Spring greetings from the MC Division!

It’s been an unusual start for the year, to say the least. I hope you are all safe and healthy, and have been able to adapt as best as possible to the new normal of staying at home and working remotely as we jointly deal with the global COVID-19 pandemic.

Thank you to all who submitted papers, symposia, and PDWs for the 2020 Annual Meeting. Sharing knowledge is more important than ever in the current environment. Congratulations to those whose papers or proposals were accepted. The accepted papers will be available online regardless of how the conference proceeds, and other events may be converted to webinars if all or part of the conference is held virtually. As soon as we know, we will let you know. However it proceeds, thank you for your contributions.

Thank you to those who responded to the strategic planning survey. That information will help us plan for the coming year. Now you have the opportunity to vote for the MC elections. We had a record number of nominees for our roles, and I’d love to see a record number of votes cast. Please vote now!

Be safe, healthy, and happy! Eric Sanders, Chair

From the consulting industry “boardroom”

Fit to Compete: Why Honest Conversations About Your Company’s Capabilities is the Key to a Winning Strategy

Multiple reasons are given for corporate failures such as Boeing, Wells Fargo and Volkswagen. These include, ineffective leadership, an ineffective senior team, non-collaborative cultures, failure in implementing a new enterprise IT system, poor customer relations, inadequate processes and many others. In his new book *Fit to Compete: Why Honest Conversation About Your Company’s Capabilities is the Key to a Winning Strategy*, Mike Beer argues, based on years of research, that the reason for all these failures is organizational silence. He shows that lower levels have valid knowledge about sources of ineffectiveness and when lower levels are brought into an honest conversation with senior management about barriers to effectiveness rapid and dramatic change occurs.

Managers like all humans are understandably reluctant to learn the truth and or don’t know how to conduct an honest (the whole truth is on the table), collective (the conversation involves a large number of key people) and internally public (the whole organization knows the honest conversation is in progress and hears from senior management what they heard and what they plan to change) conversation. It is why they hire management consultants to do the listening.

Continued on next page...
Hi everyone!

I hope this spring finds you healthy. It is time to elect new officers to the MC Executive Committee and we have an excellent slate of well-qualified candidates for you to choose from. If you haven’t already, please visit https://apps.aom.org/DivElection and choose our next PDW chair and three new Representatives at Large. If you would like to know more about the candidates, just click on the “I” icons to see photographs and a short bio for each. Voting ends on 18 May. So don’t delay!

Best- Tonya L. Henderson, Past Chair

Fit to Compete: Why Honest Conversations About Your Company’s Capabilities is the Key to a Winning Strategy (continued)

Unfortunately doing the listening for senior leaders perpetuates organizational silence and prevents the development of an adaptive learning organization and leaders, Fit to Compete presents what Beer and his colleagues learned from enabling senior managers to lead honest conversations in over 800 organizations around the globe using the Strategic Fitness Process (SFP) invented by Beer and his colleagues in the early 90s. An analysis of these conversations identified that a syndrome of six silent killers – barriers to effectiveness that stood in the way of strategic change.

Rich stories in the book illustrate why structured honest conversations like SFP overcome the silent killers and improve 1) effectiveness’ and performance, 2) trust and commitment, and 3) capacity for ongoing organizational learning. Though honest conversations enabled change in most organizations, sustained change depended on the extent to which leaders had the courage to practice of SFP and its underlying spirit or values. The book illustrates how institutionalizing SFP – making it a regular part of the long-range planning process - increase corporate learning and adaptability. You can learn more about the book on my website and can order the book on Amazon.

Mike Beer has researched and written numerous book chapters and articles in academic and business journals, including his most recent, Fit to Compete: Why Honest Conversations About Your Company’s Capabilities Are the Key to a Winning Strategy (Harvard Business Press, Spring 2020).
Dear members:

We have solicited you to complete the Strategic planning survey for the Management Consulting Division. This is not an administrative and bureaucratic exercise but a real exploration of our division strategic position, and directions for development. The past leadership teams have improved the division, and we want to pursue this effort toward an even better and stronger division. The current leadership team will use this work, and the recommendations of the Strategic Committee to do so. This survey collects your opinions, thoughts, ideas, and challenges to make our division better and larger. We formed in March 2020 a permanent Strategic Committee in order to determine our division strategic orientations. I have the privilege to chair this Strategic Committee until Summer 2020; after that the Past Chair will chair it “ex officio” on a regular basis.

Thank you for your responses to the survey at the link MCD Strategic planning survey. We may ask you again in the future for your input, and will communicate to you the results of our reflection.

Source: Daniel Degravel, Ph.D. Current PDW Chair and current Chair of the MCD Strategic Committee
Our **MCD intellectual production** is well alive as the detail below demonstrates. In the next two pages of the Newsletter, we display the accepted papers and PDW on a matrix. 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...

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

**Broadening our sights**

- **Kronblad**: Specialize, Standardize, Scale and Save - Digital Innovation in Law Firms
- **Goldman**: A Consultation in Workplace Incivility: The Deadly Inappropriate Smile
- **Joyce**: Theories of Power, Boundary Spanning and the Impact of Technology: A Japanese Company in China
- **Offstein**: Executive Coaching Explored: Toward a Contingency Approach
- **Kola-Nyström**: Building Sustainable Success with People: The framework of Caring Corporate Culture
- **Plane**: Ethnographical Management Consulting Research and Analysis of Small and Medium Enterprises
- **Zardet**: Innovative Model in NGO Management: Implementation of SEAM as a Consulting Management Methodology
- **Huang**: Knowledge Sharing in the Arabic Management Consulting Industry: A Cultural Embeddedness Perspective
- **Freiburghaus**: Brand Equity of Commercial Banks - A Study from Customers’ Perspective of ACB in VN
- **Cooney**: Project Success Criteria and Project Success Factors in Information Technology Projects

**Focused topics**

- **Delattre**: How to align strategy with individual and collective skills: the case of an SME
- **Salmeron**: Broaden sight of physicians about organizational innovation: case study of a medical office
- **El Haddad**: What to do and what not to do in NGO cooperation: Snapshot from the field
- **Riedl**: Middle Management Experiences with Change: Implications for Consulting
- **Rastrollo-Horrillo**: Exploratory Research on Management Consulting Needs and Adaptations in Very Small Companies
- **Moore**: Changing Cultural Values in the Workplace: Improving Leader Effectiveness
- **Mono**: When a Consulting Case Study meets Emerging Theories: Broadening the Vision of Chinese Technology
- **Tannous**: Decreasing Turnover Rate by Stimulating Teacher’s Job Satisfaction: Intervention-Research Case
- **Kantanen**: From Information Overload to a Dialogical Corporate Culture
- **Cappelletti**: People management and standardization. Management consulting cases of small businesses in France.
Consulting Newsletter 2020

Our AoM Conference 10 PDW at a glance…

A- Føgsgaard, Morten Kuskand. *Constructive use of power in organizations.*
The workshop shows that the analysis of power relations is essential to question forms of governance and organizations, and the relationships between values and economic structures. It introduces a productive and practice-related display of the concept of power in connection with organizations and leadership. It aims at creating and discussing a platform for practical development in the field of organizational power.

B- Garrido-Lopez, Mariano. *Exploring management consulting value creation for micro-enterprises*
Micro enterprises face many challenges, including the fact they are generally reluctant to engage management consultants. The workshop dives into the management consulting practices used for micro-enterprises, identifies best practices, and questions possible improvement in these best practices.

C- Kramer, Eric. *Recent trends in the development of an integral sociotechnical perspective*
The sociotechnical perceptive needs to prove its value in the real world and to adjust to contemporary developments of recent challenges in organizations. This workshop applies the sociotechnical perspective to such challenges in organizational design, development, and methodology, via lightening talks and deliberations.

D- Louis, Dima. *Broadening the coaching sight: using reflexivity and critical thinking to manage complex issues*
Executive coaches are facing complex issues and challenges that most training programs tend to overlook. This workshop examines these under-examined issues such as politics, power dynamics, hidden agendas, etc., engaging attendees in discussions and identifying potential solutions.

E- Monod, Emmanuel. *Broadening our sight to AI implementation*
The AI appears to be one of the greatest challenge but also opportunity of our time. This workshop compares different IS implementation systems, organizational transformation methods, and change management methods, and evaluate their relevance to AI.

F- Munkeby, Steven – De Porres, Daphne. *Improving our doctoral studies: awareness of management consulting principles*
Doctoral students have an opportunity to share their research process and progress while receiving support from peers and faculty. By drawing on the connection between scholars and practitioners, the workshop highlights the options MCD doctoral students have, as they recognize the relevance of management consulting elements that can be used to translate theory into practical application.

G- Nair, Padmakumar. *Sustainability education for organizational transformation: ideological and pedagogical challenges*
This workshop explore the theoretical, practical, and philosophical challenges of teaching sustainability in business. The workshop helps attendees to discuss six challenges, following a trans-disciplinary approach based on a new pedagogical framework incorporating reframing, transformational thinking, business design, and physical science thinking.

H- Sanders, Eric. *Exploring the professional identity of scholar-practitioner from multiple perspectives*
The workshop explores the professional identity of management scholar-practitioners who have one foot in the world of research and the other foot in the world of practice. Several fields are mobilized in this workshop to explore this identity in order to provide a greater understanding of this hybrid role.

I- Savall, Amandine. *Professional doctorates: broadening our sight to practitioners*
The workshop enriches the current self-centered position of academia and integrates the ultimate clientele of management, the business world. The workshop supports the sharing of experiences from researchers, practitioners, and scholar-practitioners regarding collaborative problem-solving.

J- Yaeger, Therese. *Broadening our sight through agility: strategies and considerations*
The workshop explores how agility can be achieved for organizations to provide them with the ability to adapt to a changing world. It provides five perspectives on agile knowledge and applications, via presentations of panelists and a rich dialogue with the audience.
CALL FOR CHAPTERS IN THE RESEARCH IN MANAGEMENT CONSULTING SERIES
(Information Age Publishing)
ARTIFICIAL INTELLIGENCE AND CHANGE MANAGEMENT
Submission Deadline November 15, 2020

As artificial intelligence (AI) continues to grow exponentially, however questions still remain concerning the benefits and risks that organizations may expect from AI applications. Many trends associated with AI adopt a technology-centered approach, assuming that selection of the “right” technology, such as voice recognition, machine learning or robotics, would lead to enhanced business performance. Yet organizational factors (e.g., the changing nature of work, hidden costs and hidden work) are neglected. Furthermore unexpected consequences may occur during the AI projects such as: resistance to change, institutional logics and cultural context are overlooked.

We seek for chapters that will help to advance theory, research and practice of the management of AI in organizations. The topics of chapters include, but are not limited to:

• Organizational dimensions associated with AI performance;
• Organizational dimensions associated with AI cost;
• Methods to evaluate AI implementation returns;
• Theories of change management related to solving the AI productivity paradox;
• Consulting methodology for AI implementation in organizations;
• Consulting practices that add value in facilitating AI implementation.

Among the wide range of possible chapters, which could focus on concepts, methods, processes, theory, research, or practices, we welcome:

• Theoretical or empirical chapters that provide insight into the theory and/or practice of AI in management;
• Critical analysis of AI in management consulting;
• Case studies or other field research, using quantitative or qualitative methods, which offer descriptive and reflective insights on successful or failed AI projects in organizations;
• Review papers that integrate what is known about AI in management or identify key unanswered questions;
• Thoughtful reflections on experiences that extract new insights into AI in management, especially by relating these topics to methods in organization transformation and change management.

Please send your proposals to Emmanuel Monod (monod@suibe.edu.cn). Feel free to contact any of the editors Ingrid Qi (qijiayin@139.com) or Anthony Buono (abuono@bentley.edu).
The "50 for 50" Celebration: Call for ideas

For its 50th anniversary, the Management Consulting Division calls for 50 ideas that will contribute to the celebration of the first half century of the division.

This call includes ideas such as (but not limited to):
1. Division history celebrations;
2. Distinguished members recognition;
3. Birthday parties during the AOM annual meeting;
4. Birthday parties during MCD small conferences;
5. On-line celebrations on AOM connect;
6. Blogs on social media;
7. Webinars and video clips;
8. Funding and travel grants for students and practitioners;
9. Strategic plan announcements;
10. ... and even ideas "for fun" related to the 1970's... or to the future of MCD until 2070.

Schedule
- The first submission phase will close on July 15th, 2020.

Where to send your ideas? https://trello.com/b/vU6U61pB/50-for-50

Upcoming MCD international conferences

1 – Lyon, France: June 16th & 17th 2020 (partnership with IOSDC & OCD)
2 – Shanghai: (postponed to 2021 because of the coronavirus) Theme: Artificial Intelligence (partnership with Suibe University, OCIS & Management Institute)
3 – Vancouver: August 5th & 6th (pre-AOM) Theme: Artificial Intelligence
4 – Beirut, Lebanon: November TBD 2020 Theme: Research with Impact for Society and the Enterprise (RISE) (partnership with St Joseph University of Beirut)

Contact: Emmanuel Monod monod@suibe.edu.cn

Join us online https://connect.aom.org/mc/home

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