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Series Editors

Anthony F. Buono, *Bentley University*



Published in partnership with ISEOR

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Research and theory building in management consulting have grown rapidly during the past several years. Complexity and uncertainty in today's fast-paced business world are prompting a growing number of organizations - profit and not-for-profit alike - to seek guidance in their concomitant change efforts. External and internal consultants and change agents have become increasingly visible in most, if not all, organizational change initiatives. Individual consultants and consulting firms are becoming increasingly involved in not only providing organizational clients with advice and new ideas but in implementing those ideas and solutions as well. Yet, despite this rapid growth and influence, management consulting is still often criticized for its mystery and ambiguity.

The basic objectives of this research series are to further the links and dialogue between applied scholars and scholarly practitioners in the consulting field, capturing innovative empirical and conceptual research and field experience, and disseminating the resulting insight to a broad range of practitioners, academicians and organizational executives. Targeted articles will focus on a wide range of topics, encompassing research on: the consulting industry itself, including the management, marketing and expansion of professional services firms; critical examination of current trends in the consulting field; conceptualization and evaluation of intervention techniques and strategies; and reflections on consulting experiences. Interdisciplinary and international perspectives on these different topics are strongly encouraged, as are perspectives from both internal and external consultants and change agents.

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Intervention Research From Conceptualization to Publication

Anthony F. Buono, Bentley University; Henri Savall, University Jean Moulin Lyon 3 and ISEOR; Laurent Cappelletti, Conservatoire National des Arts et Métiers

2018. Paperback 978-1-64113-288-6 \$45.99. Hardcover 978-1-64113-289-3 \$85.99. eBook 978-1-64113-290-9 \$65.

This volume continues to build on the relationship between the Research in Management Consulting series and the intervener-researchers at the Socio-Economic Institute for Firms and Organizations (ISEOR) in Ecully, France, extending that partnership to our recent work with the French Foundation for Management Education (FNEGE), a foundation dedicated to closing the gap between the teaching and practice of management in France. As part of the Foundation's multifaceted activities—which range from seminars and an advanced training initiative for French doctoral students to joint programs with international organizations and associations—FNEGE partnered with ISEOR to sponsor a series of workshops on developing high quality intervention-research. This volume is one of the results from that endeavor.

Although intervention-research helps to uncover valuable insight into organizational dynamics and performance, the challenge of capturing and disseminating that insight to both academics and practitioners is entrenched in the rigor-relevance debate. While we are witnessing increased calls for “actionable knowledge,” this ideal, unfortunately, remains a rather elusive concept as critics contend either that rigorous academic research falls well-short of relevance to the practitioner world or research that proves to be valuable to practitioners falls short of the rigor expected in academic life. This volume is intended to help bridge that divide. Drawing on the FNEGE-ISEOR intervention-research workshop, the volume contains 18 chapters that explore the intervention-research process, from initial conceptualization, to implementation, to publication.

The volume is published in French and English

CONTENTS: Introduction. **PART I: FRAMING THE INTERVENTION-RESEARCH CHALLENGE.** Qualimetric Intervention-Research: Integrated Epistemology and Generic Constructivism, *Henri Savall*. General Research-intervention Tools: The Case of Socio-Economic Research Intervention, *Véronique Zardet*. From Intervention-research to the Production of Knowledge: A Summary of Experimentation, *Jean-Michel Plane*. Tools and Devices for Intervention Research: The Case of Intervention in Human Resource Management, *Florence Noguera*. Negotiating and Selling an Intervention-research Project through a Structured and Rigorous Method, *Laurent Cappelletti*. Negotiating and Selling an Intervention research Project—Without the Support of a Well Structured Research Laboratory, *Thierry Nobre*. Carrying Out an Intervention-Research Project in One's Own Organization: Challenges and Specificities, *Isabelle Barth*. An Example of Chapters in Books Based on Intervention Research: Research on the Theme of Functional Illiteracy and Employment, *Marc Bonnet*. **Part II: PUBLISHING INTERVENTION RESEARCH.** Conceptualizing and Publishing Organizational Intervention-Research, *Anthony F. Buono*. Publishing Intervention-Research Results: Understanding the Peer Reviewer Mindset, *Henri Savall*. From Intervention-Research to Publication: The Case of a Publication in an Academic French Journal, *Véronique Zardet*. Publishing an Epistemological Reflection on Ethnomethodology-based Intervention-Research Projects: The Case of a Publication in Journal of Business Ethics, *Jean-Michel Plane*. Publishing the Results of an Intervention-Research in the Field of Human Resources Management: The Case of a Publication in Human Resource Management, *Florence Noguera*. Publishing the Results of a Researchintervention: The Case of a Publication in Management Accounting Quarterly, *Laurent Cappelletti*. From Negotiation to Publication: The Case of an Intervention-Research Project in the Small- and Medium-Size Enterprise Sector, *Thierry Nobre*. Publishing Academic Papers Drawing on Intervention-research-based Doctoral Dissertations, *Marc Bonnet*. Publishing Intervention-research: From Academic Articles to Social Networks, *Isabelle Barth*. **Part III: CONCLUDING REFLECTIONS ON INTERVENTION-RESEARCH.** Recurrent Participant Questions: Thoughts and Recommendations, *Henri Savall and Laurent Cappelletti*. Glossary. About the Contributors.



La Recherche-Intervention Dans les Entreprises et les Organisations

Anthony F. Buono, Bentley University; Henri Savall, University Jean Moulin Lyon 3 and ISEOR; Laurent Cappelletti, Conservatoire National des Arts et Métiers

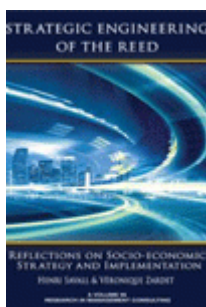
2018. Paperback 978-1-64113-209-1 \$45.99. Hardcover 978-1-64113-210-7 \$85.99. eBook 978-1-64113-211-4 \$65.

This volume continues to build on the relationship between the Research in Management Consulting series and the intervener-researchers at the Socio-Economic Institute for Firms and Organizations (ISEOR) in Ecully, France, extending that partnership to our recent work with the French Foundation for Management Education (FNEGE), a foundation dedicated to closing the gap between the teaching and practice of management in France. As part of the Foundation's multifaceted activities—which range from seminars and an advanced training initiative for French doctoral students to joint programs with international organizations and associations—FNEGE partnered with ISEOR to sponsor a series of workshops on developing high quality intervention-research. This volume is one of the results from that endeavor.

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Strategic Engineering of the Reed Reflections on Socio-Economic Strategy and Implementation

Henri Savall, University Jean Moulin Lyon 3 and ISEOR; Veronique Zardet, University Jean Moulin Lyon 3 and ISEOR

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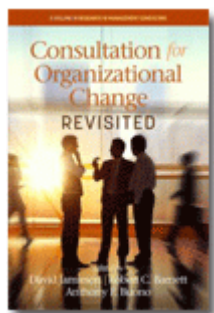
This volume is part of an ongoing partnership between the Research in Management Consulting book series and the Socio-Economic Institute for Firms and Organizations (ISEOR), located in Ecully, France, on the outskirts of Lyon. The socio-economic approach to management (SEAM) provides a pathway to creating 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.

CONTENTS: Preface - *Anthony F. Buono*. Foreword - *Serge Pasquier*. Introduction. Framing the SEAM Methodology. PART I: RENEWAL OF STRATEGIC ANALYSIS AND DECISION. PART II: THE SOCIO-ECONOMIC STRATEGY CONCEPT. PART III: THE STRATEGY LITMUS TEST: IMPLEMENTATION, ASSESSMENT, ADJUSTMENT. Appendix I: History of the Socio-Economic Strategy Concept. Appendix II: Socio-Economic Strategy of Companies. Appendix III: Assessment Scale of the Socio-Economic (SEAM). Strategy Criteria. References. About the Authors.



Consultation for Organizational Change Revisited

David W. Jamieson, Jamieson Consulting Group, Inc; Robert C. Barnett, MDA Leadership Consulting; Anthony F. Buono, Bentley University

2016. Paperback 9781681234311 \$45.99. Hardcover 9781681234328 \$85.99. eBook 9781681234335 \$65.

As a follow-up to a 2010 volume on organizational change-related consulting, the book continues to push our thinking about the dynamics involved in consulting with change leaders and intervening in the change process. Consulting for organizational change is a special type of consultation, with its own complex set of conditions and needs for a broad range of skills and competencies, which include distinct needs for the client-consultant relationship, superior consulting/facilitation skills, an expertise in human and organizational systems, and, as emphasized in the volume, the masterful “use of self.” As with our prior edited collection, this volume is a joint publication in the Research in Management Consulting and Contemporary Trends in Organization Development and Change book series. The dual focus is intended to reflect the importance of quality consulting for change across both the management consulting and Organization Development (OD) fields. It follows a long history of interest in how consulting affects organization change, what works, and, perhaps most importantly for generating theory and insight into the change process, why it works.

The book contains fourteen chapters that frame the changing nature of the organizational change challenge, explore the use of self in intervening in organizations, and examine different change frameworks and perspectives, sharing various reflections and personal insights into the underlying challenges of consulting to bring about organizational change. Our underlying goal is to advance the theory and practice of effective organizational change consultation, stimulating thinking and discussion among change practitioners and researchers so that this work and profession continue to grow and evolve.

ENDORSEMENT: “Consultation for Organization Change Revisited offers a clear map of the dominant thinking about how consultants intervene to help organizations create an alternative future. It nicely answers the question of “What is Organization Development.” It also has a memory so that you see the arc of the field over time, which gives an important perspective. Organization change is complicated work, this book makes it clearer.” ~ Peter Block *Author of Flawless Consulting*

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Decoding the Socio-Economic Approach to Management Results of the Second SEAM Conference in the United States

John Conbere, University of St. Thomas; Henri Savall, University Jean Moulin Lyon 3 and ISEOR; Alla Heorhiadi, University of St. Thomas

2015. Paperback 978-1-68123-251-5 \$45.99. Hardcover 978-1-68123-252-2 \$85.99. eBook 978-1-68123-253-9 \$65.

In May 2014, the French research laboratory ISEOR (Socio-Economic Institute for Firms and Organizations) and the University of St. Thomas co-sponsored a second conference on the application of the Socio-Economic Approach to Management (SEAM) paradigm and methodology in the United States. SEAM is a scientific approach to consultancy that focuses on uncovering the dysfunctions and hidden costs that exist in organizations, “hidden” in the sense that they are not captured by traditional accounting methods and financial analyses. Through intervention that encompasses the entire organization – what the ISEOR team refers to as the HORIVERT approach (combining horizontal and vertical intervention) – the underlying goal is to enhance organizational performance by attacking the “TFW virus,” a vestige of the early work by Frederick Taylor, Henri Fayol, and Max Weber that has sufficiently infiltrated our thinking about management and organization to the point where we are falling well short of our own potential. The resultant dysfunctions this virus unleashes creates hidden costs that readily destroy a firm’s value-added possibilities. The volume captures the ideas, applications, and exchanges of that meeting, attempting to bring the reader into the conference itself. Chapters include the contributors’ presentations (“Chapter Prologue: Conference Remarks”), revised conference papers, and the question and answer dialogue for the session.

CONTENTS: Preface, *Anthony F. Buono*. Introduction, *John Conbere and Alla Heorhiadi*. TFW Virus Concept History, *Henri Savall*. **Part I: The Socio-Economic Approach to Management: Theoretical Perspectives.** Human Potential at the Core of Socio-Economic Theory (SEAM), *Henri Savall, Michel Péron and Véronique Zardet*. Values, Beliefs, and Conceptualization of Costs, *Susan Quint*. Socio-Economic Management Consulting in America: A Diffusion of Innovation Study, *Mark E. Hillon, Yue Cai Hillon and Collin Bunch*. Can Seam Work In Ukraine? *Sergiy Ivakhnenkov, John Conbere and Alla Heorhiadi*. An Example of a Laboratory in the Field of Management Intervention-Research: The ISEOR Research Lab, *Marc Bonnet and Michel Péron*. Rethinking Lean: Combining Lean and SEAM for Improved Profitability and Support of Cultures of Continuous Improvement in Organizations, *Alanna G. Kennedy*. The Convergence of Lean Six Sigma and SEAM to Maximize Performance in Organizations, *Leslie L. McKnight*. The TFW Virus: Why So Many Organizations Act in Ways That Hurt Their Interests, *John Conbere, Alla Heorhiadi and Vincent Cristallini*. Looking for Evidence of the TFW Virus: A Case Study, *Chato Hazelbaker*. Enhancing Organizational Agility Through Socio-Economic Management Consulting: A Case Study, *Marc Bonnet and Véronique Zardet*. **Part II: Organizational Experiences Using SEAM.** Applying Socio-Economic Approach to Management in Lebanon: Challenges, Design, and Results, *Patrick Tabchoury*. Seeking Economic Resources: SEAM Intervention-Research Case in a Belgian Subsidiary of a NYSE Listed American Group, *Frantz Datry, Amandine Savall and Philippe Lacroix*. Bloomington Transportation Center: Follow-Up Case Study, *Tom Oestreich, John Conbere and Alla Heorhiadi*. Improvements From Intraorganizational Synchronization to Interorganizational Monitoring Of Stakeholders: Intervention-Research in a Space Layout Consulting and Engineering Company, *Thibault Ruat*. Management Control Practices in Foreign Subsidiaries of a Family Multinational Corporation: Seam Intervention-Research Findings, *Laurent Cappelletti and Amandine Savall*. **Part III: Further Reflections on SEAM.** Is Intervention-Research a Research Methodology or Scientific-Based Consulting? *Henri Savall and Véronique Zardet*. Sustainability of Management Methods in Organizations: A Case of Socio-Economic Projects, *Gérard Desmaison*. Strengthening the SEAM Community in North America, Part Deux: A Longitudinal Case Study in Group Dynamics, *Eric Sanders and Lachlan Whatley*. The Third Industrial Revolution and SEAM, *Alanna G. Kennedy*. About the Contributors.



The Socio-Economic Approach to Management Revisited The Evolving Nature of SEAM in the 21st Century

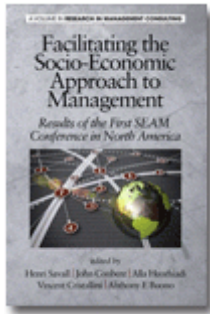
Anthony F. Buono, Bentley University; Henri Savall, University Jean Moulin Lyon 3 and ISEOR

2015. Paperback 978-1-68123-161-7 \$45.99. Hardcover 978-1-68123-162-4 \$85.99. eBook 978-1-68123-163-1 \$65.

This volume is part of the ongoing collaboration between the RMC series and the Socio-Economic Institute for Firms and Organizations (ISEOR), a French intervention-research think tank co-directed by Henri Savall and Véronique Zardet. Building on an earlier collaboration on the ISEOR approach - Socio-Economic Intervention in Organizations: The Intervener-Researcher and the SEAM Approach to Organizational Analysis (IAP, 2007) - Buono and Savall bring together over 30 talented intervener-researchers to explore and examine the ongoing evolution of the Socio-Economic Approach to Management (SEAM).

This volume revisits the application of SEAM in the context of intervention challenges in the wake of the recent economic crisis and the disruptive change that has taken hold across the world. The basic foundation of SEAM - built on the idea of strategic patience, the need to undertake holistic intervention in organizations, and the challenge to get organizational members to listen to themselves (through what they refer to as the mirror effect) - has remained the same. In response to economic and organizational pressures in the current environment, however, there has been a concomitant emphasis on helping client organizations achieve short-term results while still maintaining focus on the long term. Many ideas that have become part of the current discourse within ISEOR today were not as explicitly addressed in the initial volume - from the destructive effect of the Taylorism-Fayolism-Weberism (TFW) virus, to the need to focus on ways to ensure the sustainability of a SEAM intervention, the growing importance of collaborative interactions between external and internal consultants, and the growing importance of cocreating knowledge with client firms and organizations.

CONTENTS: Introduction, *Anthony F. Buono*. **PART I: THE SOCIO-ECONOMIC APPROACH TO MANAGEMENT: NEW INSIGHTS, NEW PERSPECTIVES.** Reflecting on SEAM in the 21st Century: New Ideas, New Advances, *Henri Savall and Véronique Zardet*. Reflecting on Conventional Wisdom: Learning From the Database, *Henri Savall and Véronique Zardet*. In Search of Sustainable Firm Performance: The Socioeconomic Approach to Management Interventions, *Gérard Desmason and Rickie Moore*. The Socio-Economic Approach to Management Control, *Laurent Cappelletti, Murray Lindsay, and Cécile Ennajem*. Socially Responsible Capitalism, *Henri Savall and Michel Péron*. The Importance of the Qualimetrics Measurement Methodology in Assessing the Impact of Socio-Economic Intervention, *Henri Savall, Robert Gephart, and Marc Bonnet*. **PART II: INTRAORGANIZATIONAL INTERVENTION: SEAM IN DIFFERENT CONTEXTS.** Economic Recovery: From Company Restructuring to Company Reconstruction, *Françoise Goter and Florence Noguera*. The Time Factor in Socio-Economic Interventions: Short-Term Versus Long-Term Performance, *Olivier Voyant, Alexis Roche, and Jérémy Clément Salmeron*. Becoming an Artist-Manager: The Managerial Learning of a Theater Director, *Isabelle Horvath and Nathalie Krief*. Enterprise Resource Planning: A Tool for Understanding Hidden Costs and Performance? *Nouria Harbi, Guy Saint-Léger, and Olivier Voyant*. The Challenge of a Mexican SME: Mastering Growth and Preparing the Business Transmission, *Véronique Zardet and Andry Rasolofoarisoa*. **Part III: INTERORGANIZATIONAL INTERVENTION: APPLYING SEAM ACROSS BOUNDARIES.** Adaptation of HORIVERT to Architects, *Renaud Petit, Miguel Delattre, and Thibault Ruat*. Global-Local (Glocal) Creation of Value-Added, *Frantz Datry and Amandine Savall*. Cooperation Across Hospitals: Enhancing Quality While Reducing Costs, *Marc Bonnet, Patrick Tabchoury, and Pierre Francois*. Cooperation for New Services for Disabled People, *Frantz Datry, Guillaume Fernandez, and Maité Rateau*. Steering Strategic Change Within a Network of Competitive Agricultural Cooperatives, *Daniel Bonnet*. Transorganizational Intervention and Meso-Socio-Economic Approach to Territorial Management: The Case of a Network of Environmental NGOs, *Xavier Pierre, Emmanuel Beck, and Céline Broggio*. Public Service Modernization and Socio-Economic Performance, *Véronique Zardet and Samantha Rose*. SEAM General Bibliography. Glossary: SEAM-Related Concepts and Terminology. About the Contributors.



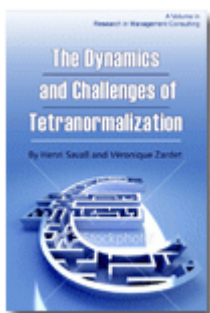
Facilitating the Socio-Economic Approach to Management Results of the First SEAM Conference in North America

Henri Savall, University Jean Moulin Lyon 3 and ISEOR; John Conbere, University of St. Thomas; Alla Heorhiadi, University of St. Thomas; Vincent Cristallini, ISEOR; Anthony F. Buono, Bentley University

2014. Paperback 9781623966676 \$45.99. Hardcover 9781623966683 \$85.99. eBook 9781623966690 \$65.

This book is the 20th volume in the Research in Management Consulting series and the sixth major collaboration with Henri Savall, Véronique Zardet, and their team of interveneresearchers from the Socio-Economic Institute for Firms and Organizations (ISEOR) in LyonÉcullu, France. In 2013, for the first time, ISEOR co-sponsored a conference on its Socio-Economic Approach to Management (SEAM) paradigm and methodology in the United States. The volume captures the ideas, applications, and exchanges of that meeting hosted by the University of St. Thomas in Minneapolis, Minnesota. The book attempts to bring the reader into the conference itself. The different chapters include the contributors' presentations ("Chapter Prologue: Conference Remarks"), revised conference papers, and the question and answer dialogue for the session. For those interested in delving further into the SEAM approach, the volume also contains a general bibliography on the development, critique, and application of the framework.

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The Dynamics and Challenges of Tetranormalization

Henri Savall, University Jean Moulin Lyon 3 and ISEOR; Veronique Zardet, University Jean Moulin Lyon 3 and ISEOR

2013. Paperback 9781623962807 \$45.99. Hardcover 9781623962814 \$85.99. eBook 9781623962821 \$65.

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.

CONTENTS: Acknowledgements. Preface, Anthony F. Buono. Introduction to the 2013 English Edition: Origin, Scientific Itinerary and Scope of the Tetranormalization Concept, Henri Savall and Véronique Zardet. Introduction to the 1st Edition. Chapter 1 Tetranormalization: Phenomena, Observations and Theory. Chapter 2 The Landscape of the Tetranormalized Environment: Seven Phenomena Describing the Problems. Chapter 3 The Six Fields of Tetranormalization. Chapter 4 Emergence of Innovative Solutions and Good Practices in Gestation. Chapter 5 Future Organization in a Tetranormalized Universe: Choices of Strategy. Chapter 6 Understanding Tetranormalization - And Doing Something About It! Chapter 7 Reflections on Tetranormalization: The Current Intensification of Tetranormalization, Market Disruption and Strategic Steering. Bibliography About the Authors



Exploring the Professional Identity of Management Consultants

Anthony F. Buono, Bentley University; Léon de Caluwé, Vrije Universiteit; Annemieke Stoppelenburg, Tilburg University and SIOO

2013. Paperback 978-1-62396-171-8 \$45.99. Hardcover 978-1-62396-172-5 \$85.99. eBook 978-1-62396-173-2 \$65.

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.

CONTENTS: Introduction, *Anthony F. Buono, Léon de Caluwé and Annemieke Stoppelenburg*. Setting the Context: Reflections on Management Consultancy in the 21st Century, *J. Strikwerda*. **SECTION I: THE MULTIPLE IDENTITIES OF MANAGEMENT CONSULTANTS.** Consultant-Client Interaction: Shaping the Identity of Management Consultants, *Anthony F. Buono and Flemming Poulsen*. What is Professional Competence? A Study of Assessment Criteria in Eight Professional Service Sectors, *Annika Schilling and Andreas Werr*. Informal Client Relationship Development by Consultants: The Star Players and the Naturals, *Yvette Taminau, Liselore Berghman, and Petra den Besten*. **SECTION II: CONSULTANTS AS AGENTS OF CHANGE.** Conceptualizing Developmental Space for Innovating Groups, *Karin Derksen, Léon de Caluwé, and Robert Jan Simons*. Managers' Perceptions of Organizational Change Skills: Within their

Own Organization and Those Sought from Management Consultants, *Karen Somerville and Dawn-Marie Turner*. Struggling to Challenge an Informal Field Order: Professional Associations as Standard Setters, *Susanna Alexius and Frida Perner*. **SECTION III: ACQUIRING AND DISSEMINATING CONSULTING SKILLS.** Professionalizing Practices in Advisory Work: Presenting a Conceptual Approach to Study the Relations among Institutionalization, Reflective Learning, and Quality in Consultancy, *Sonja van der Arend, Bertien Broekhans, and Sebastiaan Meijer*. Teaching Consulting to Academics: Reflections on Professionals Supporting an Academic Teaching Program, *Sebastiaan Meijer, Geert Roovers, Tanja Verheij, and Ivo Wenzler*. Skill Acquisition of Executive Coaches: A Journey Toward Mastery, *John L. Bennett and Kelly D. B. Rogers*. Consultant Self-Reflecting Capabilities and Client Evaluation, *Elsbeth Reitsma*. Far Away, So Close? An Attempt to Cross-Fertilize Consulting and Academic Worlds—Experiences of an OD World Summit, *András Gelei, Balázs Heidrich and Gergely Németh*. **SECTION IV: SHIFTING IDENTITIES AND CHALLENGES IN MANAGEMENT CONSULTING.** A Comparative Image of Management Consulting through the Magnifying Glass of Its Main Stakeholders, *Valentin Bejan and Léon de Caluwé*. Organizational Identity Change through International Expansion: The Case of a Scandinavian Consulting Firm's Encounter with India, *Flemming Poulfelt, Kåre Christiansen, and Irene Skovgaard Smith*. Executive Coaching: An Emerging Role for Management Consultants, *John L. Bennett and Mary Wayne Bush*. "Moon Shots for Management": Traditional, Systemic or Complementary Consulting for Supporting Management on their Trek to the Moon?, *Andreas Drechsler, Peter Kalvelage, and Tobias Trepper*. About the Authors.



Facilitating Collaboration in Public Management

Ralph Grossmann, University of Klagenfurt, Austria; Hubert Lobnig, Lemon Consulting, Austria; Klaus Scala, University of Graz, Austria; Michael Stadlober, MelangeC Sustainable Consulting, Austria

2012. Paperback 978-1-61735-886-9 \$45.99. Hardcover 978-1-61735-887-6 \$85.99. eBook 978-1-61735-888-3 \$65.

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.

CONTENTS: Preface, *Anthony F. Buono*. Introduction: Why Organizations Collaborate, *Ralph Grossmann, Hubert Lobnig, Klaus Scala, and Michael Stadlober*. From Competition to Cooperation and Competition: Prerequisites for Successful Collaborative Ventures, *Ralph Grossmann, Hubert Lobnig, and Klaus Scala*. Collaboration in the Public Service Sector, *Ralph Grossmann and Michael Stadlober*. Organizational Consulting and Development, *Ralph Grossmann and Klaus Scala*. The Conceptual Framework, *Ralph Grossmann and Hubert Lobnig*. Eight Cases of Networks and Collaboration, *Hubert Lobnig and the Research Team at iff oegd*. The Key Criteria for Success, *Ralph Grossmann and Hubert Lobnig*. Organizing Cooperative Efforts: Being Successful in Practice, *Ralph Grossmann and Hubert Lobnig*. Insights From the Consulting Experience: Reflecting on Other Case Work, *Hubert Lobnig and Ralph Grossmann*. Collaborative Mergers, *Klaus Scala and Michael Stadlober*. Appendix: The Research Context. Bibliography. About the Contributors.



An Evolving Paradigm

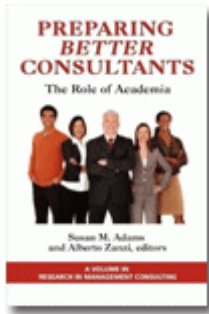
Integrative Perspectives on Organizational Development, Change, Strategic Management, and Ethics

Anthony F. Buono, Bentley University

2012. Paperback 978-1-61735-763-3 \$45.99. eBook 978-1-61735-764-0 \$65.

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.

CONTENTS: Introduction, *Anthony F. Buono*. **PART I: ENHANCING ORGANIZATIONS: CONSTRUCTIVE INTERVENTION OR IMAGE MANAGEMENT?** Transforming Consulting Knowledge Into Business Fads, *Bertrand Venard* (Originally Chapter 9 in Current Trends in Management Consulting, 2001, pp. 171-188). Management Fashion as Collective Action: The Production of Management Best-Sellers, *Timothy Clark* (Originally Chapter 1 in Creative Consulting: Innovative Perspectives on Management Consulting, 2004, pp. 3-25) Selling Professionalism? Image Making in the Management Consulting Industry, *Jacqueline Kam* (Originally Chapter 3 in Creative Consulting: Innovative Perspectives on Management Consulting, 2004, pp. 51-72). **PART II: INTERVENTION CHALLENGES.** Predicting and Enhancing Client Success, *James Ross Warren* (Originally Chapter 15 in Creative Consulting: Innovative Perspectives on Management Consulting, 2004, pp. 345-372). The Fallacy of Simplistic Notions of the Transfer of “Best Practice,” *Sue Newell* (Originally Chapter 3 in Challenges and Issues in Knowledge Management, 2005, pp. 51-68). Toxic Downsizing Inc.: Deconstructing a Dysfunctional Consultation, *Alan Goldman* (Originally Chapter 11 in Emerging Trends and Issues in Management Consulting: Consulting as a Janus-Faced Reality, 2009, pp. 255-268). Speculation on the Process and Practice of Organization Development in Hostile Environments Thomas Head, *Peter Sorensen and Therese Yaeger* (Originally Chapter 7 in The Changing Paradigm of Consulting: Adjusting to the Fast-Paced World, 2011, pp. 139-154). **PART III: AN INTEGRATIVE PERSPECTIVE.** Inside the Client-Consultant Relationship: Consulting as a Complex Process of Relating, *Stephen Billing* (Originally Chapter 2 in Client-Consultant Collaboration: Coping with Complexity and Change, 2009, pp. 29-45). Sharing Across Boundaries: The Dual Role of Being Both a Consultant and a Client, *Susan Sweem* (Originally Chapter 7 in Client-Consultant Collaboration: Coping with Complexity and Change, 2009, pp. 127-141). Intervention and Organizational Change: Building Organizational Change Capacity, *Kenneth W. Kerber and Anthony F. Buono* (Originally Chapter 5 in Consultation for Organizational Change, 2010, pp. 81-112). Consulting Processes for Organization Change: A Belief System, Situation Centered, Sensemaking Perspective, *Craig Lundberg* (Originally Chapter 10 in Consultation for Organizational Change, 2010, pp. 209-232). About the Editor.



Preparing Better Consultants

Susan Adams, Bentley University; Alberto Zanzi, Suffolk University

2011. Paperback 978-1-61735-614-8 \$45.99. Hardcover 978-1-61735-615-5 \$85.99. eBook 978-1-61735-616-2 \$65.

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 courses. Is that enough? No, better consultants are needed to handle the complexity and changing nature of business. Academia 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.

CONTENTS: Preface, *Anthony F. Buono*. Introduction, *Susan M. Adams and Alberto Zanzi*. **PART I: PROGRAM INNOVATIONS.** Upgrading Problem-Based Learning by Involving Consulting Professionals, *G. M. (Bud) Smith, Jr. and Deborah Good*. Bridging the Divide: Enhancing the Real-World Experience in a Management Consulting Course, *Tom Cooper and Dennis Hanlon*. A Springboard for Further Learning: Teaching Seasoned Practitioners by Harnessing Their Experience, *Hans Vermaak*. The IFF-M/O/T Master Program in Organization Development, *Ralph Grossmann, Klaus Scala, and Kurt Mayer*. Preparing and Training Better Consultants Through the Socioeconomic Approach to Management Curricula, *Henri Savall, Véronique Zardet, Marc Bonnet, and Michel Péron*. Want Higher Impact Consulting? Use Yourself as an Instrument of Change, *Miriam Y. Lacey*. **PART II: TOPICAL APPROACHES.** Intervening and Interventions: An Overview, *Léon de Caluwé*. Consultants and Persuasive Argumentation, *Onno Bouwmeester*. Academic Storytelling Consultancy Supporting a Local Arts Scene: An Agential Realist and Socioeconomic Approach to Management Perspective, *David M. Boje and Joe Gladstone*. Virtual Project Consultants: A Time-Driven Decision-Making Model, *Velvet Weems-Landingham*. **PART III: REFLECTIONS ON THE ROLE OF ACADEMIA IN PREPARING BETTER CONSULTANTS.** Experiential International Consulting Education: Lessons Learned From Success and Adversity, *Thomas C. Head, Alan G. Krabbenhoft, D. Michael Brown, and Ralph Haug*. Locals and Cosmopolitans: The Challenges of the Business Consulting Course, *Moshe Banai and Philip Tulimieri*. Realizing Consultant Domain and Client Agenda, *Jean E. Neumann*. About the Authors.



The Qualimetrics Approach Observing the Complex Object

Henri Savall, University Jean Moulin Lyon 3 and ISEOR; Veronique Zardet, University Jean Moulin Lyon 3 and ISEOR

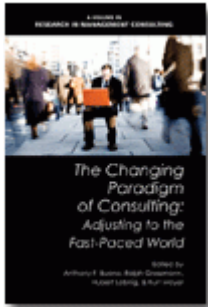
2011. Paperback 978-1-61735-475-5 \$45.99. Hardcover 978-1-61735-476-2 \$85.99. eBook 9781617354779 \$65.

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 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.

CONTENTS: Preface, *Anthony F. Buono*. Preface to the 2004 Edition, Qualimetrics Contribution to Research Methodology, *David Boje*. Foreword, *Henri Savall and Véronique Zardet*. Acknowledgments. Introduction to the 2011 Edition. Introduction to the 2004 Edition. **PART I: GENERAL PROBLEMS AND CRITICAL ANALYSIS OF METHODOLOGY.** Principal Methods Utilized in Management Science Research. Critical Analysis of Research Methodologies. **PART II: A PROPOSED METHOD FOR RESEARCH CONSTRUCTION.** The Interactive Approach of the “Researcher-Strategist” for Making Progress in Research Work. Research Materials. Construction of Knowledge and Research Results. A Practical Guide for Thesis Construction: Doctoral Student Piloting Indicators. **PART III: PERSPECTIVES FOR PROGRESS TOWARD IN-DEPTH AND UP-CLOSE OBSERVATION IN MANAGEMENT RESEARCH.** In-Depth and Up-Close Scientific Observation of The Research Object. Processing Qualitative Information. Research in the Field: The Example of Intervention-Research. General Conclusion. References. About the Authors.



The Changing Paradigm of Consulting Adjusting to the Fast-Paced World

Anthony F. Buono, Bentley University; Ralph Grossmann, University of Klagenfurt, Austria; Hubert Lobnig, Lemon Consulting, Austria; Kurt Mayer, REFLACT - Sustainable Organization Development

2011. Paperback 978-1-61735-417-5 \$45.99. Hardcover 978-1-61735-418-2 \$85.99. eBook 9781617354199 \$65.

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 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.

CONTENTS: Introduction, Anthony F. Buono. Part I: The Paradigm Shift In Consulting. Delineating the Paradigm Shift, *Ralph Grossman*. Expert versus Process Consulting: Changing Paradigms in Management Consulting in Germany, *Thomas Schumacher*. Complementary Consulting: The Only Real Option for Managers, *Othmar Sutrich* and *Martin Hillebrand*. Changing the Paradigm of Crisis Management: How to Put OD in the Process, *Carole Lalonde*. **Part II: Consulting In A global Context.** Strategy Work in an International Setting, *Hubert Lobnig*. Organizational Development across Borders and Cultures: A Solution-oriented Systemic Approach, *Marlies Lenglachner* and *Manfred Madl*. Speculation on the Process and Practice of Organization Development in Hostile Environments, *Thomas Head*, *Peter Sorensen* and *Therese Yaeger*. **Part III: Collaboration, Cooperation And Networks In Consulting.** Towards a Multidimensional View on Collaborative Processes: A Case Study of an International Alliance Formation, *Raymond P.A. Loohuis* and *Aard J. Groen*. Beyond the Organizational Focus: Network Consulting in Regional Clusters, *Frank Lerch*, *Jörg Sydow* and *Stephan Duschek*. Focusing the Network Business Case: Making Use of Teamwork - Key Issues in Collaborative Systems and Consulting Networks, *Hubert Lobnig*. Consulting Interorganizational Relations: Collaboration, Organization Development and Effectiveness in the Public Sector, *Ralph Grossmann*, *Karl Prammer* and *Christian Neugebauer*. **Part IV: In Search of Professionalism in Management Consulting.** Critically Exploring Business Engagement in Academia: The Case of the UK Consulting Industry *Joe O'Mahoney* and *Richard Adams*. Challenging Universal Criteria in Management Consulting: When Practices Meet Prescriptions, *Carole Lalonde*. Developing Expertise and Social Standing in Professional Consulting, *Alfred Janes*. Acting as a Long-term Consultant: Challenges for Professional Practice, *Dagmar Untermarzoner*. **Part V: New Approaches to Management Consulting: Frameworks, Tools And Instruments.** Solution- Preventing Tools versus Solution Supporting Tools, *Guenter Lueger* and *Peter Steinkellner*. Maturity Grids as Tools for Change Management: Practitioner Guidance through Field Experience, *Anja M. Maier*, *James Moultrie* and *P. John Clarkson*. Consulting by Expertise in Organization Science: A Special Use of OD Know-How for Transorganizational Collaboration Systems in Public Services, *Klaus Scala*, *Michael Stadlober* and *Hans Fiby*. Management Consultant Interaction with Private Equity: The Impact on Growth Development Patterns in South Eastern Europe, *Viktor Manev*, *Elena Todorova*, and

Milen Manev. About The Authors.



Consultation for Organizational Change

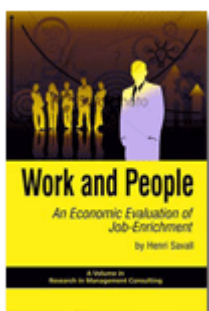
Anthony F. Buono, Bentley University; David W. Jamieson, Jamieson Consulting Group, Inc

2010. Paperback 978-1-61735-086-3 \$45.99. Hardcover 978-1-61735-087-0 \$85.99. eBook 9781617350887 \$65.

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.

CONTENTS: Introduction, *Anthony F. Buono, David W. Jamieson, Peter Sorensen, and Therese Yaeger*. **PART I: FRAMING THE CHANGE CHALLENGE.** Consulting for Change: Creating Value through Client-Consultant Engagement, *David W. Jamieson and Terry R. Armstrong*. Competencies of Management Consultants: A Research Study of Senior Management Consultants, *Léon de Caluwé and Elsbeth Reitsma*. Whole System Consulting, *Michael D. Mitchell*. Whole System Transformation: The Consultant's Role in Creating Sustainable Results, *John J. Scherer, Gina Lavery, Roland Sullivan, Ginger Whitson and Elizabeth Vales*. **PART II: CHANGE FRAMEWORKS AND PERSPECTIVES.** Intervention and Organizational Change: Building Organizational Change Capacity, *Kenneth W. Kerber and Anthony F. Buono*. The Use of Metaphor in Consulting for Organizational Change, *Deborah Colwill*. Peer Consulting in the Not-for-Profit Sector, *Dalitso S. Sulamoyo*. From Therapist to Executive Coach: Insight, Intervention, and Organizational Change, *Judith A. Gebhardt*. Using English as a Foreign Language in International and Multicultural Consulting: Asset or Hindrance?, *Kathrin Kordon*. **PART III: REFLECTIONS ON CONSULTING FOR CHANGE.** Consulting Processes for Change: A Belief System, Situation Centered, Sensemaking Perspective, *Craig C. Lundberg*. Consulting in the Fast Lane, *W. Warner Burke*. Into the Rabbit Hole: Variation on Traditional Approaches to Diagnosis and Discovery, *Dale Ainsworth*. Forgetting to Put on New Skin: Enabling Healthy Closure, *Judith R. Benson*. Kurt Lewin's Promise: Implications for Organization Change Consultancy, *Kurt Motamedi*. About the Authors.



Work and People An Economic Evaluation of Job Enrichment

Henri Savall, University Jean Moulin Lyon 3 and ISEOR

2010. Paperback 978-1-60752-433-5 \$45.99. Hardcover 978-1-60752-434-2 \$85.99. eBook 9781607524359 \$65.

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 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.

CONTENTS: Preface to the 2010 Reprint. Foreword to the Second Edition. Preface to the Second Edition. Foreword to the First Edition. Preface to the First Edition. Introduction: Work and People in the Twenty-First Century — Origins and Development of the Socio-Economic Approach to Management. Introduction to the First Edition. PART I: The Problem of Job Design. PART II: Experimental Solutions. PART III: The Strategy of Change. Conclusion. Names Quoted and Bibliography. About the Author.



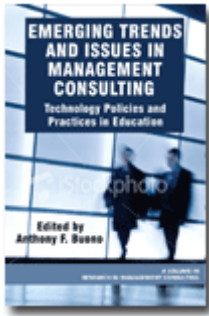
Client-Consultant Collaboration Coping with Complexity and Change

Anthony F. Buono, Bentley University; Flemming Poulfelt, Copenhagen Business School

2009. Paperback 978-1-60752-208-9 \$45.99. Hardcover 978-1-60752-209-6 \$85.99. eBook 9781607522591 \$65.

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.

CONTENTS: Introduction. *Anthony F. Buono and Flemming Poulfelt*. **PART I: THE CLIENT-CONSULTANT RELATIONSHIP.** Clients’ Different Moves in Managing the Client-Consultant Relationship, *Mirela Schwarz and Timothy Clark*. Inside the Client-Consultant Relationship: Consulting as Complex Processes of Relating, *Stephen Billing*. Systemic Concepts of Intervention, *Michael Mohe and David Seidl*. **PART II: CHANGE CAPACITY IN CONSULTING.** Enhancing Change Capacity: Client-Consultant Collaboration in Creating a Foundation for Emergent Change, *Kenneth W. Kerber and Anthony F. Buono*. The Experience of being Changed through Consulting, *Catherine Palmer-Woodward and Don MacLean*. Creating World Class OD through Collaboration: Blending the Roles of Internal Corporate Consulting and the University, *Therese Yaeger, Philip Anderson, Peter Sorensen and Ghazala Ovaice*. **PART III: INCREASING THE EFFECTIVENESS OF CLIENTCONSULTANT COOPERATION.** Sharing Across Boundaries: The Dual Role of Being Both a Consultant and a Client, *Susan L. Sweem*. Challenge as an Outsider - Know as an Insider: Client Experiences of Collaboration with Consultants, *Irene Skovgaard Smith*. The Need for Management Advisory Services: A Consequence of Institutionalization, Organization, and Trust, *Staffan Furusten and Andreas Werr*. **PART IV: TRUST AND POWER IN CONSULTING.** Mapping the Client’s Political Terrain: A Model of Analysis for Consultants, *Alberto Zanzi and Susan M. Adams*. Power Bases and Power Use in Consultancy, *Ben Emans, Astrid Boogers and Janka Stoker*. You Can’t Improvise on Nothin’: Attaining Trust in the Client-Consultant Relationship, *Lovisa Näslund*. About the Authors.



Emerging Trends and Issues in Management Consulting Consulting as a Janus-Faced Reality

Anthony F. Buono, Bentley University

2009. Paperback 978-1-60752-051-1 \$45.99. Hardcover 978-1-60752-052-8 \$85.99. eBook 9781607521846 \$65.

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.

CONTENTS: Introduction, *Anthony F. Buono*. **PART I: THE MANAGEMENT CONSULTING INDUSTRY.** Exploring Knowledge Creation Pathways in Advanced Management Consulting, *Francesco Ciampi*. Models of Management Consulting: A Survey, *Ronel Erwee and Rene Malan*. Using Evaluation Research to Improve Consulting Practice, *Pamela Davidson, Kurt Motamedi, and Tony Raia*. **PART II: TRENDS AND TECHNIQUES IN MANAGEMENT CONSULTING.** Building the Responsible Company from the Inside Out: A New Role for Human Resources and Organizational Development, *Lisa Prior*. IT Based Visualization Tools to Enhance Strategic Decision Making: A Case Study, *Steven T. Sonka, Randall E. Westgren, and Donna K. Fisher*. Initiating an Organizational Innovation: Influence and Persuasion Tactics used by Champions, *François Grima and Georges Trepo*. Organizational Change Management: When is a “Best Practice” not Best for Practice?, *Christine Baldy Ngayo*. Questions Before the Merger: Intervention Strategies and Behavioral Due Diligence, *Judith Gebhardt*. **PART III: REFLECTIONS ON MANAGEMENT CONSULTING.** Sense and Sensibility in Managerial Advice, *Carlo Contino and Frank den Hond*. Neurotic Styles of Management: Consultants Be Aware, *Kurt Motamedi*. Toxic Downsizing Inc.: Deconstructing a Dysfunctional Consultation, *Alan Goldman*. About the Authors.



Board Members and Management Consultants Redefining the Boundaries of Consulting and Corporate Governance

Pierre-Yves Gomez, EM LYON Business School; Rickie Moore, EM LYON Business School

2009. Paperback 978-1-59311-805-1 \$45.99. Hardcover 978-1-59311-806-8 \$85.99. eBook 9781607521822 \$65.

Boards and Management Consultants, the eighth volume in the Research in Management Consulting series, explores the growing complexity associated with the growing demands on boards of directors and the challenges raised by evolving expectations of what constitutes “good” governance. As a way of better understanding the ramifications for management consulting, particular—and timely—emphasis is placed on the evolution of expectations and needs in relation to boards and their operation.

The chapter authors, as noted above a truly international group of experts, more than succeed in raising the reader’s

awareness of the consequences that the evolving nature of corporate boards are having on the function of directors, how this function is being redefined by the players themselves—and what all of this change means for consultants and the realm of management consulting. Significant questions are raised and explored throughout the volume, from the extent to which these changes will lead to new social, moral, ethical, and professional challenges and opportunities, to how the relationships between consultants and their traditional clients—managers, administrators and employees—might evolve. As management consultants become more actively involved in governance issues, their role will clearly change, but will such changes enhance or constrain the role they have traditionally played in organizations?

CONTENTS: Preface, *Anthony F. Buono*. Introduction, *Pierre-Yves Gomez and Rickie Moore*. **PART I: THE NEW EXPERTS: RISING EXPECTATIONS TOWARDS DIRECTORS.** Behind the Boardroom Doors: Changes Underway in U.S. Corporate Governance Post Sarbanes-Oxley, *David Finegold and Edward Lawler, III*. The Increasing Role Professional Service Firms Play in the Reform of Shareholders' Meetings, *Jose Luis Alvarez and Joan E. Ricart*. Why Don't More Investor Representatives Sit on Boards of Publicly Traded Companies? Harry Korine. **PART II: DEFINING THE BOUNDARIES OF THE NEW EXPERTISE.** How Can Corporate Directors Better Protect Themselves?: Lessons From Litigation In the United States, *Xavier de Sarrau and Thierry Tomasi*. Bounding the Role of the Director, *Gavin J. Nicholson, Geoffrey C. Kiel, and Kevin P. Hendry*. Expectations of a Consultant in Corporate Governance, *David Risser*. **PART III: "SUPER" MANAGER OR "SUPER" CONSULTANT? THEORIZING THE ROLE OF THE DIRECTOR.** Knowledge and Accountability: Outside Director's Contribution in the Corporate Value Chain, *Morten Huse, Jonas Gabriellsson, and Alessandro Minchilli*. The Question of Motivation of Nonexecutive Directors, *Pierre-Yves Gomez and David Russell*. Crowding Out of Trust and its Impacts on Management Consulting, *Michael Nippa and Jens Grigoleit*. **PART IV: A NEW PROFESSION: THE CONTRACT, THE RESPONSIBILITIES, AND THE FUTURE.** Enabling or Facilitating Discriminatory Board Practices in Board Appointments: Where Are the Women? *Susan Adams* How Sarbanes-Oxley is Transforming Board Rooms and Consulting: Intended Effects and Unintended Consequences, *Rickie Moore*. About the Authors.



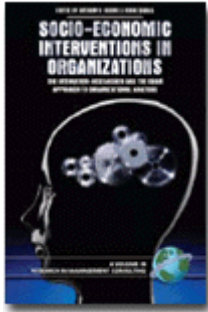
Mastering Hidden Costs and Socio-Economic Performance

Henri Savall, University Jean Moulin Lyon 3 and ISEOR; Veronique Zardet, University Jean Moulin Lyon 3 and ISEOR

2008. Paperback 978-1-59311-907-2 \$45.99. Hardcover 978-1-59311-908-9 \$85.99. eBook 9781607527398 \$65.

This volume is a first for the Research in Management Consulting series. As research and theory building in management consulting have grown rapidly during the past several years, the series is dedicated to capturing the latest thinking from applied scholars and scholarly practitioners in this field. Complexity and uncertainty in today's fast-paced business world have prompted a growing number of organizations—profit and not-for-profit alike—to seek guidance in their concomitant change efforts. External and internal consultants and change agents have become increasingly visible in most, if not all, organizational change initiatives. Individual consultants and consulting firms have become increasingly involved in not only providing organizational clients with advice and new ideas but in implementing those ideas and solutions as well. While the series will continue to seek out and explore emerging trends, innovative perspectives, and new insights into the world of management consulting, it is also useful to look back— especially in different countries and cultures—to recapture and revisit past frameworks, intervention models and contributions. This volume is a translation and modest updating of Henri Savall and Véronique Zardet's original work on mastering "hidden costs," initially published in French in 1987.

CONTENTS: Preface. Acknowledgments. Introduction. **PART I: HIDDEN COSTS REDUCTION AND SOCIO-ECONOMIC PERFORMANCE.** The Origin of Hidden Costs. Evaluating Hidden Costs. The Sustainable Reduction of Hidden Costs. **PART II: SETTING UP SOCIO-ECONOMIC MANAGEMENT.** The Horivert Procedure. The Socio-Economic Diagnostic. The Socio-Economic Innovation Project. Implementation. **PART III: TWO TOOLS FOR THE CUSTOMIZED MANAGEMENT OF THE ENTERPRISE.** Socio-Economic Management, Hidden Costs, and the Periodically Negotiable Activity Contract. The Strategic Piloting Indicator Logbook. **PART IV: CONCLUSION.** Evaluation of Results. **POSTSCRIPT.** The Research Work of the Socio-Economic Institute of Enterprises and Organizations (ISEOR). Table of Studied Enterprises. Recommended Reading. About the Authors.



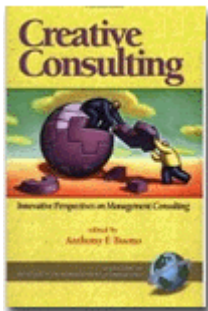
Socio-Economic Intervention in Organizations

The Intervener-Researcher and the SEAM Approach to Organizational Analysis

Henri Savall, University Jean Moulin Lyon 3 and ISEOR; Anthony F. Buono, Bentley University

2007. Paperback 978-1-59311-621-7 \$45.99. Hardcover 978-1-59311-622-4 \$85.99. eBook 9781607525905 \$65.

The volume begins with a chapter by Henri Savall, founder and director of the ISEOR Institute and creator of the SEAM methodology, that presents an overview of the development of the socio-economic approach to management, and its guiding frameworks and methodology. The chapter's detailed explanation of the underlying thinking, tools, and techniques of socio-economic management serves as the primer for the remainder of the volume. The book is then divided into three sections. The first part presents illustrations of SEAM interventions in different types of organizations, including industrial and service companies, and not-for-profit organizations, including cultural institutions and sports clubs. The next section looks at cross-cultural applications and assessments of SEAM experiments in Africa, Asia, Mexico, and the United States, with a concluding chapter on intervening in multinational corporations in general. The volume concludes with a section that examines different issues and challenges in SEAM intervention, ranging from the impact on and role of middle managers in the SEAM process, intervening in small organizations, SEAM's facilitative role in operationalizing and institutionalizing information technology, conceptualizing, and implementing organizational change, facilitating merger and acquisition integration, and the application of socio-economic management in sales and marketing. The book also contains a combined glossary and chapter index that provides a definition of key terms and concepts in the SEAM methodology and where they appear in the volume. These key terms are highlighted in bold italics throughout the volume, illustrating their application in different contexts.



Creative Consulting

Innovative Perspective on Management Consulting

Anthony F. Buono, Bentley University

2006. Paperback 1-59311-240-8 978-1-59311-240-0 \$45.99. Hardcover 1-59311-241-6 978-1-59311-241-7 \$85.99. eBook 9781607528371 \$65.



Challenges and Issues in Knowledge Management

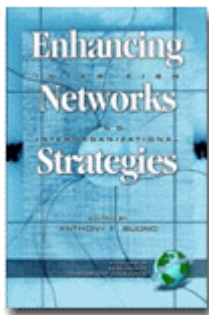
Flemming Poulfelt, Copenhagen Business School; Anthony F. Buono, Bentley University

2005. Paperback 1-59311-419-2 978-1-59311-419-0 \$45.99. Hardcover 1-59311-420-6 978-1-59311-420-6 \$85.99. eBook 9781607527701 \$65.

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.

CONTENTS: Introduction. *Anthony F. Buono and Flemming Poulfelt.* **Part I: Knowledge Management and the Management Consulting Industry.** Managing Organizational Knowledge Networks in a Professional Services Firm:

Interrelating Knowledge Management and Intellectual Capital, *Jan Mouritsen and Per Nikolaj Bukh*. Knowledge Management in Practice: Examining Knowledge as Modes of Production, *Anne Bang*. The Fallacy of Simplistic Notions of the Transfer of "Best Practice", *Sue Newell*. "Knowing" in the Consultancy Firm: Exploring Knowledge, People, Context and Tools in Action, *Elena Bou and Alfons Sauquet*. Co-evolution of Knowledge Management Processes: Project Experience in a Global Engineering Consulting Firm, *Antti Ainamo*. **Part II: Dynamics of Knowledge Sharing and Dissemination.** A Dispersed Repertoire: Exploring Struggles to Knowledge Dissemination within Consultancies, *Stefan Heusinkveld and Jos Benders*. In Search of Knowledge Sharing in Practice, *Lotte Henriksen*. Merging Knowledge: A Study of Knowledge Management in a Consulting- Firm Merger, *Markus Ejenäs and Andreas Werr*. Knowledge-Sharing Behavior and Post-Acquisition Integration Failure, *Kenneth Husted, Jens Gammelgaard and Snežina Michailova*. **Part III: Methodological Approaches to Studying Knowledge in Organizations.** Organizational Photography: A "Snapshot" Approach to Understanding Knowledge Sharing, *Nicoline Jacoby Petersen and Sille Østergaard*. Video-Views of Knowing in Action: Analytical Views "In Situ" in an IT Firm's Development Department, *Sisse Siggaard Jensen*. Complex Project Management in Small High-Technology Firms: Small Firms as Learning Models? *Mette Mønsted*. **Part IV: Reflections on Knowledge Management and Management Consulting.** Flaws in the "Engine" of Knowledge Creation: A Critique of Nonaka's Theory, *Stephen Gourlay and Andrew Nurse*. Ten Years of Knowledge Management: Ramifications for Consultants, *Nicolas Rolland, Alice Guilhon and Georges Trepo*. The Wonderful World of Knowledge Management: Does Knowledge Management Really Add Value? *Peter Holdt Christensen*. Knowledge and Consultancy. *Hans Siggaard Jensen*. Contributors.



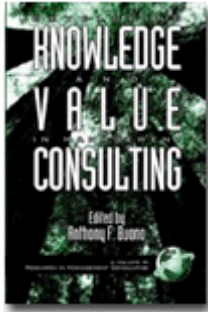
Enhancing Inter-Firm Networks & Interorganizational Strategies

Anthony F. Buono, Bentley University

2003. Paperback 1-59311-060-X 978-1-59311-060-4 \$45.99. Hardcover 1-59311-061-8 978-1-59311-061-1 \$85.99. eBook 9781607524908 \$65.

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.

CONTENTS: Introduction, *Anthony F. Buono*. Part I: Intervening in Mergers and Acquisitions. Making Mergers and Acquisitions Work: A Guide to Consulting Interventions, *Mitchell Lee Marks*. Teaching to the Issue: Human Resource Intervention in Mergers and Acquisitions, *Vicki Van Steenberg LaFarge, Aaron J. Nurick, Ellen Leiter and Anthony F. Buono*. Forging a Post-Merger Identity: Tough Work in the Executive Suite, *James Fairfield-Sonn*. What "Due Diligence" Really Means: Intangible Capital and Organizational Reality, *Judith Gebhardt*. Part II: Developing Strategic Alliances and Partnerships. Knowledge Transfer and Organizational Learning in Strategic Alliances, *Daniele Chauvel, Nicolas Rolland and Charles Despres*. Complex Learning Partnerships: Creating the Connections in International Alliances, *Iris Berdrow*. Dynamic Competition and Development of New Competencies: The Case of the Internet Consulting Industry, *Valerie Claude-Gaudillat and Bertrand V. Quelin*. Part III: Enhancing Inter-firm Networks. Reflexive Development of Inter-firm Networks: The Role of Managers and Consultants, *Joerg Sydow and Arnold Windeler*. Building Effective Innovation Networks: Enhancing Cooperation in Public-Private Partnerships, *Eric Davoine*. Corporate Venturing: Is an Acquisitive Strategy a Sustainable Pattern of R&D Externalization? *Michel Ferrary*. Creating a Collaborative Community of Management Consultants, *Janice Twombly and Jeffrey Shuman*. Building Sustainable Networks: An Action Research Strategy for Management Consultants, *Marilyn Harris and Guilan Wang*.



Developing Knowledge and Value in Management Consulting

Anthony F. Buono, Bentley University

2002. Paperback 1-931576-02-5 978-1-931576-02-4 \$45.99. Hardcover 1-931576-03-3 978-1-931576-03-1 \$85.99. eBook 9781607527787 \$65.

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.

CONTENTS: Introduction, *Anthony F. Buono*. **PART I: THE MANAGEMENT CONSULTING INDUSTRY.** Management Consulting for Client Learning: Clients' Perceptions of Learning in Management Consulting, *Andreas Werr and Hakan Linnarsson*. Knowledge Management in Action: A Study of Knowledge Management in Management Consultancies, *Nicoline Jacoby Petersen and Flemming Poulfelt*. The Limits of ISO9000 Consulting Methods, *Isabella Gouveia de Vasconcelos and Flavio Carvalho de Vasconcelos*. **PART II: TRENDS AND TECHNIQUES IN MANAGEMENT CONSULTING.** Executive Coaching as the Intervention of Choice for the Derailing Executive: Some Unanswered Questions, *James M. Hunt Joseph R. Weintraub*. Outsourcing Strategic Decision Making: Opportunity or Constraint? *Ginka Toegel*. Creating Collaborative Communities, *Jeffrey Shuman and Janice Twombly*. **PART III: REFLECTIONS ON MANAGEMENT CONSULTING.** Consultancy Foundations: Toward a General Theory, *Craig C. Lundberg*. Toward a Theory of Management Consulting: A Proposed Model and Its Implications, *C. Ken Weidner II and Eli E. Kass*. Functions and Roles of Management Consulting Firms, *Michael Nippa and Kerstin Petzold*. Huh and Its Variants: Signs of Potential Doom? *Susan M. Adams*. How to Understand Management and Change: Is the Actors' Logics System Analysis One Useful Answer? *Georges X. Trepo*.



Current Trends in Management Consulting

Anthony F. Buono, Bentley University

2001. Paperback 1-930608-18-7 978-1-930608-18-4 \$45.99. Hardcover 1-930608-19-5 978-1-930608-19-1 \$85.99. eBook 9781607525301 \$65.

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.



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