadership Pathology As A Nexus of Dysfunctional Organizations*, and Hans Vermaak & Annemieke Stoppeleburg, Twynstra Management Consultants, *Handling Wicked Problems at the Dutch Ministry of Foreign Affairs* (see section on awards).

With the assistance of our publishing committee we will also be preparing a call for a special issue to be published by one of the leading journals in the field of organizations and behavioral sciences. Our good friend and colleague Tony Buono has produced his sixth volume in his Research in Management Consulting series and continues to attract a number of authors from across the academy. These projects are
ongoing and you will no doubt be kept informed of the details about how you can contribute.

For our PDW offer, we also launched a new Communities of Practice project with the assistance of Susan Adams, our PDW Chair. With Susan’s help, we organized four Communities of Practice, Learning, Teaching and Interest and thirty-two persons attended the session. Judith Blumenthal opened the session with a presentation on Leadership, and showed an enlightening video of Pete Carroll, Head Coach of the USC College Football team, being interviewed by Warren Bennis. Spearheaded by member volunteers, each community determined the content of its session and discussed possible opportunities for its development. Among the discussion leaders were: - Larry Greiner – Strategy, Paul Friga – Knowledge Management, Mary Wayne Bush – Executive Coaching, and Marc Bonnet – Intervention Methodologies. My gratitude goes out to all those who helped to make the experiment a success.

Having come up with the idea, we applied for the division's first-ever Academy award, and we were awarded $700 by the AOM to fund our Communities of Practice initiative. The funds will be used to directly support initiatives by the communities.

Miguel Caldas launched our membership survey, which will be ongoing. With the input of Brian Peach, we were able to prepare a new draft of the constitution and after much effort and several emails, we were able to get enough members to approve the changes by electronic vote. This was a much needed exercise and today our division has a constitution that is functional, current and enables the leadership to run the division effectively. Again, many thanks to Brian, and to all of you for having voted to make the changes possible.

Among the highlights of our meeting was our Annual Members & Friends dinner cruise that was held on the Navitec at sunset. I am grateful to Larry Greiner, our Division local arrangements officer, for helping to attract the ODC therapeutical members to the cruise. The entire division leadership was distinctively dressed in traditional Hawaiian shirts that were provided by the division.

Brian Peach has continued to serve us a division webmaster and we are most grateful.

At our annual business meeting, we had the honor of welcoming one of our own – Steve Kerr as our Distinguished Speaker. Steve's enlightening speech resonated well as he described the challenges and tensions of being both an academic and consultant. It was also a pleasure to welcome Steve's wife DJ to the session.

We had our record number of awards to be distributed: 2 winners of the Bentley College/ HEC School of Management Student Award, 2 winners of the Pepperdine Consulting Practice Award, 2 winners for the Thomson-SouthWestern Award, 3 winners for the Inaugural Consulting Case Award. As it turned out, 8 of the 9 recipients were European.

Three of our sponsors were also given plaques for their outstanding support to the division – Graziadio School of Business Mnagement - Pepperdine University, Bentley College and HEC School of Management. We also recognized the contributions of a number of staff at the AOM headquarters that have been instrumental in implementing all the innovations within the division: - Heather Crowe, Matthew Suppa, Isabel Dichiara and Taryn Fiore. These are 'behind the scene' colleagues that have helped us tremendously. From implementing our online payment system and IT infrastructure and pilots, to digging out details on our membership history and arranging our meeting space requirements, our colleagues at AOM HQ have always responded to our call for help and we wanted to show our gratitude. A special thanks to Nancy Urbanowicz for helping to bring her staff to the business meeting. They could not figure out why they had been invited!!

In terms of promoting international scholarship within the Academy, ISEOR was recognized for its outstanding achievements. Todate, ISEOR has organized three international conferences in Lyon in partnership with Management Consulting Division in 2001, Research Methods Division in 2004, Social
Issues in Management Division in 2005, and will be organizing an International Doctoral Consortium in Lyon with Organizational Development and Change Division in 2006 and a conference with ODC in 2007. ISEOR is also planning future conferences with other divisions as it continues to promote international scholarship in teaching, research and consulting.

With all the assistance and contributions that Larry Greiner has made to the division, I was pleased to recommend to the Executive Committee that Larry be awarded our Robert G. Wright Founder's Award. We enlisted David Jamieson's help in securing a copy of the taped interview of Bob Wright, who so generously funded the initial award. Members were shown an excerpt of the video and Larry's buddy Tom Cummings, President of the Academy came along to pay tribute. With the complicity of Larry's family – wife, daughters, son-in-laws, grands, and friends and colleagues including Dave Heenan, Cary Cooper, the staff at Management & Organization Department of the USC Marshall School of Business – Yolanda Jones, Martha Maimone, Jennifer Lim, Grace Rogers, we compiled a photoshow of Larry's work, memories and accomplishments.

I am proud of the achievements we have all accomplished as a division:
- monthly teleconferences with the Executive Committee to maintain the communication links between meetings,
- Warner Burke was appointed our first-ever Scholar-in-Residence
- our largest amount of submissions to date, etc.
- record membership growth
- marketing and promotional activities to increase our visibility

I wish to thank my team – Andreas, James, Susan, Georges, Larry, Warner, Ginka, Miguel, Brian, Therese, Tony and to all our members and friends for having helped to make the year a success. As I pass the baton, I feel confident that MCD is in safe hand with Andreas Werr at the helm. We will continue to grow and to prosper. Our future looks promising and we will continue to focus on a number of areas: - Publications (visibility, credibility, legitimacy,…) PhD / Doctoral Students Project International Content – especially European (the practice and discipline of consulting seem to be developing more in Europe than elsewhere) Practitioner Scholarship Membership involvement

Our goal was to take MCD forward, to connect and create higher value-added for our members. Thank you for having helped me to serve you. As we go forward, let us build on our strengths and develop our division. As we continue to bridge theory and practice, let us as continue to INNOVATE into the future.

Boy, am I glad I'm done, and did those Mai Tai's taste good!!

Mahalo!!

Rickie

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2005 Program Highlights

The Hawaii program featured
- 24 papers in 9 regular paper sessions
- 13 visual papers in 3 visual papers sessions
- 12 interactive papers in 11 interactive paper sessions
- 6 symposia

The paper sessions covered topics such as:
- Consulting to Organizations: Cases and Applications

Thanks to the research activity of members and friends of the consulting division, the number of submissions to the regular program continued to increase for 2005. A total number of 76 papers and 7 symposia submitted represent a slight increase in relation to 2004. From these submissions 49 papers and 4 symposia were accepted for the program. The graph below presents an overview of topics covered in the accepted papers. Methods, tools and frameworks for consulting and aspects of managing consulting - and other professional service firms - seem to be dominating topics in the research of division members.
Among the special events in Hawaii, we remember the keynote of Steve Kerr. In his presentation, he shared with us some of his reflections on the differences between consulting and academia and how they could be bridged. The boat trip, honoring the past division chairs while giving us a view of Honolulu by night was another memorable event. The business meeting, under the chairmanship of Rickie Moore, also made history as the most “award rich” Business meeting in the history of the Division.

2005 Awards

BENTLEY COLLEGE & HEC SCHOOL OF MANAGEMENT
OUTSTANDING GRADUATE STUDENT PAPER ON MANAGEMENT CONSULTING

Annika Schilling
Stockholm School of Economics

Disciplining Clients: The Use of Organizational Health Metaphors in a Consultancy Service Prospectus

Anne Bang
Copenhagen Business School

In The Subjugation of Instrumentality - Forms and Flows of Knowledge

Rashmi Assudani
Xavier University

Conducting Geographically Dispersed Knowledge Work – Implications for Knowledge Intensive Firms

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GEORGE L. GRAZIADIO SCHOOL OF BUSINESS MANAGEMENT, PEPPERDINE UNIVERSITY

OUTSTANDING PRACTICE-BASED PAPER ON MANAGEMENT CONSULTING

Ginka Toegel  
London School of Economics  
Multisource Feedback, Coaching, and Leadership Development: Personality and Homophily Effects

Nigel Nicholson  
London Business School

THOMSON SOUTH-WESTERN

OUTSTANDING RESEARCH-BASED PAPER ON MANAGEMENT CONSULTING

Ansgar Richter & Sascha Schmidt  
European Business School  
Management Consulting Courses and Students’ Self-Efficacy: An Empirical Investigation

COPENHAGEN BUSINESS SCHOOL

CONSULTING CASE AWARD

Alan Goldman  
Arizona State University  
Leadership Pathology As A Nexus of Dysfunctional Organizations

Hans Vermaak & Annemieke Stoppelenburg  
Twynstra Management Consultants  
Handling Wicked Problems at the Dutch Ministry of Foreign Affairs

SPECIAL AWARDS

In Recognition of Outstanding Commitment to the Promotion of Scholarship in Management Consulting

Bentley College

In Recognition of Outstanding Service to the Management Consulting Division

Matthew Suppa  
Isabel Dichiara  
Taryn Fiore  
Heather Crowe

In Recognition of Outstanding Contribution to the Promotion of International Scholarship in Management Consulting

ISEOR

Robert G. Wright Founders’ Award

Larry E. Greiner

NOMINATIONS

William H. Newman Award

Wai Fong Boh  
Nanyang Technical U.

Reuse of Intellectual Capital from Repositories: A Mixed Methods Study

The Carolyn Dexter Award

Ansgar Richter & Sascha Leonard Schmidt  
European Business School  
Management Consulting Courses and Students’ Self-Efficacy: An Empirical Investigation

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2005 PDW Memories
Susan Adams

Sounds of the gentle surf and Hawaiian music, the smell of fresh tropical fruit, drinks with little umbrellas, a two-hour massage in the health club…. Oh yes, we were there for a conference. Despite many enticing distractions of the surroundings, our PDW sessions were well attended. MCD’s consulting skills track sessions were successful once again in providing information to and skill enhancement for new and experienced consultants. Nearly 100 seats were filled across the five sessions.

A new feature included in the PDW program was a session dedicated to building communities of interest across divisions. Rickie Moore led the session assisted by community facilitators. Attendees were primarily from our division, but several groups are continuing to work together since the meeting. Limited funding from an AoM innovation grant is available to the communities to support their continued interaction. As a result, we hope to see joint papers and symposia submitted to upcoming meetings! We also cosponsored several sessions with ODC, BPS IM, MED, and Careers divisions covering a wide range of topics such as teaching approaches, appreciative inquiry and leadership development.

We had two honored speakers during the PDW. David Heenan offered valuable insights regarding the reverse immigration occurring among the best and brightest professionals in the United States and Qi Wei Chen shared his experiences as CEO of a leading consulting firm in China, the consulting industry’s hottest market. Our most well attended session was on Sunday morning thanks to Miguel Caldas who assembled a panel of practicing consultants from around the world to discuss emerging issues in their respective regions.

Hawaii gave us a leisurely atmosphere to exchange ideas. Now, on to Atlanta, where Southern hospitality awaits – where we can create more valuable interactions to advance the understanding and practice of consulting.

Kennedy Information’s Consulting Summit 2005: What I Heard
By Susan Adams

On November 2, Kennedy Information provided an industry update seminar in New York. The more than 180 in attendance were from a wide range of consulting firms (e.g., Capgemini, IBM, EDS, Deloitte, Mercer, Watson Wyatt, and smaller niche firms) and a few client organizations such as Johnson & Johnson and Merck. In addition to Kennedy personnel, we heard from John Hagel III (Consultant, author & former Global Practice Leader of McKinsey’s Strategy and Electronic Commerce Practice), Christopher Formant (EVP, BearingPoint, Inc.), Rajesh Nambiar (Director, Eastern USA, Tata Consultancy Services), Stephen Pratt (CEO, Infosys Consulting), Brent Longnecker (President, Longnecker Associates), John Catero (Managing Director, Intelligence Consulting), Geoff Loftus (VP, Society of Corporate Secretaries & Governance Professionals), and Chuck Pol (President & COO, BT Americas).

The speakers elaborated on many of the topics we have discussed at recent Academy of Management meetings. Kennedy’s research shows that the consulting industry is emerging from its economic downturn with modest revenue gains. However, Brad Smith, Kennedy’s VP of Research, said that the industry is clearly a tale of two markets, IT and the rest. IT firms are finally growing again and they comprise the bulk of the market. But, their margins are shrinking. The management consulting fields of strategy, operations and, to a slightly lesser extent, human resources are growing revenues at a higher rate than IT firms. Consulting in the US and the UK are coming back while Germany and France are struggling. The hottest geographic markets in terms of
growth opportunities are China and India. In established geographic markets, healthcare and government opportunities are fueling growth. The hottest types of engagements include risk management issues such as compliance, transparency, Sarbanes-Oxley, and IT stability. The increasing use of global business process outsourcing and the use of loosely configured global supply chains have become strong features of consulting engagements for the work of consultants and clients alike. For example, one speaker remarked that McKinsey & Co. now has a Power Point factory in India to create presentations for their consultants to deliver to clients.

Projections from client companies suggest the use of more consultants over the next several years despite the fact that they have more internal capabilities than ever before. Many client firms are beginning to control consulting costs by using RFPs and former consultants as liaisons and procurement department agents. Clients are demanding best in breed and accountability. Though still important, pricing is secondary to execution (including speed to solution) and expertise. Gray hair is good! Clients are also developing the capability to know how to determine whether a consultancy can deliver what is desired with or without a brand name attached to the consultancy. This bodes well for niche players who can demonstrate their expertise and make the short list of procurement departments. Hence, we will continue to see the many books and white papers written by consultants trying to show that they are thought leaders. It also means that consultants will need to work deeper into client firms to influence contracting since clients are distancing themselves from consultants during the contracting and evaluation stages. John Catero suggested that consultants work with client procurement and internal audit departments in defining engagement parameters that will be used for evaluation during the contracting phase.

These industry changes mean changes for consulting firm management and consulting careers. Competitive consultancies will be those who find ways to cut costs without sacrificing quality in the delivery of their services. Stephen Pratt said that it is definitely time to lose the arrogance. It is also time to be more transparent than mysterious. Firms need to continue to develop their people and maintain the meritocracy to ensure client satisfaction. The leverage model (providing low cost services to procure higher priced, long-term services) may not work much longer due to client sophistication. As we have seen recently, clients are disassembling projects to seek the most qualified and low-priced consultants for different aspects of projects. In addition to providing contracted services, consultants must also make sure their part works seamlessly with other aspects of the project that could be delivered by competitors. (I feel this may be difficult for the Prima Donnas in the field.) Finally, with more offshore outsourcing of consulting activities within larger firms, the analyst level and aspects of the apprenticeship career ladder are becoming obsolete. Retaining the growing middle of the career ladder is a major challenge. We will likely see more innovative ways to compensate and recognize superior performers.

I’d love to hear from all of you about anything that I’ve mentioned or issues that were missed. Please send responses and other industry updates to Andreas Werr for the next newsletter.

News

New Chair of Management and Consulting at the European Business School

On September 1, 2005, the European Business School (ebs) instituted a new Chair of Management and Consulting. The Chair will be part of the School’s Department of Management and Leadership. The aim of the new Chair is to develop a comprehensive program of teaching and research in the area of general management, with a particular focus on management consulting. The ebs has appointed Ansgar Richter as the Head of Chair. The research pursued by the members of the Chair focuses primarily on management consulting as an institution. For example, several researchers and doctoral students associated with the Chair are currently investigating the design of management consulting firms. Others are addressing the question of whether, and to what extent, management consulting can be taught. The courses offered by the Chair differ from those provided by many other universities and business schools (most of which introduce students to the “tools, toys and techniques” used by consultants)
in that they address the economics of management consulting, the strategy and structure of consulting firms, and related institutional questions.

The European Business School, founded in 1971, is Germany’s oldest private business school. It is located at the riverbank of the Rhine, just outside of Wiesbaden and within easy reach of Frankfurt.

Ansgar Richter
European Business School

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**David C. McClelland Fellowship for doctoral and post-doctoral students**

The McClelland Center for Research and Innovation – part of the Hay Group – has established a fund for awarding fellowships to graduate and post graduate students. The purpose of the fund is to recognize the contribution of David C. McClelland to the field of human motivation and organizational performance by promoting significant research contributions in the tradition of David C. McClelland.

We award fellowships to support those scholars who do substantive research in the areas of human motivation, psychology of leadership, and organizational performance that follow McClelland’s research tradition.

Applicants for the David C. McClelland fellowship may include both doctoral and post-doctoral students pursuing substantial research in the tradition of David C. McClelland. Applicants must be affiliated with an academic and/or research institution. Applications are encouraged from diverse scholars around the world.

The McClelland Center for Research and Innovation will award approximately $40,000 per year. The nature of the awards depends on the applications received. We may offer a postdoctoral fellowship with a maximum of $30,000 stipend and $10,000 in research funds, or we may give smaller grants to doctoral students to cover the research costs of conducting thesis research. Awards do not cover fringe benefits, taxes, or administration fees. Recipients are responsible for fulfilling all applicable tax laws.

Deadline for applications is March 31, 2006. For more information about the scholarship and details on how to apply contact Steven Wolff (steven_wolff@haygroup.com)

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**New publications by MCD members**


*Send information about new publications to the newsletter editor (Andreas.werr@hhs.se)*
THEME: KNOWLEDGE, ACTION & THE PUBLIC CONCERN
REGULAR PROGRAM (MON-WED, AUG 14-16)
MANAGEMENT CONSULTING DIVISION SUBMISSION GUIDE

MC Division Domain
The Management Consulting Division serves its members through advancing the scholarship of management consulting, including its knowledge, research, teaching and practice. Members of the division include academics, consultants and executives. Topics of interest to the division include but are not limited to: consulting theories, consulting industry dynamics, consulting processes and change management, evaluation of consulting, management of consulting firms, marketing of consulting, ethical issues in consulting, internal consulting, and the professional education, training and career development of consultants. We believe the practice of consulting should adhere to the highest ethical standards, and we encourage interdisciplinary and integrative approaches to its study and practice.

Submission Overview & Types of Submissions
The Management Consulting Division invites papers and symposium proposals that draw on both research and practice knowledge. Consistent with the program theme for 2006, we actively seek contributions that will help us reflect on what we know and do well and how we can use that to serve others for the public good. However, any topic related to management consulting is welcome. In particular, we seek
- Academic research papers that report on studies related to the division domain. These include quantitative or qualitative studies with deductive or inductive approaches.
- Symposia proposals that address division domain topics. A symposium may take to form of a collection of papers, an interactive discussion, or a panel discussion.
- Field report papers. These are rich descriptions of an event or issue with a discussion of lessons learned.

Evaluation Criteria for Acceptance
Reviewers evaluate papers with the following in mind.
- Academic research papers. Academic papers should follow the Academy of Management Journal style guidelines. Research rigor, interest to the division (see the domain), and contribution to the literature are the primary criteria for evaluation. Of course, the type of study will dictate the actual format. The aim is to accept papers destined for publication in academic journals and books.
- Symposia. Interest to the division, timeliness of the topic, and whether the session is informative and engaging are the primary criteria for evaluation. The aim is to provoke new lines of thought and debate that can promote new areas of research and inform practice.
• **Field report papers.** We are looking for contemporary experiences that are particularly rich in providing lessons for consultants or their clients. As such, the papers need to provide enough detail to demonstrate the lessons learned and provide a rationale for the importance or implications of those lessons. The aim is to capture current concerns in the field that could form the basis for class discussion cases or the starting point for more involved research studies.

**Division Awards**
The division offers several best paper awards: The Graziadio School of Business and Management /Pepperdine University Award for Outstanding Paper on the Practice of Management Consulting; the Bentley College /HEC School of Management Best Student Paper Award; the Thomson South-Western Award for Outstanding Research Based Paper on Management Consulting; and the division award for Best Field Report Paper. **Student papers should be clearly identified as such online during the submission process.** The division also recognizes the best reviewers.

**Submission Instructions**
Please follow the AOM general submission guidelines for online submission (http://meetings.aomonline.org/2006/). The deadline is January 9, 5pm Eastern Standard time.

**Questions? Contact Susan Adams at mcdaom@bentley.edu**

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**Photo Gallery**
Photos: James Hunt
MCD Board 2005-2006

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