MESSAGE FROM THE DIVISION CHAIR

- A message from Tony Buono (*Bentley University*), our incoming Division Chair

LOOKING BACK: REFLECTIONS ON AOM 2012

- Reflections from Outgoing Division Chair - Therese Yaeger
- 2012 AoM Meeting: MCD’s Scholarly Program by Tony Buono (*Bentley University*)
- 2012 AoM Meeting: Professional Development Workshops Overview by Joanne Preston (*Joanne C. Preston & Associates*)
- A Look Back at the 2012 Doctoral Consortium in Boston, by Jean Neumann
- 2012 Benedictine University Award for Outstanding Paper on Ethical Issues in Consulting
- Looking Back at AoM 2012 in Boston 2012 (Pictures)

LOOKING AHEAD

- Meet the 2012 - 13 MCD Executive Committee
- Call for Participation in the 2013 Meeting
- A Tribute to the Institute of Certified Management Consultants International on its 25th Anniversary – “ICMCI – A Professional Global Organisation Leading the Way in Strategic Development in Business” by Francesco D’Aprile (Chair, ICMCI) and Ilse Ennsfellner (Vice Chair, ICMCI).
- New Award: Benedictine University Award for Scholar-Practitioner Collaboration

MEMBERS’ CORNER

- Division Membership, Participation and Faculty Status: Serving Underserved Non-tenure Track Faculty by Andre Delbecq, *Santa Clara University*
- Thought Piece: Managing an Unpopular Change Effort by Bo Vestergaard
- *Research in Management Consulting* Series Update: *Facilitating Collaboration in Public Management* and *Exploring the Professional Identity of Management Consultants*
- In Memory of Tony Raia

CALL FOR PAPERS

As I taken on the role of Division Chair for 2012-13, the transition provides the opportunity to reflect on what we have accomplished over the past few years and the challenges and opportunities that lie ahead of us. I’d like to thank Ansgar Richter, our outgoing Division Chair, and Therese Yaeger, who completed her role as division chair this past year, for their service and good work on behalf of MCD.

I am also in an unusual position since this is my second time in the Division Chair role, having served in 2000-2001. I was asked to step in last year when the incumbent Program Chair withdrew from the Division. We had enjoyed a strong decade from the late 1990s through the mid-2000s and I am highly confident that MCD can, once again, be one of the premier divisions in the Academy. It will, however, take a concerted effort – a spirit of commitment, colleagueship, and mutual support will be needed from all our members.

Although we enjoyed a highly successful meeting in Boston, as a Division we face a number of challenges. MCD went through its 5-year review last year – and the Academy’s Division and Interest Group Review (DIRG) Committee noted a number of our strengths. We are:

- a financially healthy division;
- with a unique balance of academic, research-oriented and executive/practitioner members (with its concomitant challenge of meeting the needs and expectations of such a diverse group);
- a history of innovative European Conferences (5 to-date since 2001, with a 6th in the planning stage for 2014 in Lyon, France);
- diversity in our membership and Division leadership; and
- a committed and energetic executive team.

Unfortunately, the DIRG also pointed to a number of concerns and challenges that we face, including:

- the apparent tension between conflicting preferences of our members;
- declining membership and limited growth;
- low meeting submission rates;
- low member participation (e.g., conference attendance, only a 15% response rate to the Division Review Survey);
- low member satisfaction with the Division (only 36% reported that they were highly satisfied); and
- leadership turmoil, with the resignation of the Program and PDW chairs this past year.

As a result, the DIRG decided to defer its decision with respect to the renewal of the Division until its 2013 meeting, asking for a detailed plan as to how we will deal with their myriad concerns.

At the end of the 2012 AoM program, we used the Incoming Executive Committee meeting as an open session focused on The Future of MCD. Over 30 people
participated, providing a number of ideas and possibilities that have the possibility of enriching the Division, and we will be exploring possibilities, testing ideas, and looking for creative involvement from our membership.

We are also looking for members who want to get more actively involved in the Division – from contributing material to our newly constructed newsletter and website, to submitting papers, symposia and PDW proposals for the annual AoM meeting, to volunteering to take on new roles and initiatives.

We have a committed Executive Committee, with a healthy balance of practical scholars and scholarly practitioners – Pracademics and Acapracs as Bob Golembiewski liked to refer to us – with a number of new ideas and the energy and commitment to pursue them. Together we can make MCD one of the Academy’s premier divisions once again.

I’m looking forward to working with you this year. Keep your eye out for possibilities and new directions – and better yet, get in touch with me at abuono@bentley.edu to jump in.

LOOKING BACK: REFLECTIONS ON AOM 2012

REFLECTIONS FROM THE PAST DIVISION CHAIR

Therese Yaeger, Benedictine University

Reflecting on my five years of learnings during my tenure in the Division leadership track forced me to carefully select those learnings to include…and which memories to avoid. Needless to say, the good memories far outweigh the bad ones (but I’ll always feel clumsy doing the Viennese Waltz… Thanks, Ralph Grossmann).

In my first year as MC Officer in 2009, the Management Consulting Division had strong shoulders for the AOM conference in Chicago. As I was Chair of the Doctoral Consortium that year, memories include a great doctoral seminar with Edgar Schein of MIT, and a spectacular Members& Friends Dinner atop the City of Chicago with Harvard’s Michael Beer as our Distinguished Speaker. Consistent with the 2009 AOM’ theme involving Green Management, so too was our Division – green, growing and strong.

2009 was also a memorable event for the MC Division as we held our fourth international conference in Vienna, Austria. Previous international conferences were held in Lyon, France, Lausanne, Switzerland, and Copenhagen, Denmark. Ralph Grossmann’s team from the University of Klagenfurt wined and dined the MC Division attendees, a delightful experience – until it was time to learn the Viennese Waltz.
The 2010 conference was equally beneficial for the MC Division. Our Division was proud to sponsor numerous sessions involving the “Dare to Care” theme. Our Program Chair for the Montreal conference was Ansgar Richter, European Business School, who provided an exceptional program. Among our distinguished speakers that year was Nancy Adler of McGill University. As PDW Chair, I especially remember all of the pre-conference sessions that were meaningful for both practitioners and academics. As an AOM Division in 2010, we dared, and our members cared a lot – especially for our MC program content!

As MC Program Chair in 2011, I remember the global quality that infused the conference, and the MC’s Program. Although the theme of “West meets East” might have been a struggle for some AOM divisions, our MC Division has one of the highest memberships of international members, so we fared well with the theme and what turned out to be a global program with award recipients from several countries.

In 2011 we also included another well-attended international conference in Amsterdam, led by Leon de Caluwe of Vrije University. Thank you Leon and colleagues!

As the 2012 Division Chair, I will always remember the Boston conference. The exceptional Doctoral Consortium chaired by Jean Neumann, the PDW program chaired by Joanne Preston, the academic program designed by Tony Buono, and especially the Members and Friends Dinner for me will always be highlights. Speakers for the 2012 conference included Rosabeth Moss Kanter as our Distinguished Speaker, and Peter Sorensen as the Members & Friends Dinner Speaker for a record-attendance sold-out event at the Harvard Club of Boston. The 2012 MCD Program will be the conference to measure future conferences against.

Many of my MC memories have been shared here, but I feel the best memories are yet to come. Thanks to a stronger doctoral consortium in which we can welcome new members to our division, the memorable M&F dinners, and improved attendance at social events, we are certain to have an even stronger division and program. We have strength from past officers and members that will help to keep the submissions strong. With an upcoming successful five-year review completed we can provide a clearer direction for both practice and research-based consulting work. Amidst all of our recent growth and successes, I still believe that the best is yet to come for the MC Division. I look forward to everyone’s contribution!
2012 AoM Meeting: MCD’s Scholarly Program

Tony Buono, Bentley University

The Division’s 2012 program was our largest in over three years, with 4 traditional paper sessions, 3 roundtable sessions, a discussion paper session, 10 cross-division papers, and 5 symposia. There were so many highpoints during the program that it is difficult to capture all of them.

The program began on Sunday afternoon, with a Discussion Paper session focused on the development of three promising papers. Dave Jamieson (University of St. Thomas) served as facilitator of the session that examined the impact that going public has on the prestige of consulting firms, the challenges that emerge when consultants must negotiate with obsessive-compulsive clients, and the intangible resources that are part of the reputation creation process in consulting.

Following our annual Social Hour, we also held the largest Members & Friends Dinner in our history, with 140 people attending (despite misguided directions, untimely rain, and, for some, an inadvertent tour of the bowels of the Prudential Center). Held at the wonderful Harvard Club of Boston, Peter Sorenson (Benedictine University), our speaker for the evening, gave a moving talk that reflected on his career and the internationalization of the division, filled with heartfelt memories of many of our colleagues. Peter’s inspiring talk recaptured the spirit of the Members & Friends Dinner – which began in 1995 (Vancouver) when Dave Jamieson “Honored the Founder” with his interview with Bob Wright, one of the key individuals who created the Management Consulting Division – and set the stage for a delightful evening.

Monday began with a tremendous start with a stellar Showcase Symposium on “Influential Research and Practice in ODC Dynamics” with Dale Zand (New York University), Edgar Schein, (Massachusetts Institute of Technology), Michael Beer (Harvard University), and Warner Burke (Columbia University). Other sessions on “Informal Dynamics in Consulting,” “Client-Consultant Interaction,” and “Strategic Consulting” filled out the day. In addition to these paper sessions, two symposia – “Lessons From and Ideas for Teaching Experienced Change Agents” and “Coaching Graduate Education: From Wild West to Established Territory” – provided attendees with rich insights and myriad ideas for both practice and future research.

A true highlight of the program was our Distinguished Speaker, Rosabeth Moss Kanter, the Ernest L. Arbuckle Professorship at Harvard Business School. With roughly 300 people attending the session, Rosabeth gave a thought-provoking talk wove together insights from her vast array of publications and projects – including her recently published SuperCorp: How
Vanguard Companies Create Innovation, Profits, Growth, and Social Good; Confidence: How Winning Streaks & Losing Streaks Begin & End, and When Giants Learn to Dance.

Tuesday’s program continued with 4 sessions focused on “Dynamics in Professional Service Firms,” “Developing Competency as a Consultant,” “Culture & Context in Consulting,” and “Conceptualizing Consulting Roles and Interventions.” Two symposia were also held – one on “Gender in Professional Service Firms: New Findings and a Research Agenda” and the second on the conference theme, “Management Consulting and the Informal Economy.”

As the program chair for the 2012 meeting, I am especially appreciative of the thoughtful – and timely – work of our many reviewers. I realize that the timing of the submission and review process – right before the beginning of the spring semester – can be a hectic and chaotic time, but the program would simply not be possible without the dedication of our members and the time and effort you spend in reviewing papers and symposia. THANK YOU!

The vast majority of our member-reviewers provided stellar service, but there are five individuals who I would like to highlight as our 2012 Outstanding Reviewers:

- Rida Elias, Richard Ivey School of Business
- David Ford, U. Alabama-Tuscaloosa
- Virginia Gerde, Duquesne U.
- Sally Sledge, Norfolk State U.
- Ken Williams, Avalere Health LLC

Four Outstanding Paper Awards were also given out at the meeting.

Benedictine University Award for Outstanding Paper on Ethical Issues in Consulting

Madina Rival, CNAM Paris and Richard Jackson Major, CERGAM, Institute d’Administration des Enterprises d’Alix-en-Provence

Thomson South-Western Outstanding Research-Based Paper on Management Consulting Award
“Client and Consultant Logics on the Purchasing of Consulting Services”
Frida Pemer, Stockholm School of Economics & Tale Skjolsvik, University of Oslo

Information Age Publishing Outstanding Doctoral Student Paper Award
“The Future is in your Reputation: The Effect of Reputation on the Diversification of PSFs
Anna Christina Littmann, EBS Business School

Management Consulting Division Outstanding Field Report Award
“Becoming an Expert: Transfer and Generation of Expertise in Student Consulting Process”
Dmitry Khanin, California State University-Fullerton & Atul Teckchandani, California State University-Fullerton

Congratulations to all the winners.
In closing the program, this year we opened the Incoming Executive Committee meeting to everyone, using an interactive session format to explore The Future of MCD. Over 30 people participated, providing a number of ideas and possibilities that can further enrich MCD. We will be exploring these suggestions and recommendations over the next two years.

I’m already looking forward to the 2013 meeting in Orlando. I’m sure that as our incoming program chair for next year, Joanne Preston will receive the same level of good natured support and colleagueship that I received in pulling together this year’s program. Start thinking about your submissions for next year – Capitalism in Question – promises to be a thought-provoking theme for the conference.

2012 AoM Meeting: MCD’s Professional Development Workshop Program

Joanne Preston, Joanne C. Preston & Associates

This year's workshops were selected to maximize audience interaction and showcase a variety of formats and topics, some of which were quite controversial. We were very pleased with the overall attendance and quality of the workshops presented. With presenters from across the globe and internationally focused events – for example, "Consulting in the Middle East: Recent Experiences and Alternative Models" – we had a good international mix. One highlight was the session on “Ethics in Management Consulting: Theoretical and Practical Implications." It was a great example of active audience participation, challenging discussions, and the blending of perspectives from different parts of the globe. Other highlights included an exploration of self as instrument, workshops on coaching, using SEAM and AI to explore informal economies, balancing MC practice and academic standards, innovation, human trafficking awareness, and other hot topics. The Division also co-sponsored the “That Was Great!” workshop for the 8th year, showcasing experiential exercises for teaching organizational change.

The MC Doctoral consortium was also a huge success, with over 28 students receiving personalized help and advice from 37 seasoned scholars. The consortium serves as an example of the MC Division's efforts to welcome and mentor those new to the field. This was a great networking tool for new members and students as participants could interact with individuals with expertise in their fields of interest. Many other events were cosponsored with other divisions, encouraging cross-pollination among the divisions. We would like to extend our gratitude to the Academy and MC Division leadership for their support in putting on this year's workshops. We also wish to thank the members of the academy who attended the PDWs and contributed their experience and insights to these scholar-practitioner exchanges.

On behalf of the Division we’d also like to encourage you to think creatively about
potential PDWs for our 2013 meeting in Orlando.

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**Lessons Learned at the Boston MCD Doctoral Consortium**

Jean Neumann, Tavistock Institute

On Saturday, August 4, 2012, nearly 50 people gathered in a cozy room at Boston’s Westin Copley Place to reflect together on the topic of “Balancing Practice Challenges and Academic Standards in Doctoral Studies.” The ratio of doctoral students to faculty (32:12) reinforced an inclusive atmosphere of welcoming participants at different stages of their doctorates. Over 12 universities from throughout the world represented doctoral programs that encourage relevant practice-based research.

**Blending Scholarship with Practice**

Participants recognized that the Management Consulting Division was providing a unique opportunity for those doctoral students who combine working from a practitioner job or role with studying for a doctorate. Individuals took turns in very small groups with a faculty member, as well as listening to others speak about their particular blend of scholarship with practice. Repeatedly, participants expressed appreciation for finding a sympathetic place within the Academy.

**Giving Voice to Mature Doctoral Students**

Four doctoral students spoke in plenary about their experiences of balancing the tensions that need to be addressed during doctoral studies based on practice, intervention or something else related to consulting and change. Amandine Savall from the University of Lyon (FR) spoke of the challenge of working with archival research materials on longitudinal projects with family businesses. Brian Emerson from Fielding Graduate University (USA) illustrated the research challenges of studying polarity as a practical sense-making tool. Debra Lindh from University of St Thomas (USA) demonstrated how she positioned her research using a stress management tool for interventions. Finally, Declan Fitzsimons (UK) described awkward moments with his client system as he made a transition from the role of management consultant to field-based researcher.

**Demonstrating Life Long Learning**

To the voices of these four doctoral students were added the career stories of two well established guest speakers. Dr. Earl Braxton of Edge Associates in Pittsburgh showed how a topic he had encountered forcefully in his own doctoral studies played out – again and again – in his management consulting practice. From a discipline of inquiry, he has been able to cooperate with clients in making a difference. Professor L. David Brown of Harvard University divided his career into phases, identifying the particular practice challenges he faced in the field during each and the emerging research questions and methodologies.

**Finding Time & Space for Like-Minded People**

Clearly, the Boston 2012 MCD Doctoral Consortium was packed with content and processes for learning and reflection. The main area for improvement, not surprisingly,
is to build in more time for interaction and discussion. Given that AOM budgets the Professional Development Workshop (PDW) time for all divisions, it is challenging to find more than the established four hours MCD devotes to its Doctoral Consortium. However, some creative possibilities are under consideration currently for Lake Buena Vista (Orlando), Florida 2013.

Benedictine University Award for Outstanding Paper on Ethical Issues in Consulting

In 2011 Benedictine University began its sponsorship of an award recognizing outstanding work focused on Ethical Issues in Consulting. The initial winner of the award was Tony Buono, Bentley University, in recognition for his contribution to ethics in consulting.

The 2012 award winners, Madina Rival and Richard Jackson Major (pictured on right), were honored for their paper, “Informal Practices to Formal Conduct: Ethical Practices and Issues in French Lobbying Consulting.”

Looking Back at AoM 2012 in Boston 2012 (in Pictures)

Peter Sorensen, Benedictine University, Tony Buono, 2012 Program Chair, Award winners Richard Jackson Major, CERGAM, Institute d’Administration des Enterprises d’Alix-en-Provence and Madina Rival, CNAM Paris, and Therese Yaeger, 2012 Division Chair.
Therese Yaeger and Susan Adams
with our Division Distinguished Speaker, Rosabeth Moss Kanter

Honoring Peter Sorensen at the Members & Friends Dinner at the Harvard Club of Boston

At the meeting...
At the meeting...

Get Ready for Orlando in 2013!
Looking Ahead...

MANAGEMENT CONSULTING DIVISION

CALL FOR PARTICIPATION

2013 Academy of Management Meeting

“Capitalism in Question”

August 9 – 13, 2013
Lake Buena Vista (Orlando), Florida

We invite you to submit papers, symposia and proposals for the 2013 Academy of Management Conference in Lake Buena Vista, Florida! Specifically, we are looking for:

- Submissions of proposals for Professional Development Workshops (PDWs)
- Submission of proposals and papers for our Doctoral Consortium (an integral part of the PDW program)
- Submissions of papers and symposia proposals for the Scholarly Program

Details regarding these different types of submissions are noted below.

PROFESSIONAL DEVELOPMENT WORKSHOPS

Kathy Edwards, University of Texas - Austin

The theme – “Capitalism in Question” – gives the MC Division opportunities to build PDWs that contribute to the dialogue that consultants need to have with clients and students in questioning capitalism, define roles we need to play in searching for and encouraging economic paths that lead to a better world, and examine the relationship between capitalism, other alternative economic systems, and consultants. Please remember an innovative workshop is about creating dialogue, exploring new ideas and generating synergy among PDW leaders and participants. Priority is given to workshops that are very interactive. The MC Division is highly international and our mission is to bridge theory and practice as well as academics and consultants.

We welcome submissions for PDWs at the 2013 Annual Meeting in Lake Buena Vista (Orlando), FL. The MC Division PDW sessions will be held between 8:00 am Friday, Aug. 9th and 8:00 pm Saturday, Aug. 10th. The criteria used in evaluating PDW proposals include the following:

- **Bridging:** Does this proposal explicitly link theory/practice and/or academics/consultants?
• **Quality:** Is this proposal designed around important topics and will the PDW be done in an excellent manner (e.g. interactive format and expert panelists)?

• **Impact:** Will this PDW provide immediate usable advice, tools, and templates for our members?

Also please note that the “Rule of 3” applies to PDW submissions. Therefore no one can submit or be a part of more than 3 PDW submissions (this is in addition to the Rule of 3 for the main scholarly program).

Any questions, contact 2013 PDW Chair Kathy Edwards at Kathy.Edwards@mccombs.utexas.edu

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**DOCTORAL CONSORTIUM**

Once again this year, a doctoral consortium will be part of the PDW sessions. We invite both individuals interest in working with doctoral students and doctoral students interested in the field of management consulting to inquire.

The goal of the doctoral consortium is **to help participants prepare manuscripts for publication in both academic and practitioner journals.** Accordingly, attention will be given to the student’s work-in-progress with a focus on how to move those projects forward to successful completion.

As a “bridging” division (between academics and practitioners and among the divisions of the Academy), we seek individuals interested in management consulting topics across a broad array of theories and empirical perspectives. These include both micro (e.g., OB, HR) and macro (e.g., OMT, BPS) theoretical perspectives and all forms of research methods (e.g., case study, action research, lab studies, archival data, etc.).

Please contact Dr. Jean Neumann (j.neumann@tavinstitute.org) for more information.

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**SCHOLARLY PROGRAM: PAPERS & SYMPOSIA**

The MC Division is committed to traditional research as well as papers with a strong applied orientation, with a tradition of receptivity to experience-based knowledge. We strongly encourage submissions from colleagues in other divisions who have consultancy-related papers (e.g., HRM, strategy, organizational development) and are interested in reaching academics and practitioners alike.

The Division actively solicits papers and symposium proposals on the theory, research, teaching and practice of management consulting. Submissions might deal with, but are not limited to, questions such as: Where is the consulting industry heading? Is there evidence for the ascent or decline of management consulting? How is the role of consultants changing? Why and how are clients using the support of external advisors? How effective are consultants in managing and marketing their own firms? How are consulting and related professional service firms organized and managed? What can we learn from these dynamics? Do consultants lead or are they led by change initiatives and their clients?

The theme of the 2012 Academy of Management conference in Boston, “The
Informal Economy," raises a number of challenges and questions for management consulting. Although the main focus of management consulting interventions occurs within the context of the formal economy, as the informal economy continues to grow and expand the ramifications for consultants and consultancies are significant. What role could management consulting play in this realm? What are the implications for the types of engagements and interventions across organizations in the formal and informal economy? Are there limitations to the types of engagements that consultants should accept? Could consultants facilitate organizational transition from the informal to the formal economy?

It is important to stress that submissions – research papers, symposia or field-based consulting cases (rich descriptions of interventions with a discussion of lessons learned) – may be about any topic in the area of management consulting (broadly construed), whether it relates (or doesn’t) to the overall conference theme. In addition to submissions from practitioners and experienced academics, we also strongly encourage submissions from doctoral students and junior faculty members who would like to take advantage of the opportunity to develop their work. The MC Division has a strong tradition of providing developmental feedback and advice on how to make manuscripts (even more) useful. We pride ourselves on the quality of our review process, and hope that you take this opportunity to benefit from it. MC Division seeks submissions in the following categories:

• **Academic research papers** that report on studies related to the division domain. These include quantitative or qualitative studies with deductive or inductive approaches. Academic papers should follow the Academy of Management Journal style guidelines. Research rigor, interest to the division, and contribution to the literature are the primary criteria for evaluation.

• **Symposia** that address division domain topics. A symposium may take the form of a collection of papers, an interactive discussion, or a panel discussion. 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 and consulting cases.** These are rich descriptions of an event, an issue or an organization with a discussion of lessons learned. We are looking for contemporary experiences that are particularly rich in providing lessons for consultants or their clients. As such, the papers should provide enough detail to demonstrate the lessons learned and provide a rationale for the importance or implications of those lessons.

Please contact our 2013 Program Chair, Joanne Preston at joannecpreston@gmail.com.

**DIVISION PAPER AWARDS**

The division offers several best paper awards:

• Information Age Publishing Outstanding Doctoral Student Paper Award
• Thomson South-Western Award for Outstanding Research Based Paper on Management Consulting
• Benedictine University Award for Best Paper on Ethical Issues in Consulting
• MC Division award for Best Field Report/Practice Paper.
• New Award: Benedictine University award for Outstanding Scholar-Practitioner Collaboration Paper.

BENEDICTINE UNIVERSITY AWARD FOR SCHOLAR-PRACTITIONER COLLABORATION
The Division is pleased to announce the creation of a new Best Paper Award for the AoM annual meeting – the Benedictine University Award for Scholar-Practitioner Collaboration.

The award reflects the Division’s mission of bridging scholarship and practice, encouraging academics and practitioners to work together, collaborating on the creation of actionable knowledge that contributes to both the theory and practice of management consulting.

In order to be considered for the award, the paper must be co-authored by at least one academic and one practitioner.

Information on all Division awards is available on our website. Student papers should be clearly identified as such during the online submission process. The winner of the Information Age Publishing Outstanding Doctoral Student Paper Award will receive a complete set of the Research in Management Consulting book series. The division also recognizes the best reviewers.

ICMCI – A PROFESSIONAL GLOBAL ORGANISATION LEADING THE WAY IN STRATEGIC DEVELOPMENT IN BUSINESS

Francesco D’Aprile, Chair, ICMCI
Ilse Ennsfellner, Vice Chair, ICMCI

2012 has been a landmark year for the International Council of Management Consulting Institutes (ICMCI), the year in which it celebrates its 25th anniversary. As such, the year is being marked by a concerted strategic impetus to ensure the longer-term sustainability of the organisation through the formation of strategic partnerships and collaborations. Engagement with the Academy of Management’s Management Consulting Division is a key initiative for us; an initiative that will further bridge the gap between research and practice. It will link institutes and consultancy firms across the whole professional environment in management and business consultancy.

The 50 member organisations of ICMCI are all national consulting institutes. Our reach is truly global. In terms of individual consultancy professionals, those 50 institutes have 10,000 CMCs – Certified Management Consultants. CMCs are the final link in the chain, translating theory into practice. CMCs are professional consultants who have achieved recognition for their
impact and delivery of results, through demonstration of significant levels of competence. CMCs adhere to an unshakeable professional commitment, through their Codes of Conduct and Practice. When it comes to business improvement, it is well known that engaging a CMC to undertake a consultancy project is a guarantee of success. These professionals create value for their clients and for the business development of their nations and regions.

With its NGO status and its global coverage, and with members from all continents, ICMCI is realising its duty to become connected with the main players and institutions of influence within the worldwide economy. This includes connections with FEACO, links with UN and Governmental Institutions (ILO, UNDP, CEI), Standards and Accreditation International Institutions (IAF, ISO, CEN, UNI), International Financial Banks (EBRD), and Academia (AMBA – Associations of MBAs). Of particular note is the leading role for ICMCI in the creation of standards for the management consulting profession (CEN EN 16114).

Being open – and actively listening – to the views and representations coming from individual CMCs, so that they themselves feel part of a global community of CMCs, we meet together annually on a regional and worldwide basis. Our individual members also engage with each other across the world through LinkedIn and other social media channels.

Today ICMCI is making strides in adopting a new world vision, designing a new global organisation supported by a revised governance and business model. This will increase connections with our stakeholders, providing elevated standards of management consultancy practice worldwide and thereby securing an increasing level of recognition for management consulting as a respected profession.

Discussions with the Management Consulting Division are well underway to bring out significant strategic cooperation and we will see the first steps of this endeavour to come to fruition shortly. We look forward to many years of active engagement and sharing of ideas for mutual benefit.

For more information on ICMCI go to www.icmci.org or contact the Secretariat team at info@icmci.org.
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Meet the 2012-13 MC Division Executive Committee
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Meet the 2012-13 MC Division Executive Committee
As I read the message from our Division Chair in the fall Newsletter, I was struck by the concern with decreasing membership, submissions, and participation in the Division – and I wanted to share some thoughts on what has been evolving in faculty composition at many, if not most of our universities. I share my preliminary pondering in the spirit of a reflection, not a carefully thought out position.

Many institutions faced with budget constraints have increasingly reached out to part-time faculty (ranging from executive lectures and adjunct faculty, possessing some degree of likely reappointment to true part-time faculty with no assurance of reappointment.) They represent a larger and larger portion of the faculty for good reasons (e.g., bringing specific application skills and industry linkages) and for less noble reasons (lower salaries and increased institutional control). Unfortunately, what has emerged is often a 2-tier faculty. Tenure track faculty members are expected to have published in 1st-tier journals even before being hired as an assistant professor. Their reward structure is entirely oriented to scholarly research with little immediate application or connection with practice. The practice link is increasingly the responsibility of the non-tenure track faculty. Still, accreditation officials expect non-tenure track faculty members to show evidence of intellectual contribution in the form of publication. Obviously non-tenure track faculty do not feel competent to publish in top tier scholarly journals. Yet they receive little assistance to bridge to practitioner/professional journals and often have limited training in applied or qualitative research.

This is a situation of concern. I think the unfolding over-emphasis on scholarship weakly linked to practice by tenured faculty and the neglect of publication assistance for non-tenure track faculty bodes ill for public support for business education.

Many part-time faculty members are not active in the Academy of Management – even if they are members. Yet this group seems to be the new generation replacing the ‘George Gore - Bob Wright’ role within business education. They are not marginal people. Most have excellent graduate-level education - many hold doctorates - and have extensive experience in world-class business organizations. Still, they are not being assisted to better link their contributions with applied research and scholarship.
Considering the role of the MC Division, I could imagine a scenario something like this:

- Meeting with a select group of Deans, AACSB officers, and non-tenure track faculty to look at the intellectual needs and challenges this group of non-tenure track faculty face. If we want intellectual strength and published contributions from this increasingly larger faculty cohort how should we resource them?

- A subsequent invitational gathering in Orlando composed of two non-tenure track faculty representatives from selected schools to help design future programs and to showcase the assistance the MC division could provide.

- In future meetings, carefully composed PDWs for this group of non-tenure track faculty – remembering that these are intellectually gifted and very accomplished individuals even though they are not presently well published.”

- Discussion with editors of bridging journals providing assistance and encouragement for submission and publication (i.e., templates of successful and sought after submissions).

This reflection is offered as one possibility for consideration as we ponder the future of the Division. We need to continue to serve all faculty, both tenure track and non-tenure track. However, the second group is growing in number and importance and has often been neglected.

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**MANAGING AN UNPOPULAR CHANGE EFFORT:**

**Proven Tips for First and Second Line Managers**

**Bo Vestergaard**, act2learn and University College of Northern Denmark

*Produce more! Make it better! Spend less!*

If you're a first or second line manager, these demands from upper management may sound familiar. And odds are, you are going to fail at accomplishing them — two-thirds of transformation efforts do. In fact, 8 out of 10 times I can predict if companies will be successful. But I'm not a fortuneteller; I just look and listen for two things: Are the frontline employees engaged in crafting and implementing solutions? And do they express a sense of ownership about the purpose of the change?
It turns out my observations are supported by data. A 2010 McKinsey global survey of 2,512 executives found that, when the frontline experiences a sense of ownership of the necessary changes and are engaged in driving the change effort, the success rate rises to astonishing 79 percent.

One common challenge for the managers I train is how to transform employee resistance and reluctance to change into engagement in driving the change effort. While demands to increase productivity and quality can sometimes be perceived as difficult, it doesn't have to be that way when you get the process right. For proof, here is a case from a surgical unit a hospital I consulted with, in three acts:

**Act 1: The E-mail**
On a Thursday afternoon, the unit manager sends out a message via e-mail to her 16 employees. The message states that a task staffed with an employee borrowed from another department will be terminated in two weeks, and that the employees are expected to take on that function. Quite a few people are left feeling insecure. Several employees interpret the shutdown as the first step in management’s secret plan to shutter other functions in the department. The following Monday, a handful of employees are talking about — and actively looking for — work elsewhere to avoid being fired. And none of the employees are taking initiative to solving the actual task: how to reorganize the work. The only one unaware of this unfortunate situation is the manager who is now on 6 months educational leave.

**Act 2: Management Defines, Engages, and Tests**
The interim manager calls for a meeting. She explains that the shutdown of the function is the department's contribution to the total planned company cutbacks decided by senior management. She makes it clear that the shutdown is inevitable and that the present level of productivity and clinical quality is to be maintained. To make this happen, she needs and expects the employees to share their knowledge of working procedures and craft ideas of how the tasks can be reorganized in practice. She facilitates a two-hour process where the employees craft a prototype of a work process to be tested. Then she implements a testing phase. During that one-week test period, she has short daily meetings with the employees supporting daily learning and progress. After that week, the new work process is fully implemented, and productivity quality is maintained at the usual level.

**Act 3: The Birth of an Innovative Culture**
Twelve weeks later, I interviewed the manager and some employees. In the end, no one believed that the old job function was necessary. In fact, collaborating to solve the challenge was such a great success that management and employees now meet every three weeks to discuss upcoming difficulties and how to solve them before testing the solutions in practice.
Please note how the employees' trust in management and subsequent resistance (versus active problem solving behaviors) are influenced by communication. The initial issue started with a one-direction email. The context of the cutback is unclear, the rationale behind the decision is deficient, and the manager does not engage the employees in how the challenge can be solved. During the following days, the employees do not take agency to solve the problem, but instead express distrust in management intentions.

When the interim manager initiates an entirely different process strategy, the employees take an agency position almost immediately. Their behavior and trust in management change dramatically. The point is that employees are not opposed to change; they just tend to resist change or take agency according to how you lead the process.

For quick reference, here's a breakdown of the steps the manager took:

1. Explained the context behind the workplace change.
2. Defined what had to be accomplished within the next two weeks.
3. Engaged the employees in crafting solutions to the demand from top management.
4. Engaged the employees in testing solutions in practice, and supported their daily progress.
5. Explained her criteria and rationale for accepting, revising, and rejecting their inputs.

I've seen this five-step process prove its worth in private and public services and manufacturing. Chances are that with it, you will also succeed in engaging your employees to drive the change effort. And when that happens, your transformation is a lot more likely to succeed than fail.

Bo's paper, "Leading Unpopular Changes With Fair process," was among the top ten percent best papers at the 2012 Academy of Management Meeting in Boston. He teaches at the University College of Northern Denmark and trains first and second line managers in engaging employees in developing and implementing solutions to strategic challenges. Connect with him on LinkedIn or send him an email.

This piece was originally published on the HBR Blog Network at: http://blogs.hbr.org/cs/2012/12/managing_an_unpopular_change_effort.html
Facilitating Collaboration in Public Management

By Ralph Grossmann, University of Klagenfurt, Hubert Lobnig, Lemon Consultants, and Klaus Scala, University of Graz, with the assistance of Michael Stadlober, MelangeC Sustainable Consulting

Preface by Anthony F. Buono, Bentley University

The volume investigates the potential and challenges inherent in collaborative ventures. It is based on the authors’ rich experiences derived from consulting engagements and research projects in publicly-funded service organizations, non-profit organizations, public-private partnerships, and for-profit enterprises. The focus is on the role that management consultants can play in facilitating such collaborative ventures. Especially within the European context, this particular organizational form is becoming an increasingly common and powerful type of organizational system, and, as such, interventions that can ease and expedite their performance demand our attention and scholarship.

As the volume documents and illustrates, cooperative relationships and networks function according to their own underlying logic, which is typically grounded in a spirit of collaboration and negotiation. As they argue, the resulting dynamic reflects a different perspective on building interpersonal, intergroup, and interorganizational relationships, one that is removed from historic attempts at coordination through tight hierarchical control, which, as they underscore, is often “inflexible, bureaucratic, and incapable” of achieving the level of commitment and dedication necessary for success.

Collaborative ventures involve goals that must be jointly pursued, the partnerships must strive for levels commitment, involvement and motivation from their members that go well beyond those that hierarchical top-down structures typically provide. As the authors convincingly demonstrate, such high levels of collaboration do not emerge on their own. Mergers, acquisitions, joint ventures, partnerships, and strategic alliances are often launched with great fanfare, only to fall well short of pre-venture expectations. To truly work in practice, collaborative relationships and networks must be deliberately formed, developed, organized, and guided. Yet, as this volume amply illustrates, the underlying process is infused with a number of tensions – from the challenge of balancing collaboration and competition, to the appropriate mix of loose-tight controls and linkages, to ensuring commitment from members to the partnership while they maintain allegiance to their primary organization.

CONTENTS: Preface, Anthony F. Buono. Introduction: Why Organizations Collaborate, Ralph Grossmann, Hubert Lobnig, Klaus Scala, and Michael Stadlober. Chapter 1 – From Competition to Cooperation and Competition: Prerequisites for Successful Collaborative Ventures, Ralph Grossmann,
Exploring the Professional Identity of Management Consultants 2013

Edited by Anthony F. Buono, Bentley University, Leon de Caluwé, Twynstra Group and Vrije Universiteit, and Annemieke Stoppelenburg.

The volume is based on the presentations and discussions from the Fifth European Conference on Management Consulting sponsored by the Management Consulting Division of the Academy of Management, which took place June, 2011 at Vrije Universiteit in Amsterdam, the Netherlands. The conference theme – Exploring the Professional Identity of Management Consultants – attempted to capture the highly ambiguous social status of this young and emerging profession. Management consulting does not have professional standards or accreditation criteria like those found in medicine or law, there are low barriers to entry, and a broad range of tasks are undertaken in the name of consulting. As a result, a crucial aspect of what constitutes such a loosely defined profession is the identity of its members. The professional identity of management consultants is continuously developing through the interplay of how consultants are seen and valued by clients as well as in the larger society, and how consultancy firms and consultants identify and position themselves.

This theme includes a variety of topics, ranging from the interaction between consultants and their clients, consultant rhetoric and self-presentation, and the plethora of books, media and public discourse on consulting, to human resource policies and practices, knowledge development activities of consultancy firms, career and life stories of consultants and consultancies, and consulting associations, accreditation bodies, and education programs. All of these factors contribute, either directly or indirectly, to identity construction in the field of management consulting.


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**IN MEMORY…**

Very sad news – long-time MC Division member Tony Raia passed away on December 14, 2012. Below is a brief note about his life and accomplishments. Those of us who knew Tony readily recall his graciousness, his warm smile and caring spirit. He will be missed…

**Anthony P. Raia, PhD**

May 24, 1928 – December 14, 2012

Born and raised in an Italian immigrant community in Clifton New Jersey, Anthony Paul Raia was the only child of Dominic Raia and Louisa Castaldi. Up until the time of his passing, Tony remained in close personal contact and traveled frequently over the years with beloved childhood friends, Leo Breda and Joe Fiora and family members.
Tony launched his professional management career as a co-owner and CEO of an electronics firm in New Jersey. He enlisted as an officer in the United States Air Force and was promoted to Lieutenant Col before retiring from active duty. In all, he served almost 40 years including active duty and Air Force Reserves.

Tony graduated from Columbia University with a degree in Economics and completed an MBA and PhD in Management at the University of California Los Angeles (UCLA). Following faculty appointments at the University of Miami, Florida, and at the University of Maryland, he returned to California in 1968 as an internal TRW Organizational Development consultant. He was recruited back to the UCLA Anderson School of Management, climbing through the professorial ranks where he also served as the Associate Dean for Executive Education, the Vice Chairman of the Department, and the Director of the UCLA Division of Applied Behavioral Science.

Colleague and friend John (Jack) McDonough and Tony helped launch the careers and/or professionally advance top MBA, Executive MBA, and PhD students over four decades. Tony rarely appeared publicly in Manhattan Beach without his former students greeting him and thanking him for their impressive education and development experience. Dr. Tony Raia completed his career as a Distinguished Professor Emeritus at the UCLA Anderson School. In the 18-20 years since retirement he was recalled every year and taught "with distinction" between 500 and 1000 MBA students per year. Over the span of his career he authored and/or co-authored numerous books, monographs, book chapters and professional journal articles, and continued to serve on several editorial boards. Additionally, he served as the President of the Western Academy of Management, Chair of OD Division, and received many academic honors.

He was an educator, a humanitarian, a patriot, a family man, and a friend to many. We knew him best as husband, dad, and poppy. Sometimes we had to call out, “Professor Raia,” to get his attention in a crowded space; then he would turn and look to see who was calling and smile. Tony leaves his wife, Pamela Davidson, beloved daughter Lynda Galins (Joseph Galins) and son Mark Raia (engaged to Autumn Maher), only grandchild, Nicole Alexis Lapreal Galins, Lynda and Mark’s mother, Beverlee Winters, and Joe’s mother, Neva Galins. There will always be a prominent place in our hearts for this extraordinary man of intellect, accomplishment, service to his country, and deep and unwavering love for his family, country, and dearest friends. Ciao Tony, we will always love you! Cento Anni!
Management Occupations: Exploring Boundaries and Knowledge Flows

Call for papers

Sub-theme at the EGOS conference July 4-6, Montreal

Convenors:

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This sub-theme aims to advance our understanding of contemporary management and organisations by focusing on the multiple, dynamic and often diffuse boundaries between different management occupations. In particular, it is concerned with how the construction of such occupations and boundaries shapes knowledge flows and management innovation.

Boundaries, or social structuring, are central to our experience and understanding of organisational life. The insider-outsider organisational boundary and inter-occupational conflict have long been recognised within organisational and innovation studies. Occupational groups compete for influence and dominance in shaping management and organisations, partly through the establishment of ‘new’ and legitimate ideas and practices, partly through relating to and appropriating existing popular management ideas and practices. But in many prior studies, such boundaries between different management occupations remain ill-defined, or were often thought of as largely static or ‘sticky’.

In recent years, the combination of theoretical shifts towards a more processual view of the world and empirical changes in organisations and occupations point to greater flux and more diffuse and dynamic relationships. In the context of management for example, activities such as project and change management are no longer confined to particular specialist groups, often outside the organisation. Rather, they are appropriated by both line management and various, sometimes new, occupational groups such as internal consultants, auditors, accountants, project managers, interim managers, HR managers, purchasing managers and IT professionals, each with their own specific routines, methods, rhetorics and cultures. We can even observe a “consultification” in many staff functions, turning functional specialists into (internal) consultants, further contributing to the blurring of traditional occupational boundaries and identities. This opening up, combined with the rise of project-based working and various inter-organisational linkages and networks, can result in hybrid and less embedded occupational forms where more actors face conditions of liminality, shifting cultural and political boundaries and multiple and switching identities. This is likely to shape organisational knowledge flows and management innovation in various ways – acting as both a bridge and barrier.
Given these developments, the current theme aims to direct attention towards the significance of a context of multiple occupations involved in shaping management and organisations, as well as of the often shifting and contested boundaries between them. The sub-theme aims to bring together and build bridges between scholars with an interest in specific management functions and occupations (e.g. Consulting, HR, IT, Accounting, Law, etc.), scholars interested in organizational change and development and scholars interested in the development and diffusion of management knowledge and innovations. The following questions are indicative of the field of focus:

- How do traditional ‘boundary spanners’ (such as consultants) respond to the rise of multiple management occupations including competition from new entrants (e.g. interim managers) and established occupations (e.g. IT)?
- How do shifting occupational boundaries and identities enhance or inhibit the creation and flow of management knowledge and its translation into organizational change?
- How do new management occupations (e.g. Corporate Social Responsibility) emerge and how do they establish and protect their occupational spaces in the current era?
- How is management being constituted in different contexts in relation to the distribution and cooperation of various occupational groups and their specific management practices?
- What are the extent, nature and consequences of the “consultification” of management specialists? - How do multi-occupational interactions such as between internal and external management experts (e.g. Accounting, Finance, Law, HR…) and line managers take shape and play a role in creating and deploying management innovations and practices?
- What are the consequences of multi-occupational work forms for the entrance of new occupational members, their career paths and movements between managerial and consulting roles?

About the convenors

Stefan Heusinkveld is an associate professor at the VU University Amsterdam, The Netherlands. His research focuses on the production and consumption of management ideas and in particular the role of management consultants and management gurus. E-mail: s.heusinkveld@vu.nl

Andrew Sturdy is Professor of Organizational Behaviour at the University of Bristol, UK. His research and policy interests are on power, management consultancy and organisational change and his most recent book is Management Consultancy, Oxford University Press, 2009 (with Handley, Clark and Fincham). He is currently researching the organisation and dynamics of internal consultancy. E-mail: andrew.sturdy@bristol.ac.uk

Andreas Werr is a professor at the Stockholm School of Economics, Sweden and the head of its Centre for HRM and knowledge work. His research interests include management consultancy, the management of professional services and the nature and development of management knowledge. E-mail: andreas.werr@hhs.se

Deadline submission of short papers: January 14 2013

Further information: www.egosnet.org