

## Current Trends In Management Consulting Oddads

This Handbook presents the first comprehensive study of policy analytical practices in comparative perspective. It explores emerging developments and innovations in the field and advances knowledge of the nature and quality of policy analysis across different countries and at different levels of government by all relevant actors, both inside and outside government, who contribute to the diagnosis of problems and the search for policy solutions. Handbook chapters examine all aspects of the science, art and craft of policy analysis. They do so both at the often-studied national level, and also at the less well-known level of sub-national and local governments. In addition to studying governments, the Handbook also examines for the first time the practices and policy work of a range of non-governmental actors, including think tanks, interest groups, business actors, labour groups, media, political parties and non-profits. Bringing together a rich collection of cases and a renowned group of scholars, the Handbook constitutes a landmark study in the field.

The tenth volume in the Research on Management Consulting series—Client–Consultant Collaboration: Coping with Complexity and Change—draws on papers presented at the Academy of Management’s Management Consulting Division International Conference on this theme in Copenhagen, Denmark in June 2007. The volume presents twelve chapters that explore a broad range of questions and concerns that illustrate the scope and complexity of the consultant–client relationship. The chapters illustrate the richness and excitement that takes place not only in research on consulting but also in its application as the various empirical analyses of consulting in practice portray.

An Evolving Paradigm: An Evolving Paradigm: Integrative Perspectives on Organizational Design, Change, Strategic Management, and Ethics—was prepared specifically for Benedictine University’s doctoral program in organization development (OD). In addressing the myriad strategic considerations that underlie intervening in organizations, questions of posturing, image management, and ethics raise significant challenges for how we think about our role as change agents and the unique set of responsibilities that we assume in that role. An earlier volume in the Research in Management Consulting series, -- Emerging Trends in Management Consulting -- focused on the Janus-faced nature of management consulting. Janus, the Roman god of doorways and gateways, looking backwards and forwards with contrasting perspectives—beginnings and endings, comedy and tragedy, good and evil — is a useful analogy to capture the multidimensional nature—positive and negative—of the consulting realm. For all the challenges and shortcomings the field of OD and change might encompass, there are also those magical moments when our interventions succeed, when our efforts truly enhance organizational performance, and when organizational members grow, develop, and become more satisfied with their roles and activities. The reality is that the latter demands our conscious attention, commitment,

and, to some degree, sacrifice. When we are less thoughtful than we should be, when we are distracted by other commitments and obligations, or when we find ourselves in situations where we are less than prepared is when Janus' other face materializes. The volume explores the possibilities and challenges inherent in OD intervention and change initiatives.

This volume continues the collaboration between the RMC book series and the French management research think tank ISEOR (Socio-Economic Institute for Firms and Organizations). Those familiar with Henri Savall's and his colleague Véronique Zardet's earlier work on the socio-economic theory of organizations will recognize their assessments of organizational dysfunctions and hidden costs – but in a different context. In their current work, the emphasis is on the tensions created by the wider environment – the idea of tetranormalization – and how those tensions shape and influence organizational life. Drawing on a wide range of examples from the news media and popular press, Savall and Zardet paint a disturbing picture of the underlying dynamics and challenges posed by a literal avalanche of standards and norms – which are often ambiguous and conflicting – that literally encompasses all that we do. Their analytic framework is composed of four “poles” – two social dimensions and two economic dimensions – that capture social norms and quality, safety and environment standards (the social dimension), and trade-related norms and accounting and financial standards (the economic dimension). Throughout the volume, Savall and Zardet's analysis captures the myriad ways in which these dimensions interact, shaping the “rules of the game” that dictate how organizations compete and collaborate. Differentiating the “rules of the game” from “playing with” those rules, they delve into the subtleties and nuances that underlie these “poles,” providing further insight into how these forces are manipulated through lobbying and the seemingly 24/7 cycle of exposing, publicizing and rule-making surrounding social and economic as well as scientific and technological controversies. As Savall and Zardet argue, we are in the midst of a profound upheaval that will play havoc with our economic and social lives for some time to come. If we are going to exert influence on that reality, the challenges that we face moving forward must be conceptualized, constructed and implemented today, for, as they argue, “the road to durable prosperity will be a long haul.” Yet, moving beyond these challenges per se, they underscore that we are also presented with an exceptional opportunity – the very real opportunity to create a sustainable commitment to responsible and responsive organizational performance, one that can be fuelled and financed by our ability to translate the hidden costs that exist in all our organizations into productive, value-added activities and true wealth creation. Their analysis presents an intriguing challenge to traditional notions of corporate social responsibility, delving into the idea of “durably acceptable” responsibility, ways to facilitate greater stakeholder engagement, and how we can capture ongoing and sustainable improvement in organizational performance.

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As the world becomes increasingly globalized, today's companies expect to hire engineers who are effective in a global business environment. Although you can find many books covering globalization, most of them are aimed at business, management, or social sciences. Developed with engineers in mind, *Global Engineering: Design, Decision Making, and Communication* covers the theory, models, and decision making tools for incorporating globalization into engineering work. Written by a multidisciplinary team of experts in industrial, mechanical, and manufacturing engineering and organizational communications, this book is a primer on how to improve designs, make better decisions, and communicate more effectively in an international working environment. The contents of the book reflect the authors' multidisciplinary perspective and their experience in working on projects around the world. The book presents globalization as a phenomenon affecting the way companies operate and their engineering functions. It uses a case study format based on system improvement projects and real industrial projects, ranging from design to supply chain and logistics problems. This case study format allows for a natural presentation of critical technical and non-technical concepts and their complex interactions. The challenge that engineers face in a global environment results from the need to be aware of interdependencies and to be able to determine which ones are most important in each situation. Unique in its focus on engineering, this book provides a framework for how to better design, make decisions, and communicate in the new era of global competition.

Education, Research, Health, Social Security and other "public goods" are organized by a mix of organizations, partly publicly-funded, partly private enterprises, partly public-private partnerships. The quality of the services relies greatly on the coordination and collaboration of these specialized organizations. How can cooperative relationships be built that guarantee trustful communication, binding decisions, and productive team-work? How can collaboration and competition be balanced? What are the differences between loose-coupled networks and tightly built collaborations and which type is the best solution for which tasks? How can mergers be managed as result of such collaboration? How must organizations prepare themselves and their internal structures to engage in trans-organizational collaboration? This 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 authors skillfully document and illustrate, 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. This volume appeals to an international market. It is part of an effort to continue to learn across cultural perspectives, focusing on current thinking in the European context. The reader will become intrigued by the Austrian approach to organizational intervention, especially in the context of interorganizational settings.

This volume is part of an ongoing partnership between the Research in Management Consulting book series and the Socio-Economic Institute for Firms and Organizations (ISEOR), located in Ecully, France, on the outskirts of Lyon. The socio-economic approach to management (SEAM) provides a pathway to creating more engaged, more responsible and responsive, and more productive organizations. In many respects this volume reflects a culmination of ISEOR’s work, drawing together Henri Savall and Veronique Zardet’s insights and framing them in the context of strategy creation and, just as if not more important, strategy implementation. This volume casts SEAM in the context of strategy development and implementation. Reflecting on the changing nature of work and the workplace, the potential power of—and need to develop and build on—human potential has never been greater. Savall and Zardet have always thought that the Western concept of human resources was misguided, that people are not a resource to use up but rather a source of potential to invest in, develop, and nurture. People bring their potential to the organizations in which they work—and it is their choice as to whether they will apply it in their jobs. Thus, a core managerial challenge is to create an environment in which that potential can be maximized. SEAM-based strategy builds on this premise, developing an approach to economic and social performance, providing direction as to how managers can create and implement strategies that enhance organizational effectiveness and efficiency. As Savall and Zardet argue, strategic vision does not have to be limited by

constraints in the external environment—companies “are not compelled to enter in a ‘strategic’ tunnel” that mimics the competition and the market. Instead, companies can experience breakthroughs, turning constraints into opportunities by unleashing their internal energy, power, and cohesion, working and succeeding as a team. The SEAM approach to strategy is grounded in innovation and creation far more than imitation—and, as convincingly illustrated in the volume, that creativity can be self-financed through the value-added created by the elimination of organizational dysfunctions and the hidden costs they generate. The volume provides an insightful guide for enhancing economic and social performance, with a useful mixture of specific tools and techniques—grounded in a conceptual view of organizational life—interspersed throughout that illustrate how it can be done.

The ninth volume in the Research in Management Consulting (RMC) series—much like the volumes that preceded it—underscores that management consulting is a multifaceted field with a truly eclectic nature. Management consultants range from sole practitioners and those working in small boutique firms to members of global consultancies that literally span the world. Their interventions can consist of relatively simple, commonly available services focused on mid- to lower level organizational members, to those that are far more esoteric in nature, providing vital assistance and direction to key players at the upper echelons of the corporate hierarchy. As consultants we can have individuals, groups and work units, or organizations as our “client,” and engagements can be dominated by junior-level specialists or guided by senior-level gurus and advisors. The volume contains 11 chapters that continue the RMC series’ commitment to enhancing our understanding of and insight into management consulting and the consulting process from a cross-cultural, global perspective. The book is divided into three sections that explore emerging issues and challenges in the management consulting industry, trends and techniques in management consulting interventions, and reflections on consulting and the consulting process. This volume, which captures the dual nature—possibilities and challenges — associated with management consulting, adds to the Janus-faced portrayal of the field. Drawing on the interplay between practice and scholarship, the volume adds to the series goal of gaining a fuller understanding of management consulting theory in practice and practice in context in a quest for actionable knowledge about consultants, consultancies and the consulting process.

Management consultants of various kinds play an important role in the world of business, and other organizations. This Handbook provides a comprehensive overview of research and thinking on the role, history, and function of management consultants.

The second volume in the Research in Management Consulting series focuses on developing knowledge and value in management consulting. While there has been an exponential explosion in both the presence and role played by

management consultants, the exact nature of their contribution—to client organizations, to our understanding of management and organization, to our comprehension of the increasingly complex dynamics associated with business in a global marketplace, and to the development of their own firms—remains ambiguous. Just as the business world is experiencing rapid and, at times, volatile change, the consulting industry itself is also facing unprecedented change and challenge. Over the next decade, forecasts suggest a world of difference for management consulting, from different competitors and different types of projects and assignments, to different skill sets and different fee structures, to different client expectations.

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.

Challenges and Issues in Knowledge Management – the fifth volume in the Research on Management Consulting series – presents sixteen chapters that explore these various perspectives, focusing on knowledge management within the context of the management consulting industry, the dynamics associated with knowledge sharing and dissemination, methodological approaches to studying knowledge in organizations, and reflections on knowledge management and management consulting. As the chapters underscore, it is important to ensure that KM initiatives are aligned with the needs of the organization and its members, that the KM system is “owned” by organizational members with particular emphasis on executive sponsorship and team member acceptance, and that it be understood as an ongoing process rather than simply another management objective or faddish consulting tool. The focus, therefore, should be on how

knowledge processes can be facilitated, leveraged and utilized in organizational value creation.

The focus of this volume is on the myriad dynamics associated with these interorganizational ventures. Emphasis is placed on (1) understanding the nature of these different interorganizational forms and (2) ways to enhance their effectiveness, creating and sustaining complex problem-solving capabilities and collaborative tendencies in a multiorganizational environment. While the orientation of many of the initiatives and interventions in this volume reflects a traditional organization-development (OD) focus, emphasis is placed on working across organizational interfaces, attempting to create the capacity and systemic potential for greater interorganizational learning and performance, rather than releasing human potential solely within an organization (see, e.g., Cummings, 1984). Consultants and researchers in this realm thus focus on spanning organizations, creating and modifying networks of participants that (1) have a stake in particular interorganizational outcomes and (2) depend on those inter-firm relationships and networks to accomplish their goals.

'I have never seen such a book about management consulting before: this sets a new standard. This book is extremely thorough and addresses all of the relevant topics.' - Sander van 't Noordende, Group Chief Executive Products

Operating Group, Accenture Whether you are looking to build on your management studies or experience of working in business, you are likely to have come across management consultancy and will need a clear and concise introduction to this area to help you understand its practices and techniques in order to hire and implement management consultancy in the future. This text provides you with these essentials for success in your studies and later industries when working with and not just for consultancy firms. The text is built around learning objectives to empower your understanding of the 'what', 'how', 'when' and 'why' at macro and micro levels of management consultancy and its stakeholders, and provides you with engaging real life examples and extra web materials for study. As well as full courses on management consultancy, this text will be invaluable to your management knowledge and skill-set across strategy, change, analytics, problem-solving, solution implementation and decision-making as applied by the world's top management consulting firms, such as McKinsey & Company, The Boston Consulting Group, and Bain & Company. Visit the companion website [www.sagepub.co.uk/baaij](http://www.sagepub.co.uk/baaij) Lecturer's resources Lecturer's guide Teaching notes per chapter Answer guidance to end-of-chapter questions in book Suggested discussion questions Suggested small group assignments Suggested small group field project Lecture slides Option 1: provide all figures of the book on PowerPoint slides Option 2: create complete PowerPoint presentations for each chapter Exercises Exam questions Discussion forum Student resources Templates for developing logical structures Web resources Consultancy publications Consultancy web site, career page Job application preparation services Consultancy institutions

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Innovative learning projects in management education and development are discussed in the frame of cutting-edge theory and salient practice. Learning projects are defined as educationally directed activities involving out-of-classroom action settings complemented by student and/or instructor directed reflection on the links between theory and practice. Chapters are grounded in relevant theory, empirical research and examples of best practice for a wide variety of real world management education projects. Contexts include both university and corporate-based management education and development. Topics span action learning, experiential learning, student consulting projects, service learning, reflective practice, internships as learning vehicles, and web-based learning through projects. Extensive opportunities are being recognized for more tightly and productively integrating the normal work of managers with their education. Volume One in this series focuses on current trends in the management consulting industry. It is divided into three sections: (1) a look at some of the broad changes taking place in the management consulting industry, (2) an examination of recent trends and techniques in the practice of management consulting, and (3) reflections on the current state of affairs in the industry. As this brief overview has hopefully captured, the first volume in this series provides ample insight into and differing perspectives on the multi-faceted world of management consulting. Thanks are due to all the authors for their thoughtful work, good-natured collegiality, and willingness to contribute their thoughts and insights about the consulting field. This volume would not have been possible without their efforts.

Now in its second edition, this unique and authoritative guide provides a description of the management consultancy profession worldwide, together with advice on how to choose and use its services effectively. With contributions from leading practitioners, the guide is essential reading for all purchasers of management consultancy services. Part One identifies the parameters and definitions of management consultancy. It presents overviews of the industry's origins and evolution, the present status of the leading multinational management consultancies and some of the global forces shaping the development of management consultancy. Part Two is devoted to ethics and best practice in management consultancy from a number of perspectives. Central to these discussions is the international development of the Certified Management Consultant (CMC) qualification. Part Three scrutinises the life of the client-consultant relationship, focusing on what clients can do to make the consultant's role effective and their working relationship productive. Part Four comprises snapshots by leading practitioners of thirteen key consultancy fields, ranging from strategy and marketing through change management and process re-engineering to the newer disciplines of information and knowledge management, m-commerce, ERP and e-business. Part Five consists of a general account of consulting in developing countries, followed by profiles of 26 country-by-country management consultancy markets.

This volume focuses on a relatively neglected area of management consulting, the education of consultants. In today's business world, we find training programs provided by consultancies, certification programs provided by professional organizations, on-the-job training of consultants with formal or informal supervision, self-taught professionals, and some academic programs and

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courses. Is that enough? No, better consultants are needed to handle the complexity and changing nature of business. Academe is in the best position to provide the critical thinking preparation necessary. Yet, academic institutions have been slow in embracing this challenge. The role of academia needs to grow in magnitude and in certain directions that educate consultants beyond industry training practices. Chapter authors provide examples of innovative programs, topical approaches for courses, and thoughtful reflections on the role academia can play in preparing better consultants. There are lessons for business schools, consultancies, and aspiring and practicing consultants.

Management ideas, and their associated applications, have become a prevalent feature of our working lives. While their focus is familiar, such as efficiency, motivation, and improvement, they range from specific notions such as activity-based costing, to broad movements like corporate social responsibility. This Handbook brings together some of the latest research from leading international scholars on how management ideas are produced, promoted, and adapted, and their effects on business and working practices and society at large. Rather than focusing on specific management ideas, this volume explores their key socio-political contexts and channels of dissemination, and is organized around four core overlapping themes. The first section sets out the research field in general, in terms of both an overall system and of different perspectives and research methods. The second section explores the role of different actors and channels of diffusion, including the consumers and producers of management ideas and 'new' media, as well as traditional players in the management ideas field such as consultancies and business schools. The third section focuses on specific features or dynamics of the management ideas system, such as their adoption, evolution, institutionalisation, and resurgence, while in the final section, critical and new perspectives on management ideas are examined, highlighting specific socio-political contexts and the possibility of alternative ideas and forms of critique. With a broad range of perspectives represented, this Handbook provides a comprehensive, authoritative, and enduring resource for those studying management, innovation, and organizational change, as well as for those working in the management ideas industry.

Presented by the Society for Industrial and Organizational Psychology, this much-needed resource offers a wealth of theoretical information, best business practices, and winning techniques for executives who must guide their companies through the often difficult processes of mergers, acquisitions, downsizings, and other transitions. Written by top experts in the field, *Resizing the Organization* is a field guide for applying industrial and organizational psychology theories and practices to the management of change strategies.

A study of trends in management consulting at the beginning of the new millennium. The contributions are divided into three sections addressing: the consulting industry; trends and techniques in management consulting; and reflections on management consulting.

Policy analysis in Canada brings together original contributions from many of the field's leading scholars. Contributors chronicle the evolution of policy analysis in Canada over the past 50 years and reflect on its application in both governmental and non-governmental settings. As part of the International Library of Policy Analysis series, the book enables cross-national comparison of

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public policy analysis concepts and practice within national and sub-national governments, media, NGOs and other institutional settings. Informed by the latest scholarship on policy analysis, the volume is a valuable resource for academics and students of policy studies, public management, political science and comparative policy studies.

Exploring the relationships between top management consultant teams and their clients, this text includes case studies from both the private and public sectors, as well as describing how the approaches employed can be utilised for other companies.

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The Handbook of Global Companies brings together original research addressing the latest theories and empirical analysis surrounding the role of global companies in local, national, and international governance. Offers new insights into the role of global companies in relation to policy and governance at local, national, and international levels Brings together newly-commissioned research by a global team of established and up-and-coming scholars from the fields of international relations, political science, public policy, and beyond Considers the environmental and societal responsibilities of global corporations. Covers topics including the spatial locations of global companies; debate about the power they wield and their role as catalysts in new forms of governance; and the ways in which global companies share authority with the state and international organizations to drive policy processes Speculates on the broader potential and limitations of global governance

This book provides a thorough examination of a variety of specialties within the broad range of management consulting. A book of such scope and depth could only be written by a large number of experts, each from one of the many specialties related to management consulting. Together, all 27 contributors take the reader through an industry that is currently undergoing significant change. While covering all the major practice areas of consulting, the book also offers new insights into change processes and addresses compelling management issues now facing consulting firms.

This title was first published in 2002: The history of management consulting in Britain is a subject that has received little attention in the past in terms of research or publication. This work redresses the gap in the knowledge base of business and management history, presenting the historical situation in the context of management consulting. Identifying the beginnings of consultancy services in the mid-nineteenth century, Ferguson charts its progression through a series of time frames that span the twentieth century. Utilizing a series of consistent themes, such as service delivery forms and training, which can be compared and contrasted across time, the book provides not only a history of management consultancy services, but also shows how the take-up and form of services was heavily dependent upon the prevailing attitudes within business to the role of management. The thoroughly researched and well-presented arguments in this book will greatly add to our knowledge of British management during the twentieth century.

This book brings together cutting-edge research on consulting in a single volume, thus helping to make the state-of-the-art in the field of consulting research more accessible, to promote better practices in business, and to spark further research. The respective articles approach consulting from very different angles, taking into account various approaches for and fields of consulting, consulting providers, clients and markets, as well as technologies and trends. The book will benefit all consultants who want to critically reflect on their own methods and approaches in light of recent scientific findings. It also offers a helpful guide for students in Management and IT-related courses who are either considering a career in consulting or want to be informed consulting clients. Lastly, the book provides a comprehensive review of

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current developments and trends in consulting that will foster future contributions in this important research field.

Interprets management consulting from a knowledge perspective, and proposes a general conceptual framework for investigating and interpreting that potential. This work discusses two approaches to interpreting management consulting: the diachronic approach, and the synchronic approach.

The interaction between clients and consultants during consulting projects is essential for their success and therefore for the long-term survival of consulting companies. The aim of this book is to further advance our understanding of the nature of client-consultant relationships. Building upon a critical discussion of the contributions and shortcoming of existing research, Natalia Nikolova proposes an innovative conceptual model, which provides a critical yet constructive platform for the development of a more differentiated view of professional work. The framework concentrates on the cultural and political relations between clients and consultants during service production. It represents a prolific platform for further research and provides practitioners with an increased awareness of hitherto under-explored issues of client-consultant relationships. This book is aimed at scholars of professional business service firms and those interested in multidisciplinary studies of human relations in general. It will also appeal to students interested in these areas and to clients and consultants involved in consulting projects.

This volume is a joint publication in the Research in Management Consulting and Contemporary Trends in Organizational Change and Development series. This dual focus reflects the reality that consulting for organizational change is a special type of management consultation, a complex field of endeavor that requires a broad range of skills and competencies. To be truly effective, change-related consulting requires a unique client-consultant relationship, a special set of consulting skills, an expertise in human and organizational systems, and significant personal qualities. It is in high demand in a world full of change. Yet, we still know relatively little theoretically about this type of consulting and have relatively little empirical evidence about what actually works and why. As the contributors amply illustrate, the Organization Development (OD) field has a well developed set of frameworks, technologies, and models of change. Still we need to focus on and learn more about the role of the OD consultant as a special kind of change agent. A goal of this joint volume is to increase that specific body of knowledge and provide an illustration of much needed collaboration in bringing all possible resources to bear on our understanding of an increasingly critical and essential form of consulting.

The reprint of Henri Savall's classic *Work and People*, originally published in French in 1974, is part of the Research in Management Consulting series effort to look backward as well as forward in examining trends, perspectives, and insights – especially from different countries and cultures – into the world of management consulting. Savall's insights into the complexity of organizational life were groundbreaking, articulating the need to examine both economic and social factors as part of the same analysis, assessing technical and behavioral patterns through the lens of an integrated framework. As he has argued, there is a double-loop interaction between “the quality of functioning and economic performance,” and underestimating this socio-economic “tension” leads inevitably to reduced performance and losses, which he refers to as “hidden costs.” This approach, referred to as the socio-economic approach to management (SEAM), has significant potential for our thinking about organizational diagnosis and intervention. As Savall emphasizes, the North American tendency to cast people as human “resources” misses the essential point that human beings cannot be considered as simply another resource at the organization's disposal. People are free to give or withhold their energy as they desire, depending on the quality of formal and informal contracts and interactions they have with their organizations. As such, the SEAM approach focuses on human “potential,” underscoring the

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need for managers and their organizations to create the conditions under which people will want to maximize their talents on behalf of the organization. Work and People focuses on the ramifications of this reality, as dysfunctions – the difference between planned and emergent activities and functions – can quickly lead to a series of costs that are “hidden” from an organization’s formal information systems (e.g., income statements, balance sheets, budgets). As his insightful work underscores, as organizations begin to accumulate dysfunction upon dysfunction, they inadvertently undermine their performance and create excessive operating costs, with lower productivity and less efficiency than they could achieve. As readers will discover, the frameworks, tools and ways of thinking about organizations, people and management in this volume – in essence the background to the socio-economic approach to organizational diagnosis and intervention – continue to hold great promise for our attempts to create truly integrative approaches to management and organizational improvement efforts.

Management consultants are typically seen as key mediators in the flow of management ideas. And yet little is known about exactly what happens when they work together with clients, behind closed doors in consulting projects. Do they really innovate or simply legitimate existing knowledge? This book presents research from a three year long 'fly-on-the-wall study' of consulting projects and challenges our taken for granted view of consultancy. It draws on and integrates theories of knowledge and social boundaries to reveal a picture of complex and shifting insider-outsider relationships. Here, the outsider or expert status of consultants in relation to their clients cannot be assumed in their day-to-day project interactions. Different actors, roles, and types of knowledge are involved in an interactive and dynamic process where various boundaries are constructed, reinforced, negotiated and transformed. The chapters selectively explore these dynamics, revealing the importance of boundary complexity, the role of humour and challenge in often tense relationships, and the importance of shared knowledge domains such as sector knowledge. This in-depth analysis of inter-organizational project teams also covers a wide range of consultancy contexts, drawing on cases studies which include: \* a US-based strategy firm and a multinational client, \* the public and private sectors, \* a sole practitioner consultant, \* IT implementation in financial services. The book is important for all those with an interest in management consultancy, project working and management knowledge as well as in innovation/change, inter-organisational relations, boundaries and professional services. The authors include some of the leading research experts on management consultancy as well as a former management consultant and current expert in management learning.

Through 'live' material from consulting practice and an historical review of advice-giving to pre-modern leaders, this book uncovers a distinctive 'feminine' discourse of management consulting. This new lens challenges current literature on management consulting that relies on established (masculine) images.

The 13th volume in the RMC series, The Changing Paradigm of Consulting, is based on the best papers presented at the Academy of Management’s Management Consulting Division’s fourth international conference (2009) on the underlying dynamics within the fast-paced world of business and management consulting. Held in Vienna, Austria, the conference

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brought together academicians, consultants and organizational practitioners to examine the changes taking place within the consulting field. The book's 19 chapters are divided into five sections that explore the emergence and implications of this new paradigm, delineating and illustrating the paradigm shift taking place within consulting, exploring the ramifications for global consulting, examining the challenges inherent in attempts to capture collaboration and cooperation in inter-organizational networks, analyzing the push toward the professionalization – and professionalism – of consultancy, and assessing new approaches to management consulting, focusing on innovative instruments, tools and intervention frameworks. The book captures the myriad complexities and uncertainties faced by consultants and their clients and the concomitant search for appropriate mindsets, attitudes and orientations as well as methods, tools and techniques. As each of the chapters indicates, while there are significant challenges facing the consulting industry, there are also a number of promising frameworks and approaches that can help us successfully meet these challenges. This authoritative new book explores the relationship between top management consultant teams and their clients. It presents through a series of case studies, from both the private and public sectors, best-practice consulting at the sharp end of contemporary management across all management disciplines. The case studies are drawn from the MCA Awards, which recognise Best Practice in all the categories of management. Firms present qualifying client engagements for evaluation by a distinguished panel drawn from industry and academia. Each case study explores a unique business situation and the way it was tackled by the team, and also examines how those teams responded to challenges during their projects and the unexpected lessons they learned. The case studies are embedded within an explanatory framework that draws out common themes, relates the case studies to generic models, and discusses how their approaches can be applied in other businesses. Case study clients include the International Olympic Committee, Sun Microsystems, Apache Corporation, Aon, Tesco, BT Business, MoD, Westminster City Council, BAE Systems, GCHQ, Sainsbury's Supermarkets, Home Office, Transport for London, and NHS Trusts. The impetus for this work emerged from Savall's belief that there is a doubleloop interaction between social and economic factors in organizations, between behaviors and structures, and between the quality of life in organizations and their economic performance. When managers underestimate this dynamic interaction, the resulting tension ultimately manifests in lowered performance and increased costs, what he refers to as the "hidden costs" of organizational life. Only by delving into the depths of these organizational dynamics can we hope to fully understand – and create the basis for improving – organizational performance. The Qualimetrics Approach presents a different and challenging way of thinking about analyzing organizations, one that draws together quantitative information, financial analysis and qualitative insights into organizational dynamics. As Savall and Zardet argue, to gain a true understanding of what is happening in

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organizations, intervener-researchers must focus on all three perspectives, as ignoring any one of them will lead to incomplete understandings. Their approach underscores the importance of using qualitative data to validate quantitative depictions (“the numbers”) of organizational performance in understanding the construction of financial statements. The strength of Savall and Zardet’s approach is that it pushes us to go deeper, to fully understand the narratives underlying the numbers and the social construction of our financial assessments.

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