IN THIS ISSUE:

FROM THE DIVISION

- Message from the Division Chair: Tony Buono, Bentley University .................... p. 2

LOOKING FORWARD: 2013 ANNUAL MEETING UPDATE

- Distinguished Speaker: Rajendra Sisodia, author of Firms of Endearment and Conscious Capitalism ........................................ p. 6
- Members & Friends Dinner Speaker: David Jamieson ......................... p. 7
- 2013 AoM MCD Doctoral Consortium ........................................ p. 9
- 2013 MCD Outstanding Paper Award Winners ................................ p. 11

MEMBERS’ CORNER

- **Book Review**: S. Finkelstein, et al's Think Again: Why Good Leaders ............ p. 12 Make Bad Decisions and How to Keep It From Happening to You. Reviewed by Carole Lalonde, Université Laval
- **Research Project**: The challenges of cooperation between OD consultant ........ p. 14 and the client-system in a context of liminality, Carole Lalonde, Université Laval
- **Happenings, Publications, Presentations, Career Moves, and Interesting ..... p. 17**
- **Events & Developments**
- MCD Member, Flemming Poulfelt (Copenhagen Business School): .......... p. 18 Named Academic Fellow of the International Council of Management Consulting Institutes
COMMENTS FROM THE DIVISION CHAIR

Greetings! Thus far 2013 has been a very active and rewarding period – we will have much to celebrate when we get together again in August – and the way time is moving along the annual meeting will be here before we realize it. I wanted to update you on recent and forthcoming happenings in the Division.

MC Division Program Highlights – AoM 2013

This year’s MC Division program at the annual Academy of Management meeting promises to be a highly stimulating and thought-provoking event.

Kathy Edwards (PDW Chair), Jean Neumann (Doctoral Consortium Chair) and Joanne Preston (Program Chair) have done an outstanding job in crafting an outstanding array of workshops, interactive sessions, symposia and paper presentations.

One of the program highlights that I wanted to bring to your attention is this year’s Distinguished Speaker (Monday, August 12) – Rajendra Sisodia, author of Firms of Endearment: How World-Class Companies Profit from Passion and Purpose (Wharton, 2007) and the recently released Conscious Capitalism: Liberating the Heroic Spirit of Business (Harvard University Press, 2013), co-authored with Whole Foods CEO John Mackey. Raj’s presentation – which is a perfect fit with this year’s AoM theme, “Capitalism in Question” – draws out the power of purpose in business, highlighting what business organizations could be. His conceptualization of Conscious Capitalism also raises some intriguing challenges for intervening in these highly progressive organizations. Raj is Co-Founder of the Conscious Capitalism Institute and has been teaching at Bentley for the past 15 years. This fall he will become the Olin Chair at Babson College.

On Sunday evening (August 11), the Division will hold its annual Members & Friends Dinner, this year honoring David Jamieson, associate professor and department chair, Organization Learning & Development, University of St. Thomas. A long-time member of the MC Division, Dave is a well-known scholar-practitioner whose books include The Facilitator’s Fieldbook (AMACOM) and Consultation for Organization Change (Information Age Publishing). The dinner will be held in Downtown Disney at the Wolfgang Puck Grand Café – please register for the dinner using the Academy’s on-line registration system for PDWs. The cost of the dinner is
In addition to a number of stimulating PDW sessions, the Division has resurrected its popular “Management Consulting ‘In the Rough’: Linking Research and Practice to Address Organizational Concerns.” The workshop will feature a panel discussion on applied research in management consulting engagements and emerging topics in MC research. Organized by Cheryl Jordan and David Szabla, the workshop is divided into three parts:

- How to Make Management Consulting Research Useful
- Emerging Research Challenges in Management Consulting
- Management in the Rough – Exploring potential research projects and establishing partnerships for new research opportunities.

Panelists will include Tony Buono (editor of Research in Management Consulting [Information Age Publishing]), Fleming Poulfelt, Kurt Motamedí, Rickie Moore, Léon de Caluwé, Kim Cobb, Alan Goldman, Peter Sorensen, and Therese Yaeger.

Léon de Caluwé (Vrije Universiteit) and Hans Vermark (Sio & Twynstra Group in the Netherlands) will also lead a workshop on “Learning to Work with Multiple Perspectives on Change.” This session will acquaint participants with the 5 prevailing approaches to change and provide opportunities to interact around the implications of how professionals can diagnose, strategize, and communicate with others on change given the multiple perspectives in organizations. Leon and Hans Vermark are the authors of the engaging volume Learning to Change: A Guide for Organizational Change Agents.

The PDW program also includes highly interactive sessions on:

- How Leadership Teams Transform their Routines
- The Polarity Culture Model: Capitalizing on Paradox to Align Culture and Strategy
- Co-creating Actionable Research
- "That was Great!” More High Impact Exercises for Teaching or Consulting on Organizational Change
- Constructive Use of Power in Creating Sustainable Organizations
- A Revival of Entrepreneurial Capitalism through Management Consulting in Family Businesses
- Enhancing Well-being in Organizations – Lessons from a Successful and an Unsuccessful Intervention
- Post-Merger Integration: Research, Practice & Teaching
- Consultant, Management, Academics: Scandinavian Award-Winning Application of New Consulting Paradigm
• The Art and Science of Values-Based Leadership: Tools and Techniques for a Better World
• Consulting in Uncertainty: The Power of Inquiry
• Natural Education and Development for Practicing Managers
• Appreciative Inquiry 2.0? Translating Appreciative Inquiry Principles into Contrasting Designs
• "Weak Signals? But I Thought They Were Noise!": Highly Reliable Practices in Action
• How to change paradigms in capitalism and management. Case studies using humanistic management
• Does this make sense or is it nonsense? Translating scholarship to practice-oriented outlets
• Capitalism, Consciousness, and Wisdom

This year’s Scholarly Program (Monday-Tuesday) continues this rich array of sessions with symposia and paper sessions on a wide-range of management consulting-related challenges and opportunities. Chaired by Therese Yaeger (Benedictine University), the Division’s Showcase Symposium – “Capitalizing on Useful Organization Research: 50 Years of Likert’s New Patterns of Management” – includes Michael Beer (Harvard), Warner Burke (Columbia), Ed Lawler (USC), and Peter Sorensen (Benedictine).

Other symposia focus on:

• Of Pearls and Swine: Recasting Practitioner-Oriented Academic Publishing
• Capitalizing on the Scholar/Practitioner: National and International Education of the S/P Doctorate
• Lessons from Kurt Lewin for a Post-Crisis Future
• Breaking with tradition: Empirically examining technology enhanced assessment centers

Paper sessions include:

• Consulting in Applied Settings
• Consulting and Power Dynamics
• Consulting Techniques and their Impacts on Organizations
• Consultants in Action
• Ethics and Values in Consulting

I look forward to seeing you at the meeting – and don’t forget the Division’s Social Hour on Sunday evening, prior to the Members & Friends Dinner.

MC Division Elections and our New Officers

Congratulations are due to our incoming officers, who will begin their roles at the 2013 meeting. Søren Henning Jensen (Copenhagen Business School, Denmark) will be entering the Division leadership track beginning with the PDW program in 2014, the main scholarly program in 2015, and Division Chair in 2016.

Our incoming Representatives-at-Large are:

• Tamera Enalls-Fenner (Colorado Technical University)
• William Oliver (Brandeis University)
• Lachlan Whatley (Trinity Western University, Canada)
I’d also like to express my appreciation for the other candidates who put forth their names - and encourage them to run again next year.

Please join me in congratulating Søren, Tamera, William and Lach.

**Division and Interest Group Review (DIGR)**

As you are probably aware, all AoM Divisions and Interest Groups are required to go through an assessment every five years. I am pleased to report that after a delayed decision last year (2012), the DIGR Committee and AoM’s Board of Governors has approved MC’s division status for another 5-year period. As the DIGR Committee noted:

… at the April 2013 meeting, the Board of Governors discussed the division’s responses to the 5-year report, the division’s plans to move forward, and the early movement undertaken by the division to address the challenges. As a result, the Board of Governors has recommended renewal of the MC division…. We feel the division was very responsive to the feedback they have received. The ideas seem sound, you seem to be putting a fair amount of energy into making them work, and there are early signs that it’s working… we took this to bode well for the future.

Among the specific actions noted by the Board of Governors, the committee especially noted the:

- creation of the "Outstanding Scholar-Practitioner Collaboration" Award sponsored by Benedictine University;
- resurrection of the "Management Consulting ‘In the Rough’" PDW;
- revitalization of our Doctoral Student Consortium; and our
- efforts to enhance communication across the division.

A copy of the decision letter, with thoughtful suggestions for moving forward will be posted on the Division website. I look forward to discussing this assessment with you in greater detail during the 2012 meeting.

Additional news and updates will follow. Division reaction to our “live” on-line Newsletter has been promising – so please get involved. The Member’s Corner section was created with you in mind, so please contribute – updates on your work, including teaching, scholarship and consulting, reflections on recent books or articles you have read, conferences that you’d like to highlight, and so forth are all welcome.

It has been a pleasure serving as your Division Chair this year – and I look forward to seeing as many of you as possible in Lake Buena Vista this August for a celebratory toast to the Division and its future.
2013 ANNUAL MEETING UPDATE

DISTINGUISHED SPEAKER: RAJENDRA SISODIA

A founding member of the Conscious Capitalism movement, Raj Sisodia is currently Professor of Marketing at Bentley University and cofounder of the Conscious Capitalism Institute. He has an MBA from the Bajaj Institute of Management Studies in Bombay, and a Ph.D. in Marketing from Columbia University. Raj is the author (with John Mackey) of Conscious Capitalism: Liberating the Heroic Spirit of Business (Harvard Business Review Publishing, 2013). In 2003, he was cited as one of “50 Leading Marketing Thinkers” and named to the “Guru Gallery” by the Chartered Institute of Marketing. Bentley University honored him with the Award for Excellence in Scholarship in 2007 and the Innovation in Teaching Award in 2008. He was named one of “Ten Outstanding Trailblazers of 2010” by Good Business International, and one of the “Top 100 Thought Leaders in Trustworthy Business Behavior” by Trust Across America for 2010 and 2011.

Raj has published seven books and over 100 academic articles. His work has been featured in the Wall Street Journal, The New York Times, Fortune and Financial Times. His book The Rule of Three: How Competition Shapes Markets was a finalist for the Best Marketing Book Award from the American Marketing Association. His book Firms of Endearment: How World Class Companies Profit from Passion and Purpose was named one of the best business books of 2007 by Amazon.com. He has consulted with and taught executive programs for numerous companies, including AT&T, Nokia, LG, DPDHL, POSCO, Siemens, Sprint, Volvo, IBM, Walmart, Rabobank, McDonalds and Southern California Edison. He is on the Board of Directors at Mastek, Ltd. and a trustee of Conscious Capitalism Inc.

Beginning in Fall 2013, he will assume the Olin Chair at Babson College.

Copies of Raj’s presentation slides are available as a PDF upon request. Simply email Tony Buono (abuono@bentley.edu) for a copy.
**Members & Friends Dinner Speaker:**

**David Jamieson**

We are very pleased to announce that Dave will be our honored speaker at this year’s Members & Friends Dinner on Sunday evening, August 11th. The dinner will be held at the Wolfgang Puck Grand Café in Downtown Disney.

Dave created the Members & Friends Dinner tradition in 1995, at the annual AoM meeting in Vancouver, BC, where he honored Bob Wright, one of the influential founders of the MC Division. It is fitting that almost two decades later we are honoring him.

Dave is President of Jamieson Consulting Group, Inc. (JCG) and Associate Professor & Department Chair, Organization Learning & Development at University of St Thomas, where he directs masters and doctoral programs. Prior to forming JCG, he was a partner with MRG Associates, a management consulting firm. Dave has been consulting since 1971, with a generalist orientation and an emphasis in organization strategy, design and change. Prior to his consulting career, he worked in production and methods management with Schramm, Inc., an air compressor manufacturer, in industrial engineering with Lukens Steel Company and as Assistant to the Dean, Office of Student Affairs at Drexel University.

He combines an in-depth knowledge base with practical experience in: formulating strategy; designing organizations; evolving desired cultures; creating and facilitating change strategies; managing for high performance, quality and service; creating diversity-friendly organizations, building effective teams; and developing leaders for the future. He has consulted widely with organizations of varying sizes, across varying industries, in public and private sectors, and at different levels. His client variety is represented by: Deloitte, Los Angeles Times, Disneyland, Southern California Edison, Northrup-Grumman, American Management Association, Farmers Insurance, The Gap Stores, Getty Oil, Host-Marriott Corporation, Los Angeles County Superintendent of Schools, Los Angeles Community College District, Arizona Department of Education, and the Hispanic Leadership Development Program.

He also serves as an Adjunct Professor in American University’s MSOD Program (Washington, DC), where he serves as Practicum Director; at the Graziadio School of Business and Management and Graduate School of Education & Psychology at Pepperdine University, where he teaches in the Master of Science in Organization Development (MSOD); and the Doctoral Program in Organization Change, and a Distinguished Visiting Scholar for the Benedictine Ph.D. Program in OD (Chicago). Dave previously served as co-director of the MSOD Program (Pepperdine), founding Academic Director.
of the Doctoral program in Organization Change (Pepperdine) and in various adjunct faculty roles for UCLA, USC, and Union Graduate School. He holds a Ph.D. in Management from UCLA and a B.S. in Business Administration from Drexel University.


He has long been active in his profession and community serving in numerous roles. Dave is a Past National President of The American Society for Training and Development, Past President of The International Federation of Training and Development Organizations, and Past Chair of the Managerial Consultation Division and Practice Theme Committee of the Academy of Management. He served on the Boards of the Center for Non-Profit Management, Voluntary Action Center and the Kellogg Training Center of United Way in Los Angeles. He continues to serve as a Faculty Member for the California Command College; and on the Editorial Boards for the Journal of Organizational Change Management, Journal of Management Inquiry, and the Organization Development Practitioner. Dave is also Past Editor of Practicing OD and current Editor of Seasonings, both on-line journals of the Organization Development Network.

Today, Dave is focused on advancing our understanding of organization change and consultation. He is dividing his time between consulting in organization change, educating executives and practitioners of change, and writing to bridge knowledge and practice.

Please plan to join us for what promises to be a very enjoyable dinner and evening.
MC’s 2013 Doctoral Consortium

Being Scholarly and Practical during Doctoral Studies

Jean Neumann, *The Tavistock Institute*

The 2013 MC Division Doctoral Consortium, this year focusing on the challenge and opportunity of “Being Scholarly and Practical during Doctoral Studies,” promises to be another engaging and informative session. Building on the foundational work she crafted in Boston in 2012, Jean, in her role as Doctoral Consortium Chair, continues to revitalize the program. As of mid-June 16 doctoral students from 14 different universities have registered for the program, including Bellevue University (Nebraska); Benedictine University (Illinois); Capella University (Minnesota); Colorado Technical University; Fielding Graduate University (California); Lawrence Technological University (Michigan); London School of Economics (UK); University of Lyon ISEOR (France); Manchester Business School (UK); University of North Carolina-Chapel Hill; University of Reading (UK); Rutgers University (New Jersey); University of St Thomas (Minnesota); and University of Utah.

This year’s Doctoral Student Presenters are:

- Moataz Al-Hilou, *Manchester Business School, UK*
- Julie Goldsmith, *University of St Thomas, USA*
- Andry Rasolofoarisoa, *University of Lyon (ISEOR), France*
- Julie Huffaker, *Fielding Graduate University, USA*

The faculty presenters who will be working with the students include:

- Marc Bonnet, *University of Lyon (ISEOR), France*
- Earl T. Braxton, *Edge Associates, USA*
- David Coghlan, *University of Trinity, Ireland*
- Ronald Fry, *Case Western Reserve University, USA*
- David Jamieson, *University of St. Thomas, USA*
- Kurt Motamedi, *Pepperdine University, USA*
- Peter Sorensen, *Benedictine University, USA*
- Nancy Willis, *Pepperdine University, USA*
Jean is also pleased to note that two distinguished scholars will be reflecting on their own experiences of being scholarly and practical over their careers – Léon de Caluwé, Vrije University, The Netherlands, and Jody Hoffer Gittell, Brandeis University, USA.

Léon de Caluwé (1950) is senior partner at Twynstra Gudde, management consultants in Amersfoort (NL) and professor at the Vrije Universiteit in Amsterdam (NL). He is one of the best known consultants in the country and has done hundreds of assignments in the field of change, including both small and big human processes in organizations. Léon heads the Center for Research on Consultancy (CRC), which does research on the consultancy process and profession. He has 24 books and almost 200 articles to his name including: Changing organizations with gaming/simulation (Elsevier, 2000) Learning to change (Sage Publications, 2003); Intervening and Changing (Wiley, 2007); and, Why do games work? (Kluwer, 2008). He has received several professional awards for his work, teaches in many postgraduate courses and is an editor. He is an active member of the Academy of Management.

Jody Hoffer Gittell is a professor of management at Brandeis University’s Heller School for Social Policy and Management. She serves as Executive Director of the Relational Coordination Research Collaborative, which brings practitioners and researchers together to transform organizational relationships for high performance. Gittell’s research explores how coordination by front-line workers contributes to quality and efficiency outcomes in service settings. She has developed a theory of relational coordination, proposing that highly inter-dependent work is most effectively coordinated through relationships of shared goals, shared knowledge and mutual respect, and demonstrating how organizations can support relational coordination through the design of their work systems. Gittell's discovery of relational coordination and its performance effects is documented in The Southwest Airlines Way: Using the Power of Relationships to Achieve High Performance (McGraw-Hill, 2003), and in High Performance Healthcare: Using the Power of Relationships to Achieve Quality, Efficiency and Resilience (McGraw-Hill, 2009). Insights for building and sustaining relational coordination will be provided in her next book, Transforming Relationships for High Performance: A Relational Model of Organizational Change (Stanford University Press, 2014). In addition to writing books for practitioners, Gittell has published the underlying research in many scientific journals. She was selected Outstanding Young Scholar of the Year by the Labor and Employment Relations Association. She has won a Best Book Award from the Alfred P. Sloan Foundation, a Best Paper award from the Human Resource Division of the Academy of Management, the Douglas McGregor Memorial Award for Best Paper of the Year in the Journal of Applied Behavioral Science, and an Honorable Mention for the Douglas McGregor Memorial Award for Best Paper on Organizational Change. Gittell received her BA from Reed College, her MA from The New School, her PhD from the MIT Sloan School of Management, and taught for six years at the Harvard Business School before joining the faculty of Brandeis University.
2013 MC Division Paper Award Winners

Please join me in congratulating the winners of the 2013 MC Division Outstanding Paper Awards for this year’s AoM meeting:

☐ THOMSON SOUTH-WESTERN AWARD: OUTSTANDING RESEARCH-BASED PAPER ON MANAGEMENT CONSULTING
“Taking Advice: Firm Size, Competence, Concerns and Informality in a Contingency Approach”
Kevin F. Mole, U Warwick, Robert Baldock, CEEDR, Middlesex U & David North, Middlesex U

☐ MANAGEMENT CONSULTING DIVISION OUTSTANDING FIELD REPORT AWARD
“The Performance of Authority in Organizations: An Example from Management Consulting”
Nicolas Bencherki, SUNY Albany & Alaric Bourgoi, Mines Paris Tech

☐ INFORMATION AGE PUBLISHING AWARD: OUTSTANDING DOCTORAL STUDENT PAPER ON MANAGEMENT CONSULTING
“Quality Management in a Top Tier Accounting Firm: Towards A Socio-Cognitive Model”
Christoph Seckler, Leuphana U & Markus R. Reihlen, Leuphana U

☐ BENEDICTINE UNIVERSITY AWARD FOR OUTSTANDING PAPER ON ETHICAL ISSUES IN CONSULTING
“Values and Belief Structure of OD Practitioners in the GCC Region”
Ousama Salha, Slalom Consulting

☐ BENEDICTINE UNIVERSITY AWARD FOR OUTSTANDING SCHOLAR-PRACTITIONER COLLABORATION
“Professionalism as an Unregulated Market: Identity, Work and Integrity in Management Consulting”
Carole Lalonde, U Laval & Pierre Joron, CFC Dolman Management

Congratulations to this year’s Outstanding Paper authors – on behalf of the MC Division, we look forward to honoring the winners at this year’s Business Meeting, Monday, August 12th at 5:00 p.m.
The work of Herbert Simon, Nobel Prize winner in Economics in 1978, profoundly shook the neo-classical theories of the time, primarily based on the rationality of administrative decisions, and paved the way for a new theoretical conception of decision making based on the notion of limited rationality. According to Simon, the rationality of administrative decisions cannot be formally established because: 1) the human brain is limited in its capacity to “stockpile” a large quantity of information; 2) a decision is the result of choice and preferences and is socially determined; and 3) it is made in concrete, thus necessarily contingent, situations. Moreover, the process of systematic and exhaustive analysis of a number of options being too often long and costly, the administrator generally only envisages a limited number of options; then, he or she will select the most viable choice, given the available means, not necessarily what is optimal. In this way, according to Simon, *l’homo administrativus* is not *l’homo oeconomicus*. Simon saw computer science as offering a way to process a vaster quantity of information and consequently as a means to improve the quality of administrative decisions. We all know today that computer is not the panacea Simon thought it was.

While implicitly recognizing the principle of administrators’ limited rationality, the authors of the book *Think Again* establish that *in certain particular circumstances*, the human brain’s manner of processing information is flawed. Having established this fact, the authors then believe that it is possible to improve the quality of decisions through turning this time to ‘neuroscience’. Thus, the authors synthesize some studies from the cognitive sciences, a great number of which are already well known, to support their hypothesis.

Therefore, in the first part of the book, the authors identify two principal processes that the human brain uses to decide on a course of action: pattern recognition and emotional tagging. The authors suggest that these two processes usually help us to make the right decisions, reflecting our past experiences and acquired knowledge. But, they add, it happens sometimes, especially in a period of uncertainty, an emergency, or an atypical or unfamiliar situation, that these processes deceive us and lead us to make bad decisions. This would be the case for Matthew Brodrick when the levies protecting New Orleans broke at the time of Hurricane Katrina, for Smithburg during the acquisition of Snapple, for Russell in the Boots expansion, and so forth.
Here, we note an initial problem that we had with this argument. Indeed, the authors remain vague about the particular conditions in which the defects of the human brain are most likely to have unfortunate results, and the bank of cases that they have assembled, while very rich in lessons, is, in fact, a quite haphazard amalgam of situations ranging from the management of catastrophes (Matthew Broderick and Katrina) to investment or acquisition decisions (the case of the acquisition of Snapple by Quaker), including Leverrier’s research on the planet Vulcan and the military decisions of Admiral Isoroku and of President Hoover during the Great Depression. In addition, the historical periods vary enormously. We may wonder whether the notions of uncertainty, of an emergency, of “time pressure,” could have been the same in each case and for each era. Since the cases are analysed as a function of a single variable (the manager’s level of consciousness in the context of his or her mental models), this does not consider the social and political realities of the period and thus largely remains a-contextual and a-historical. Given the authors’ expertise, they might have taken the trouble to at least underscore the limits of their analysis.

Another problem that arises from the reading of this work is related to the fact that we generally know whether a decision is good or bad by judging its consequences, that is, usually a posteriori. Now, the authors claim to have chosen these cases for which the decision was bad a priori and the negative consequences that resulted stemmed from the fact that individuals were not sufficiently aware of their flawed frameworks and the links they established between their present situation and their misleading experiences, their misleading judgments, their inappropriate self-interests or their inappropriate attachments. While being very instructive, the analysis of the various cases presented struck us as sometimes reductionist and simplistic. Thus, we might remain baffled by the authors’ explanations for certain decision-makers’ behaviour, purely on the basis of public or secondary data. Furthermore, a decision and its exact opposite could both lead to disastrous consequences. Thus, the government of the United Kingdom was reproached for its mishandling of the mad cow crisis that Europe suffered in the mid-80s, while in Canada, more specifically in Québec, public authorities were taxed with having literally bankrupted the cheese industry by intervening in the market. The recall of Perrier products, though they were safe for consumption, had serious consequences for the firm while Tylenol, though twice confronted with the toxicity of its products, is now considered as a classic model for crisis intervention. In short, decision making in a situation of uncertainty is apparently more complex than it first appears and could not be resolved by simple recipes.

The authors conclude by proposing various measures (safeguards) to help leaders make better decisions. They identify four type of safeguards: expand the information-based and data on which decisions will be made; generate group debates and challenges; insure the independence of governance in the process of decision making; monitoring in the sense of tracking the progress of a decision so it can be modified in the course
of action. The problem is how should the decision maker know which safeguard to pick up without burdening the process and delaying an important decision. Whereas the authors address this question, the connections with the first two parts of the book are not as developed as it should be.

We can only subscribe to the general principle of the study which may be summarized in this maxim think again. Indeed, many studies in crisis management deplore the fact that leaders delay their intervention in a crisis, get stick to the wrong path of actions or even do not sufficiently weigh their decisions. In that sense, the book is worth reading and can provide very interesting suggestions on how to improve the decision making process overall. On the other hand, and following the example of the authors, it is important to stress that the application of such measures or others that were suggested can never completely prevent decision-makers from committing errors.

REFERENCES


THE CHALLENGES OF COOPERATION BETWEEN OD CONSULTANT AND THE CLIENT-SYSTEM IN A CONTEXT OF LIMINALITY:

A RESEARCH PROJECT

Carole Lalonde, Université Laval

According to a survey conducted by the Canadian Association of Management Consultants (2005), the management consulting industry represented a $6.7 billion market in 2004 and experienced annual growth between 2% and 2.5%. Although a great deal of literature has highlighted the value of some of the
contributions made by consultants to organizational functioning, very little exists on the nature of their relationship with the client-system and prevailing modes of cooperation. Rather, the emphasis has been placed on the consultant’s relationship with the client-manager employing him (Bartecko, 2010; Davenport & Early, 2010); the client-system as a whole is not sufficiently taken into account and this is viewed by many authors as a narrowed down vision of the consulting process (Schein, 2009).

Yet, it would appear that consultants are convened mostly in contexts of change or crisis (Block, 2011; Beeby & al., 1999), and that employee cooperation is crucial to the success of their missions in such contexts (Block, 2011; Schein, 2009). Indeed, a new constructivist trend in consulting is critical of the functionalist perspective currently dominating the literature. Proponents of this functionalist perspective contend that the success of a consulting mission resides in compliance with universal principles (Lalonde 2011a) considered by constructivist researchers, as an overly prescriptive and restrictive view of management consulting (Sturdy & al., 2004). Constructivist researchers have introduced the concept of liminality to better characterize the practice of management consulting, i.e. a practice inherently contingent, transitory and temporary (Czarniawska & Mazza, 2003). Many authors (Clark & Fincham, 2002; Sturdy, 2011) are calling for new theoretical perspectives in the field of management consulting and suggesting the adoption of an expanded vision that considers the various stakeholders in the consulting process (Sturdy & Wright, 2011).

In the light of these results, I plan to undertake a research project that will take advantage of the testimonies of managers and consultants collected during interviews that took place in 2009 and whose purpose is to integrate the accounts of a third actor; the term “third actor” refers to employees of the operational centre that consultants are called upon to work with. In this research project, I aim to explore the nature of cooperation in a context characterized by liminality, an in-between state of becoming. It is intended to clarify decision making through knowledge of the opinions of in-house actors within the organization in order to maximize the investment resulting in management consulting services (Menon & Pfeffer, 2003).

This research project will be based on a qualitative design rooted in precepts of the grounded theory (Glaser & Strauss, 1967; Suddaby, 2006), i.e., focused on the actors’ experiential, subjective and reflexive nature (Giddens, 1984). A qualitative design, inspired by the narrative research tradition (Creswell, 2007), will provide access to well-developed testimonies of the work of the consultant, at best only slightly explored to date. The healthcare sector was chosen for a number of reasons: a sector experiencing change where consultants are in great demand; the expertise of the researcher in this sector; and the potential comparability of results with previous research undertaken by the researcher. The research design will comprise three phases: two series of narrative, semi-structured interviews.
(Czarniaswka, 2002) with two distinct groups of professionals (health professionals such as doctors, nurses, physiotherapists; and professionals from social services such as social workers, psychologists); and a structured group communication process based on the Delphi method (Hsu & Sandford, 2007).

If you know interesting references on the concepts of cooperation and liminality, I would be very much interested to have it. So please contact me: carole.lalonde@mng.ulaval.ca.

REFERENCES


---

**Happenings, Publications, Presentations, Career Moves, and Interesting Events and Developments**

**Tony Buono** (*Bentley University*) will be a plenary panelist on “Developing Leaders for the Future We Want: Impact” at the *5th Principles for Responsible Management Education (PRME) Summit* in Bled, Slovenia, in September 2013.


His co-authored article, “Moving on From Rio,” focusing on accomplishments and challenges for business schools in the wake of the Rio+20 Global Summit last year, will appear in the October issue of EFMD’s *Global Focus*.

**Judy Gebhardt** presented a paper entitled, “Positive Psychology’s Character Strengths and Virtues in the Workplace: Diagnosing Fortune’s Top 3 Best Companies” at the *Society for Advancement of Management (SAM) International Conference, Washington, DC, March 2013*.

Judy’s *Poster presentation* “Creating Healthier Organizations through Diagnosis: Understanding ‘Best Companies’ through the lens of Character Strengths and Virtues,” was accepted at the *International Positive Psychology Association (IPPA), Third World Congress, Los Angeles, CA, 2013*.

**Flemming Poulfelt** (*Copenhagen Business School*) was recently recognized as an Academic Fellow of the International Council of Management Consulting Institutes (ICMCI). The award was made in recognition of his “outstanding contribution to the management consulting profession.” [See fuller note below]

**Peter Sorensen** (*Benedictine University*) and **Therese Yaeger** (*Benedictine University*), with Homer Johnson, published the latest edited volume in their *Contemporary Trends in Organization Development and Change series, Critical Issues in Organization Development: Case Studies for Analysis and Discussion,*
MCD Member, Flemming Poulfelt (Copenhagen Business School) ~ named Academic Fellow of the International Council of Management Consulting Institutes.

Our good friend and colleague, Flemming Poulfelt has just received International Recognition for his work with the Danish Institute for Certified Management Consultants. He was just initiated as an Academic Fellow of the International Council of Management Consulting Institutes (ICMCI), an honor made in recognition of his outstanding contribution to the management consulting profession.

Flemming has been very successful in combining an academic career with practical contributions to the development of management consulting, at both national and international level. At the national level, the Danish Institute for Certified Management Consultants oversees and promotes the professional standards and code of conduct for management consultancy. The national institute provides services to individual consultants, in particular the training and assessment for certification as a Certified Management Consultant (CMC); the global professional standard.

At the global level, ICMCI’s goal is to elevate the standards of management consultants worldwide, and to provide the international community with the confidence that these standards, combined with the certification process of its member institutes, ensure that CMCs serve their clients with world-class competency and professionalism. The second goal of the ICMCI is to support the creation and development of national professional institutes throughout the world, as well as encourage information sharing, networking and reciprocity between institutes adhering to the ICMCI international standards and code of conduct.

The IMC and the ICMCI together have selected and appointed Flemming as an ICMCI Academic Fellow, who will work with his academic fellow colleagues to create an increasingly strong and productive link between academia and management consulting practice. They will use the ICMCI as a platform and community for sharing knowledge and ideas. High level academics and high level practicing management consultants will meet and exchange knowledge and ideas via the ICMCI platform for the benefit of consulting clients, new management consultants and Flemming’s students.

CONGRATULATIONS FLEMMING!