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# Consulting Newsletter 2019.4

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## From our leadership

**Welcome** *Eric Sanders* our new  
MC Division Chair

## The Word of the MCD Chair, Eric Sanders

Welcome to a new academic year!



First, thank you to all those who attended and presented papers and workshops at the Annual Meeting in Boston. It was a wonderful conference, and the MC Division was very well represented.

The Academy's theme this year is Broadening Our Sight, especially in bridging between dichotomies such as scholarship and practice, as MCD has done since it was founded.

Our membership and submission numbers are rising now, so let's show the academy how to use a "both/and" philosophy with a record number of submissions for 2020 in Vancouver.

Look for MCD in other ways this year also, with:

- 1) Increased communications and contact via newsletters, social media and AOM Connect.
- 2) Greater participation in small conferences (see below for more details).

Thank you for your ongoing support and your ever-broadening vision. Please keep thinking outside the box, and start working on papers, symposia and workshops for Vancouver and beyond!

Eric Sanders, Chair



**Dr. Tonya Henderson**  
Past MCD Chair

expert in organization development and change. She lives in Colorado Springs, Colorado where she works for Software Engineering Services on a variety of projects. As a Doctor of Management and a graduate of the US Naval Academy, she blends original research with a military officer's practicality. A veteran of the aerospace industry, her work is informed by multi-disciplinary experience, expertise, and scholarship.

**Dr. Daniel Degraev**  
PDW Chair

I come from the industry (a large energy company in France) where I worked 22 years in the HRM area. I started a second career as an academic in strategy, consulting, and management when I moved to Los Angeles in 2003.

I will be glad to welcome your PDW proposals for the 2020 Vancouver conference... Please look at the PDW call that will be posted soon to help you be successful in your submissions.





**Dr. Steve Munkeby**  
**Doctoral Consortium**

We explore how a doctoral student's research may include others. Looking at how new ideas from organizations, networking opportunities, and others can be integrated. We investigate how to do doctoral research in a way that allows for dedication to a shared vision; and a willingness to play a leading role with others in organizational & social transformation.

**Dr. Uzonna V. Olumba**  
**Program Chair**

is the principal and founder of NanoZu Consulting and the Director of Government Affairs for Pugh & Associates. Her research and consulting focuses on business strategy, CSR, AI, change management and how organizations manage, use and implement technology to gain competitive advantage.



## Member Demographics



Region	MC
Africa	18
Americas	671
Asia	88
Europe	172
N/A	80
Oceania	26
Total	1,055

	2019		
Member Type	MC	AOM	MC (%)
ACADEMIC	512	13,157	48.53%
EMER	42	400	3.98%
EXECUTIVE	241	992	22.84%
STUDENT	260	5,025	24.64%
Total	1,055	19,574	

## AOM MC Division Awards in Boston

- Information Age Publishing Outstanding Doctoral Student Paper Award #19181  
**Elizabeth Belgio**: Do rewards and recognition drive engagement?  
A quantitative study at a Fortune 500 organization
- Thomson South-Western Research Award #14521  
**Frida Perner**: From purchase to recruitment?
- MC Division Field-based Paper Award #18351  
**Rida Elias & Bassam Farah**: After Saying I Do For Better Or For Worse:  
Incoming CEOs' Encounter With Power
- Benedictine University Ethical Issues Award # 17591  
**Alan Goldman**: Challenges of Difficult Clients: Case Study in Executive Psychopathology & Organization Dysfunction
- Benedictine University Scholar-Practitioner Collaboration Award # 16526  
**Emmanuel Monod, Uzonna Olumba, Tony (Jianping) Yu, Elisabeth Joyce, Flavia Santoro, Luona (Lona) Song, Lifei (Black) Lu, Huiting (Gloria) Zhang**: Boundary spanners, social media and organizational change: an action research in China

Newman Award Nominee: #19181, **Elizabeth Belgio**: Do rewards and recognition drive engagement? A quantitative study at a Fortune 500 organization

Dexter Award Nominee: #18351, **Rida Elias & Bassam Farah**: After Saying I Do For Better Or For Worse: Incoming CEOs' Encounter With Power

## From the consulting industry “boardroom”

### On the Cusp of Disruption, Part III

In a famous 2013 article, Christensen, Wang, and Van Bever discuss the disruption experienced by the consulting industry.

Part III develops the implications for the consulting industry of this disruption.

1) Consolidation will take place in the top tier of the consulting industry. Winners will be consulting firms able to understand their clients' evolving needs and the necessity to provide quality and clarity in their services. Complex/large problems should still be the field of the prestigious firms but this market will likely shrink.

2) The existence of an “unlocked entryway” in the basement of the established firms: despite the temptation to monitor the reaction of large client companies to this disruption, the core of the change will happen with the smaller companies, served by new comers and disrupters.

3) The consulting industry is experiencing a blurring of its boundaries with players such as Ideo (technology and innovation) or Axiom (legal and management), bridging industry segments through a composite offer difficult to imitate by incumbents.

4) Technological evolution (big data, analytics, and AI) will transform the content of the consultant's production and will level the field between consulting firms. Market consulting firms (such as Tata Consulting Services and Motista) or big data companies (such as Beyond-Core) are developing new offerings influencing the industry practices.

Disruption is inevitable and consulting firms should ask themselves the following question: is your firm changing as fast as your most demanding client?

“There may be nothing as vulnerable as entrenched success”.

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 Degraev, PhD.

### Why do firms hire consultants?

“Getting in a consultant is win-win for us... we'll get the credit if it's a success – but, if it all goes wrong, we've got someone else to blame!”



### Upcoming events in AI

Three AI conferences organized by Management Institute in partnership with the Academy of Management MCD & OCIS division.

1- **Shanghai:** April 10th to 13th 2020

2- **Dubai:** June 19th, 2020, prior to the Pacific Asia Conference on Information Systems

3- **Vancouver:** August 5<sup>th</sup> (pre-AOM)

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Join us online

<https://connect.aom.org/mc/home>

#### Editorial Board

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