



## **Fall 2017 AoM Management Consulting Division Newsletter**

It's been too long since our last Division Newsletter, and we've had lots of good things happen. This newsletter will capture some of the highlights from the past year, and especially from the recently concluded AoM Annual Meeting in Atlanta.

### **From the Division Chair**

Our Management Consulting Division is proud to announce that our last meeting in Atlanta was a great success. Lots of knowledge, expertise and experiences had been shared in order to better explore the interface between consultants and organizations, research and practice, and thus enhance organizational performance.

Our next conference in Chicago, August 2018, will be the perfect occasion to present how closely consulting is related to life improvement for clients, universities, and the consultants themselves. We strongly encourage you to take advantage of the opportunity to present your knowledge, stakes, purposes, as well as any work you may have in progress in relation to consulting regarding the whole Society.

Our division is very friendly and welcoming to practitioners from all over the world, to present papers and professional development workshops and highlight the necessity for a research bended in the field.

Welcome to the Division, and I'm looking forward to welcoming you soon in Chicago!

Dr. Amandine Savall  
MC Division Chair

## **Division Review and Renewal through 2022**

Every five years the Academy reviews the performance of Divisions and Special Interest Groups, and approves or disapproves them for ongoing operations. During 2017 our division went through that review process, and we were renewed for another five years (through 2022).

Items of interest that came up included:

### Strengths

- Strong sense of community
- Thoughtful consideration of the different needs of academics and practitioners in the Division
- MC has the greatest potential of all divisions for interacting with practitioners, given the relatively high level of practitioner members

### Concerns

- Low program participation
- Some improvements needed in communication

Our plans for 2017-18 include leveraging the diversity of our division across all factors – scholars/practitioners, young/old, race/ethnicity/nationality, research/work areas, etc. – to enhance that strong sense of community and build increased membership and participation in the Division programs.

A key point the academy reinforced was our potential to collaborate with and add value to the work of many other divisions by relevance to their rigorous scholarly research. We are already in discussions with one Division to do just that, and welcome your suggestions for additional areas in which we can collaborate and build stronger scholar-practitioner programs across the Academy. And of course, we will continue to provide the best scholar-practitioner programming possible at the Annual Meeting. To that end, start thinking now about what you might submit. Next year we will meet in Chicago, and the call for 2018 papers/proposals will come out in October. We look forward to some great submissions!

Regarding communications, we recently updated the [MCD website](#), and will continue to produce regular newsletters throughout the coming year. We also have a growing presence on social media (LinkedIn, Twitter and Facebook), and welcome your participation there. In addition, we will be one of the first Divisions to participate in the Academy's new website and communications platform, AoM Connect. Look for more news on that in the coming months.

We are excited to see where we can take the Division over the coming years, and look forward to your active participation in building an even more welcoming home for the scholar-practitioners who make up our unique community.

## Keywords Project

When you submit your papers and PDWs for 2018, you will notice that the division's keywords have changed substantially. This is the product of a multi-year effort undertaken by a committee of dedicated scholar-practitioners. Jean Neuman, Gary Mangiofico, and David Szabla have put a great deal of effort into this project. They conducted extensive interviews and a survey of our members to develop a set of keywords that collectively speak to today's consulting industry. It may seem simple, but narrowing down the work we all do to just 61 words was a mammoth task. As a division of scholar-practitioners, you will find the list (and the division) relevant to you, as a practitioner, scholar or boundary-spanner across both groups. THANK YOU to Jean, Gary, David, and all those who contributed to this important project.

## Annual Meeting Highlights

The 2017 Academy of Management Annual Meeting in Atlanta, USA was a great success for the Management Consulting Division. We had a tremendous set of PDWs to open the conference, followed by an equally impressive set of papers across a wide variety of topics. As always, a key attraction is the variety of content provided, across many topics, by scholars and practitioners from across the globe. A few highlights include the following:

### Members and Friends Dinner



One of the highlights of the Annual Meeting for the MC Divisions is always the Members and Friends Dinner, where we meet to celebrate good friends (and meet new ones) over good food and drink). This year we met at Nicolai's Rooftop restaurant at the top of the Hilton Hotel. Nearly 100 of us enjoyed the evening and heard from our friend Fleming Poulfelt of the Copenhagen Business School (which celebrates its 100-year anniversary this year).

Fleming shared stories of his entry into the field and the former MC Division Chair shared key insights of his dedication to the division and rich anecdotes of the evolution of Management Consulting throughout the years. He was honored for his contribution to Research & Practice in the Field of Management Consulting. Fleming has been a key leader and supporter of the division, and we are grateful for his ongoing support and service.

At left: Søren Henning Jensen and Fleming Poulfelt

## PDWs

The Doctoral Consortium was a hit as always, thanks to Nancy Wallis and her team of faculty members and other volunteers. There also was a host of great PDWs to choose from. Topics ran the gamut from an Action Research to Teaching. A few examples include:

- Introduction to Action Research (facilitated by David Coghlan of Trinity College Dublin, co-sponsored with ODC division)

- Consultants between Research and Practice (chaired by Rida Elias of the American University of Beirut, with her colleagues Bassam Farah, Yusuf Sidani, Bijan Azad and Bettina Lynda Bastian)
- A Roundtable Creating and Supporting the Interface between Practitioners and their Clients (Chaired by Joanne Preston, with David Jamieson, Tony Buono and Daphne DePorres, also co-sponsored with ODC)
- Teaching at the Interface of Management Research and Consulting (Chaired by Yue Cai Hillon, with Henri Savall, Frantz Datry and Jeremy Salmeron).

And there were many, many more, all highlighting the interface between scholar-practitioners and their clients. It was a wonderful learning experience for all.



Some of the participants at Rida's PDW on Consultants between Research and Practice

### **Papers**

There were many outstanding papers presented as we explored the interface between consultants and clients, and between the academy and the world of practice – a place where our division leads in both research and practice. Here are just a handful of examples:

#### Theory:

- The Socioeconomic Approach to Management: Methodological Positioning, by Pierre El Haddad, Maxwell School, Syracuse U., Marc Bonnet, ISEOR, Magellan, IAE Lyon, U. Jean Moulin, and Patrick Tabchoury, U. of Balamand
- A Model for Agile Thriving Teams: A Consulting Methodology for Environments of Continual Change, by Rachael Narel, Benedictine U.
- Sociotechnical Organization Designing as a collective reflective practice, by Eric Kramer, Netherlands Defence Academy, and Herman Kuipers, Netherlands Defence Academy

#### Practice

- Internal and External Challenges in a Private University, by Omayya Kuran, U. of Balamand
- Exploring Context in Job Embeddedness: The Role of Industry, Measurement, and Reasons for Staying, by Chris J. Sablynski, U. of the Pacific

## Case Studies

- Talking about Talent Development in Professional Services: An Australian Case Study, by Sharna Lee Wiblen, U. of Wollongong and Carole Tansley, Nottingham Trent U.
- Leveraging common language in the workplace: Case study evidence from a Franco-Asian SME, by Andres Davila, ESCE and Nils Myszkowski, Pace U.

Again, there were many, many more. This is just a snapshot of some of the variety available this year. We are sure to see similar variety in Chicago next year as we explore “Improving Lives: Improving Health and Well-being in Society: How Can Organizations Help?”

### **Distinguished Speaker, Henri Savall**

One of the most prolific writers and thinkers on management consulting over the past 50 years has been Henri Savall. As the MCD Distinguished Speaker, he presented the evolution of the Socio-Economic Approach to Management (SEAM) over that time period, with its ongoing focus on improving organizational performance and the lives of organization members through developing human potential. He took the time to stress how our clients have increasing demands, and emerging needs that can be addressed by the application of theory and practice on a strategic bedrock of internal cohesion in the organization. He stressed the importance of intervening at all levels of our client organizations, so that everyone’s potential is maximized.



Prof. Savall (holding the plaque) is seen here with Tony Buono, Søren Henning Jensen and Rickie Moore.

## **From the Program Chair**

Thanks to all who made our 2017 Professional Development Workshop program such a hit. Whether you contributed to the program or attended the sessions, we felt your energy and we couldn't be prouder!

This year's sessions offered a variety of opportunities to share experiences and fill up our consulting tool boxes with new skills, to gain advice from our field's undisputed "heavy hitters," and forge bonds with our colleagues that can lead to collaboration, insights, and even some laughs over the years. The rooms were filled with energy, excitement, and learning. Who could ask for more? We showed the academy that we truly are "at the interface" every single day as consultants, and that there is no better place to be if you want to make a difference.

As I said in the business meeting, the selection process was very competitive, with a lot of very high-quality proposals that we simply couldn't fit in. We hope to see some of those proposals again this year. I know from experience that a paper or proposal that is not accepted one year can often be improved and accepted later. So keep on revising, refining, and submitting. Don't hesitate to reach out to senior members of the division for advice and help, as you will find them to be every bit as welcoming and helpful as one would expect consultants to be!

Now, about the 2018 program... How's your paper coming? Now is the time to write up your projects and research, as we will begin accepting submissions in January. Please leverage the updated keywords described above. You will find the list (and the division) to be very practitioner-oriented and conducive to submitting research undertaken from a practitioner-oriented perspective.

Whether you submit a paper to the MC Division or not, we still need your help with reviewing. In the coming months, we will send out a call for reviewers. Please sign up! We want reviewers with an understanding of the world of practice and scholarship so that we can effectively judge papers on a wide range of topics that are meaningful to the division. We understand that providing meaningful feedback takes time and effort and want you to know that we appreciate (and depend on) our reviewers to make the paper selection process fair and enriching for all concerned. Good reviewers are essential to the continued health of our division, and we appreciate your time.

Thanks again for a great time in 2017 and thanks in advance for your submissions and thoughtful reviews in 2018. We can't wait!

Dr. Tonya L. Henderson  
Program Chair, MC Division

## **Award Winners**

### **Best Paper Award**

This award is given for the papers on management consulting that live up to the criteria for excellent research papers. It is given for papers that combine rigor with sharp analysis and clear answers on research topics and questions that are very complex. This year we were very happy to give out three awards in this category. All three papers show the different ways to explore and cross over boundaries between companies, universities and management consulting areas.

"Contribution of SEAM to the Alignment of Student Affairs Mission with the University Social Mission"

Omayya Kuran, University of Balamand

"Entrepreneurial Ecosystem: A Conceptual Framework for the Professional Service Field"

Markus Reihlen, Leuphana University, Lüneburg; Christop Seckler, Leuphana University, Lüneburg; Andreas Werr, Stockholm School of Economics

"Causal Modeling in HR Analytics: A Practical Guide to Models, Pitfalls and Suggestions"

Minghui Cheng, MCMaster University

### **Outstanding Field Report Paper Award**

Management Consulting happens in the field and thus one very good but also very challenging approach to studying it is through fieldwork. This discipline is demanding and rewarding if done correctly and can help shed light on practice as it unfolds. This year, winners examine the power dynamics between incumbent CEOs and elected CEOs, by attempting to help filling the gap in the actual researches and to underline practical implications for consultants, executives, and boards of directors.

"The Link between CEO Over Identification and CEO Power Relinquishing Attitude"

Rida Elias, American University of Beirut

Bassam Farah, American University of Beirut

### **Benedictine University Award Outstanding Paper on Ethical Issues in Management Consulting**

Ethics is an important, but sometimes overlooked issue in Management Consulting. Good consulting should always honor ethical codes. We are grateful that Benedictine University acknowledges this and offers the awards on ethical issues in consulting. This year, award winners both identify and give answers to highly relevant questions concerning ethical issues in Management Consulting by providing a focus on ethical issues in higher education leadership and implications for the consulting arena

"The Ethical Interface between the University and Nontraditional President: Consulting Opportunities"

Joanne Ivory, Benedictine University; Therese F. Yaeger, Benedictine University;

Peter Sorensen, Benedictine University

### **Benedictine University Award Outstanding Scholar-Practitioner Collaboration**

The MC division highlights the scholar-practitioner relationship as a condition for working with and studying Management Consulting. This means that activities that bridges and combines the scholarly approach with practice is valuable. Also in this field the Benedictine University has an award to recognize the importance of such collaboration. This year, the winner has produced a work that provides a clear understanding for the implications of a management consultancy project, as scholar-practitioner, arguing the necessity of a holistic view of student affairs through socio-economic intervention research process.

"Contribution of SEAM to the Alignment of Student Affairs Mission with the University Social Mission"

Omayya Kuran, University of Balamand

### **Thomson South-Western Award Outstanding Research-Based Paper on Management Consulting**

This award is generously sponsored by Thomson South-Western publishing and recognizes research-based papers in the field of Management Consulting of outstanding quality. The award is given to work that is not just new, insightful or rigorous but to work that embodies all of these qualities. This year, winners also received the award for Management Consulting Division Best Paper for their work on innovation processes in a dynamic entrepreneurial ecosystem. That makes it even more outstanding.

"Entrepreneurial Ecosystems: A Conceptual Framework for the Professional Service Field"

Markus Reihlen, Leuphana University, Lüneburg; Christop Seckler, Leuphana University, Lüneburg; Andreas Werr, Stockholm School of Economics

### **2017 Winner of the Information Age Publishing Outstanding Doctoral Student Paper Award for the Management Consulting Division of the Academy of Management**

Minghui (Maggie) Cheng was the 2017 winner of the Information Age Publishing Outstanding Doctoral Student Paper Award for the Management Consulting Division of the Academy of Management. She was presented the award by Søren Henning Jensen, the Management Consulting Division Chair, at the Academy's Annual Meeting in Atlanta, Georgia on Saturday, August 5, 2017. Ms. Cheng is a PhD Candidate in Management of Organizational Behaviour and Human Resources at McMaster University in Hamilton, Ontario, Canada, and earned an MBA from the City University of Hong Kong. She worked as a journalist for seven years, and applies that analytical and writing skill to her doctoral research now.

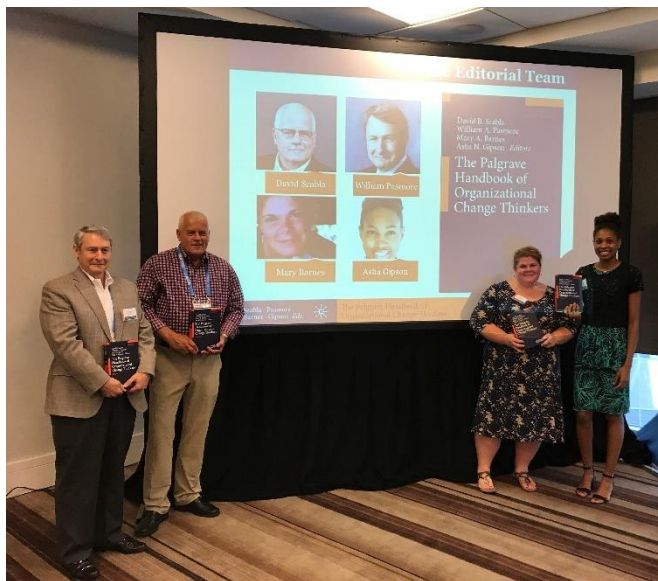




Ms. Cheng's paper was "Causal Modeling in HR Analytics: A Practical Guide to Models, Pitfalls, and Suggestions." This paper aims at introducing the concept, importance, and technique of causal modeling in HR Analytics. Based on a systematic review of the current peer-review articles on HR Analytics published in scholarly journals that are included in Journal Quality List (2016), we concluded that the criticism of HR Analytics as "a management fad" or "fail(ing) the big data challenge" is mostly true. Our analysis shows that the main reason that researchers hold a pessimistic view of the tool is due to a lack of causal reasoning in statistical modeling. The purposes of this paper are three-fold: 1) We explain different purposes of statistical modeling used in HR Analytics. 2) We describe what causal modeling is and why it is critical for the HR practitioners to adopt such technique in HR decision-making process. 3) We provide a list of techniques to ensure causality and enlighten decision-making based on scholarly literature on methods. 4) We discussed what variables should be considered as the consequences of such modeling techniques in HR context.

As the Award winner, Ms. Cheng will receive a copy of the complete set (currently 24 books) in the Research in Management Consulting series, edited by Tony Buono of Bentley University, a long-time member and past Chair of the Management Consulting Division. We are delighted to enhance her ongoing development with this collection, and wish her great success in her future endeavors.

### **The Palgrave Handbook of Organizational Change Thinkers**



MC Division and Executive Committee Member David Szabla was lead editor of the new Palgrave Handbook of Organizational Change Thinkers. Many MCD members were profiled in this key reference work, including Michael Beer, Tom Cummings, Jean Neumann, Joanne Preston, Henri Savall, Peter Sorensen and Therese Yaeger. Contributing authors from MCD included Marc Bonnet, Tony Buono, Tonya Henderson, Gary Mangiofoco, Flemming Poulfelt, Eric Sanders, and Veronique Zardet. The book release was celebrated with a reception at the Annual Meeting, with many of the profiled Organizational Change Thinkers and authors present.

The key developments and advancements in organizational change over the last century are the result of the research, theories, and practices of seminal scholars in the field. While most books simply outline a theorist's model, this handbook provides invaluable insight into the contexts and motivations behind their contributions. Organized alphabetically, this handbook presents inspiring and thought-provoking profiles of prominent organizational change thinkers, capturing

the professional background of each and highlighting their key insights, contributions, and legacy within the field of organizational change. By bringing these scholars' experiences to life, we can begin to understand the process of organizational change and analyze what remains to be done for organizations today. This book is the first of its kind—the go-to source for learning about the research and practice of organizational change from those who invented, built, and advanced the field. This comprehensive handbook will help researchers and students to develop their organizational change research agendas, and provide practitioners with concepts, theories, and models that can easily be applied to the workplace to lead change more effectively.

### **From the PDW Chair**

We had a wonderful set of Professional Development Workshops in 2017, and we look forward to many more in 2018 in Chicago (my home town).

The purpose of the Management Consulting Division is to advance the knowledge and understanding of management consulting and to aid in the development of consultants from the perspectives of research, practice and teaching. The division is focused on the discipline of consulting, as well as the consulting industry with an underlying goal of creating a bridge that integrates scholarship and practice. The Division very much encourages interdisciplinary and integrative approaches related to established and major practice areas of consulting. At the MC division, we strongly believe that to help organizations, research and practice must to be integrated.

Members are encouraged to submit workshops that share useful ways to develop management theory from practice with clients, as well as application of management theory in the field. Professional Development Workshops are encouraged, but not required, to tie in with the Annual Meeting theme.

This year's theme, "Improving Lives," gives us an opportunity to thoroughly explore what it means to work as management consultants. To be effective in the field, consultants must not only have a thorough understanding of theory, but apply it in various contexts, adapting to changing circumstances in order to best serve our client organizations. We are boundary spanners between organizations and the external environment, moving from one context to the next with one foot inside the organization and the other in our own firms, practices, or universities.

I look forward to seeing your dynamic proposals, and a wonderful Annual Meeting in 2018!

Dr. Eric J. Sanders  
PDW Chair

## Upcoming Events in 2018

The Management Consulting Division is collaborating with five other Divisions to hold a NEW AOM SPECIALIZED CONFERENCE

[Big Data and Managing in a Digital Economy](#)

APRIL 18-20, 2018, hosted by the University of Surrey

Be Inspired. Big data and digital technologies have impacted the modern workplace and stimulated the evolution of new forms of management. Connect with scholars advancing this rapidly evolving field and jump-start your own exploration of how big data and digital technologies are changing how we work and the world we live in. The Academy of Management Specialized Conference, “Big Data and Managing in a Digital Economy” is your invitation to join academics in business schools, related social science and other fields, and practitioners who value knowledge creation and application, to examine the expanding field of big data. The digital phenomenon is multifaceted and changes the way organizations compete and innovate. It threatens long-lasting business models, and opens up new ways of creating and capturing value. As such, it is not only clearly relevant for management practitioners, but also centrally important for management scholars.

From research to best practices, this conference features a comprehensive program of presentations, active learning workshops, and panel discussions that provide the key learning and networking opportunities you need—to make the most of your scholarship and ideas.

<https://www.eiseverywhere.com/ehome/index.php?eventid=245645&tabid=577154>

The MC Division is also cooperating with two additional global conferences:

### **International Conference and Doctoral Consortium on Organization Development and Change**

7-8 June, 2018 Lyon, France

Organized in partnership with the ISEOR Research Center (Magellan, IAELyon School of Management, University Jean Moulin) and Organization Development and Change Division of the [Academy of Management](#) (USA)

Languages of submissions and presentations: English, Spanish or French

[Call for Submission ODC / ISEOR 2018](#)

### **OCIS Shanghai Conference**

Shanghai, June 3rd to 5th, 2018<sup>[11]</sup><sub>[SEP]</sub>

Organized in partnership with SUIBE (Shanghai University of International Business and Economics) and OCIS (Organization Communication and Information Systems), a division of the Academy of Management (USA).

<https://ocis.aom.org/aom-ocis-shanghai-conference/>