



## From our leadership



See you in Boston !!

We hope you are doing well and making arrangements for the AOM conference (<http://aom.org/annualmeeting/registration/>). We are excited about the rich program and to reconnect with old friends. As you begin planning your trip, be sure to visit the online program <http://aom.org/annualmeeting/program/> and try out the app for your smart phone. Thanks for making MC your home division!

## From the consulting industry “boardroom”

### On the Cusp of Disruption, Part I

In a famous 2013 article, Christensen, Wang, and Van Bever warned the reader that the consulting industry was on the cusp of disruption.

The first signs of such a disruption are emerging, with a familiar pattern: new competitors arrive with new business models, ignored by the incumbents. A disrupter whose product achieves a level of quality acceptable to the middle of the market undermines the incumbents’ position and causes a flip to a new basis of competition.

Consulting has been immune to disruption for more than 100 years because of the existence of two attributes: 1) Opacity and 2) Agility.

- 1) Opacity: the consulting mechanism stays private and hidden, based on specialized knowledge that firms are lacking. Performance evaluation of consulting remains very difficult because many variables impact this performance. Consequently, firms rely on proxies such as reputation, references, “social proof”, and price to assess the value of their consultants.
- 2) Agility: consulting firms are able to move smoothly from big idea to big idea, helped by the absence of fixed investment and the predominance of their human capital.

These two attributes are being eroding in a changing environment.

The legal consulting industry provides an illustration of this changing environment: unbundling the services of law firms and using attorneys hired on a temporary basis; the “Yelpification” of the industry where general counsels move beyond brand and price for assessing quality by using more granular and more objective performance data on the law firms; the unbundling of legal services enables dramatically much lower prices for the clients.

*Source: Christensen, C., Wang, D., & Van Bever, D. 2013. Consulting on the cusp of disruption. The industry that has long helped others sidestep strategic threats is itself being upended. Harvard Business Review, 91(10):106-114. Adapted by Daniel Degraevl, PhD.*

## High impact consulting research

Strongly connected to our AOM theme “Understanding the Inclusive Organization”, Dr. Moore is involved in actions in cooperation with large companies to intentionally hiring disabled citizens.

Walgreens and Sephora (Louis Vuitton company) found that this employment strategy has dramatically altered their organizational culture and increased production levels.

Managers’ report having started as autocratic and transitioned to becoming inclusive managers using “relationship-based leadership”, which is key to successful adaptive organizations.

We are discovering that employing people with disabilities is a catalyst for leadership excellence. Managers must become better communicators, listeners, trainers ... this transformation then is used for all employees, not just with disabled team members.

Author: Jeffrey Moore, PhD.

### Editorial Board

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“From the violent nature of the multiple stab wounds, I’d say the victim was probably a consultant.”



Our **MCD intellectual production** is well alive as the detail below demonstrates.

In the next three pages of the Newsletter, we display the accepted papers and PDW on a matrix and then showcase some of them with a short abstract. We cannot showcase all of them and our choice does not imply that the paper and PDW that are not showcased are of lesser quality. We tried to showcase different types of production to indicate how rich it is and provide ideas and inspiration to authors for the next cycle of production.

We chose dimensions to position the papers and the PDW in two matrices. Other dimensions could have been used.

In the meantime, enjoy what the MCD has produced and thank you to all our authors...

*Coordinating Author: Daniel Degraevl, PhD*  
*Author PDW section: Jeffrey Moore, PhD*  
*Author Papers section: Suzanne Cromlish, PhD.*

## Our AoM Conference MCD papers at a glance...

Inclusive orientation

**Kotte:** Factors Impacting Coaching Effectiveness

**Kim:** Relationships Between Employees & Customers

**Hillon:** Strategies Improving Female Consultant Recruiting & Retention

**Belgio:** Drivers & Rewards for Employee Engagement

**Pemer:** Strategies for Hiring Management Consultants

**Major:** Client & Consultant Relationships

Kuran: Interdisciplinary Teams for **Innovative** Projects in Higher Ed

**Van Bommel:** Management Consultants Psychological Stress

**Elias:** Incoming CEOs' Transitioning Powerful Outgoing CEO's

**Simha:** Best Practices Planning & Performance Relationships

**Goldman:** Difficult Client Challenges

**Monod:** Boundary Spanners Theory & IT Impact in a Top Management Team

**Motamedi:** Management's Changing Dynamics Requiring New Perspectives

**Eden:** Stakeholders Significance in Strategy

**Thanetsunthorn:** Impact of Culture on Trust

**Yaeger:** Higher Ed Values & Culture from Scholar-Practitioner Consultant Perspectives

**Thomas:** Multilevel Perspectives of Relationships Affecting Learning

**Lu:** Acer PC Company: Corporate Strategies Transforming a Crisis into a Turning Point

**Fata:** "Holistic Entrepreneurship" as a Blueprint During Planning & Pre-Launch Stages

**Hartley:** Exploring the Management Consultant's Dual Role

**Lawrence:** Corporate Turnarounds in Jamaica

**Hillon:** Engaging Management Research with Practice & Education

**Cappelletti:** Sub-Saharan African Company Outcomes

**Pelly:** Lean Six-Sigma Principles Fostering Organizational Entrepreneurship in a Military Bureaucracy

**Monod:** Organizational Transformation & Social Media: A Chinese Case Study

**Cater:** Success for US Hispanic Women Entrepreneurs

**Jha:** New Management Consulting Sub-Field Emergence

**Tuer:** China's Attitudes Toward Consultants

Other topics Orientation

Theoretical orientation

Practical orientation

## Some selected AoM Conference MCD papers...



**Author:** Namporn Thanetsunthorn **Title:** Understanding Trust across Cultures: Implications for Organization Development and Change Consulting

**Synopsis:** The Impact of culture on trust and how cultural factors promote and constrain levels of trust.

**Author:** Kurt Motamedi **Title:** Transorganization Change Consulting  
**Synopsis:** The changing nature and dynamics of management requiring new perspectives appropriate for the complexities of our unpredictable fast moving digital, interconnected world.



**Author:** Koen Van Bommel **Title:** The Accentuation of Psychological Taint in “Dirty” Work – The Case of Management Consulting

**Synopsis:** Interviews with Management Consultants (MCs) working in high status firms reveal the psychological, as opposed to the physical, moral, “dirty” components of work arising from irregular and long work hours, deadline pressure, and continual stress.

**Author:** Alan Fata **Title:** SEAM and Entrepreneurship, Applying SEAM to the Prelaunch Activities of a New Venture

**Synopsis:** This action-research study applies Socio-Economic Approach Management (SEAM) on an entrepreneurial project to diagnose the hidden costs and risks. A new “Holi-Ent” method for “Holistic-Entrepreneurship” is introduced to offer a general blueprint for entrepreneurs for guidance during the planning pre-launch stages.



**Author:** Yue Hillon **Title:** Women in Management Consulting: Beyond Inclusion and Thriving as Partners

**Synopsis:** Client organizations are demanding more gender-balanced consulting teams utilizing feministic approaches to problem-solving. Consulting organizations are investing strategies to improve female consultant recruiting and retention. Stories are shared from MCs in the US and France.

**Author:** Frida Perner **Title:** From Purchase to Recruitment?

**Synopsis:** CEOs, Senior Managers, Purchasing and HR Professionals within organizations are interviewed. The material identifies four strategies constructing the need for hiring MCs. The study shows that strategies can be built on various MC conceptions and how MCs seek to define their roles within the fuzzy world of hiring MCs.



## Our AoM Conference 10 PDW at a glance...



**A- Yaeger, Therese. *Management Consulting and Inclusive Organization (Gender)***

African American female executive CEOs, gender expression and use of self, and cultural blending during merger and acquisition integration. From stakeholder theory to historical values in management and consulting, expert panelists will provide rich fodder for consideration and discussion.

**B- Khabbaz, Lara. *Management Consulting in Cross Cultural Context***

The presenters will share with the participants what they have learned through intervening in an internationalizing context and how organizations can contribute to include all the diverse communities to build a common one.

**C- Elias, Rida. *Inclusive Organizations: How Champions Can Help!***

Is diversity one way to measure inclusiveness? Is inclusiveness a must? Does it have a dark side? Is the relationship between inclusiveness and organizational performance a positive linear relationship or is it more likely an inverted U-Shape relationship? Will champions for inclusiveness help?

**D- King, Sadie. *Art at Work***

Through this 'here and now' activity we will draw wider learning and application for change and consultancy practice. The PDW will be facilitated by two contemporary practitioners drawing on their own customization of TIHR traditions as an artist and an anthropologist

**E- El Haddad, Pierre. *Phenomena of Complacency***

Anchored in the concept of organizational dysfunctions of the socio-economic theory, and inspired by the civil engineering concept of complacency, the paper suggests a comparative performance measure as the standardized product of the dysfunction matrices of the organizational parts.

**F- Munkeby, Steven. *Improving Our Doctoral Studies: Awareness of Action Research and Appreciative Inquiry***

We will explore ways of enhancing doctoral research methodology with added action research theory-into- practice considerations

**G- Fogsgaard, Morten Kusk. *Power and the Inclusive Organization***

The aim is to create and discuss a platform for constructive, practical development of the field of power in organizations. The working method will be an interaction between interactive discussions, dialogue, reflection, and presentations of key findings and recommendations.

**H- Egel, Eleftheria. *Cultivating "Being" to Promote Inclusion***

The facilitators of this workshop, use a theoretical framework of 5 levels of knowing and being to assess the level of consciousness participants function from and proposes a model of spiritual leadership, the SLM to cultivate the necessary principles for an inclusive culture.

**I- Moore, Rickie. *Designing Thinking for Inclusive Interventions***

Drawing on a selection of case scenarios and successful examples, this workshop demonstrates how Design Thinking can be used for developing innovative and sustainable interventions and solutions for inclusive organizations.

**J- Newman, Dawn M. *Applied Creative Problem Solving***

The workshop is a walk through each step of the Creative Problem Solving process. In the last part of the workshop we provide an opportunity for participants to reflect on key learning points and what they commit to taking back as they continue to build creative leadership skills.