

# *Research in Management Consulting*

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*Series Editor:*

**Anthony F. Buono**  
*Bentley University*

**Mission Statement:** 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.

### **Current Trends in Management Consulting**

**2001**

Edited by **Anthony F. Buono**, *Bentley College*

The introductory volume in the Research in Management Consulting 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. The chapters offer ample insight into and differing perspectives on the multi-faceted world of management consulting.

**CONTENTS: Introduction.** *Anthony F. Buono, Bentley College.* **PART I: The Management Consulting Industry.** The Anatomy of Network Building in Management Consulting Firms, *Kari Lilja, Helsinki School of Economics and Flemming Poulsen, Copenhagen Business School.* The Role of Relational Expertise in Professional Service Delivery, *Kate Walsh, Cornell University.* Toward a Theory of Knowledge Arbitrage: Examining Management Consultants as Knowledge Arbiters and Arbitrators, *Matthew Semadeni, Texas A&M University.* **PART II: Trends and Techniques in Management Consulting.** Consulting and EQ: Enhancing Emotional Intelligence in the Workplace, *Aaron Nurick, Bentley College.* The Changing Role of Consulting in Project Management, *Hans Thamhain, Bentley College.* A System-wide, Integrated Methodology for Intervening in Organizations: The ISEOR Approach, *Henri Savall, ISEOR/University of Lyon, Veronique Zardet, ISEOR/University of Lyon, Marc Bonnet, ISEOR/University of Lyon, and Rickie Moore, E.M. Lyon/ ISEOR.* New Directions in Linking Research: Employee Satisfaction as an Outcome or Predictor? *Kyle M. Lundby, Questar, Krisofer J. Fenlason, 3M and Shon M. Magnan, Questar.* **PART III: Reflections on Management Consulting.** Change in Human Systems: From Planned Change to Guided Changing, *Kenneth W. Kerber, 3Com Corporation.* Transforming Consulting Knowledge into Business Fads, *Bertrand Venard, ESSCA.* Are We Producing Information Age Consultants? Reflections on U.S. Business School Course Offerings, *Susan M. Adams, Bentley College and Alberto Zanzi, Suffolk University.* **About the Authors.**

2001, ISBN 1-930608-19-5 Hardcover  
ISBN 1-930608-18-7 Paperback

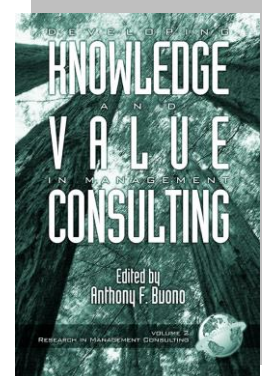
## Developing Knowledge and Value in Management Consulting

2002

Edited by **Anthony F. Buono, Bentley College**

The volume focuses on the processes and challenges involved in 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. The book's contributors explore the changing world of management consulting, examining a broad range of forces, pressures and changed 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, Bentley College.* **Part I: The Management Consulting Industry.** Management Consulting for Client Learning: Clients' Perceptions of Learning in Management Consulting, *Andreas Werr, Stockholm School of Economics and Hakan Linnarsson, Stockholm School of Economics.* Knowledge Management in Action: A Study of Knowledge Management in Management Consultancies, *Nicoline Jacoby Petersen, Copenhagen*



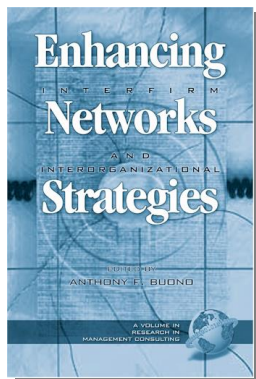
*Business School and Flemming Poulfelt, Copenhagen Business School. The Limits of ISO9000 Consulting Methods, Isabella Gouveia de Vasconcelos, Pontificia University Catolica and Flavio Carvalho de Vasconcelos, Escola de Administracao de Empresas de Sao Paulo. PART II: Trends and Techniques in Management Consulting. Executive Coaching as the Intervention of Choice for the Derailing Executive: Some Unanswered Questions, James M. Hunt, Babson College and Joseph R. Weintraub, Babson College. Outsourcing Strategic Decision Making: Opportunity or Constraint? Ginka Toegel, London School of Economics. Creating Collaborative Communities, Jeffrey Shuman, Bentley College and Janice Twombly, Rhythm of Business, Inc. PART III: Reflections on Management Consulting. Consultancy Foundations: Toward a General Theory, Craig C. Lundberg, Cornell University. Toward a Theory of Management Consulting: A Proposed Model and Its Implications, C. Ken Weidner II, St. Joseph's University and Eli E. Kass, St. Joseph's University. Functions and Roles of Management Consulting Firms, Michael Nippa, Freiberg University and Kerstin Petzold, Freiberg University. Huh and Its Variants: Signs of Potential Doom? Susan M. Adams, Bentley College. How to Understand Management and Change: Is the Actors' Logics System Analysis One Useful Answer? Georges X. Trepo, HEC School of Management. About the Authors.*

2002, ISBN 1-931576-03-3 Hardcover  
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## Enhancing Inter-Firm Networks and Interorganizational Strategies

2003

Edited by **Anthony F. Buono**, *Bentley College*



Interorganizational relationships – mergers and acquisitions, partnerships and strategic alliances, and networks of organizations – hold significant promise for gaining competitive advantage, leveraging critical capabilities, gaining access to new competencies, technologies and markets, enhancing innovation, and providing increased flexibility and agility. The effectiveness and ultimate success of these interorganizational forms, however, rests largely on collaborative efforts and coordinated activities across organizational interfaces – the difficulty of which is painfully apparent in the wake of all too many failed ventures. The volume contains twelve chapters that explore these challenges, providing an array of tools, techniques, processes and perspectives that can help managers, consultants and their organizations and clients to better

understand the dynamics underlying these interorganizational strategies, pointing to ways in which these inter-firm relationships can be strengthened.

**CONTENTS: Introduction.** *Anthony F. Buono, Bentley College. Part I: Intervening in Mergers and Acquisitions.* Making Mergers and Acquisitions Work: A Guide to Consulting Interventions, *Mitchell Lee Marks, Joining Forces.org.* Teaching to the Issue: Human Resource Intervention in Mergers and Acquisitions, *Vicki Van Steenberg LaFarge, Bentley College, Aaron J. Nurick, Bentley College, Ellen Leiter, Partners Home Care, and Anthony F. Buono, Bentley College.* Forging a Post- Merger Identity: Tough Work in the Executive Suite, *James Fairfield-Sonn, University of Hartford.* What “Due Diligence” Really Means: Intangible Capital and Organizational Reality, *Judith Gebhardt, Pepperdine University. Part II: Developing Strategic Alliances and Partnerships:* Knowledge Transfer and Organizational Learning in Strategic Alliances, *Daniele*

*Chauvel, ecKM/Marseille Provence Graduate School of Business* *Nicolas Rolland, CERAG-ESA University of Grenoble 2, and Charles Despres, ecKM/Marseille Provence Graduate School of Business*. Complex Learning Partnerships: Creating the Connection in International Alliances, *Iris Berdrow, Bentley College*. Dynamic Competition and Development of New Competencies: The Case of the Internet Consulting Industry, *Valerie Claude-Gaudillat, HEC School of Management and Bertrand V. Quelin, HEC School of Management*. **Part III: Enhancing Inter-firm Networks**. Reflexive Development of Inter-firm Networks: The Role of Managers and Consultants, *Joerg Sydow, Free University of Berlin and Arnold Windeler, Technical University of Berlin*. Building Effective Innovation Networks: Enhancing Cooperation in Public-Private Partnerships, *Eric Davoine, University of Mulhouse/ISEOR*. Corporate Venturing: Is an Acquisitive Strategy a Sustainable Pattern of R&D Externalization? *Michel Ferrary, Groupe CERAM Business School*. Creating a Collaborative Community of Management Consultants, *Janice Twombly, Rhythm of Business, Inc. and Jeffrey Shuman, Bentley College*. Building Sustainable Networks: An Action Research Strategy for Management Consultants, *Marilyn Harris, Human Systems Change Consultants/Central Michigan University and Guilan Wang, Central Michigan University*. **About the Authors.**

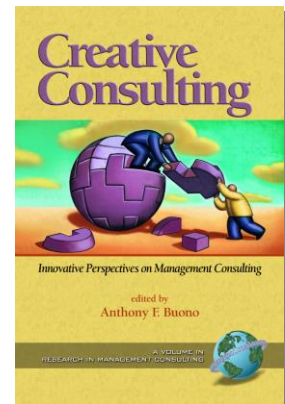
2003, ISBN 1-59311-061-8 Hardcover  
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## Creative Consulting: Innovative Perspectives on Management Consulting

2004

Edited by **Anthony F. Buono**, *Bentley College*

*Creative Consulting* explores the new corporate reality for management consulting, one of cutbacks and consolidation, with many traditional client firms even using centralized gatekeepers to control and limit the entry of management consultants. Although the industry has gone through such recessionary periods before, many analysts argue that fundamental change is taking place. Yet, despite these pressures and changes, there is still demand for highly useful, focused and meaningful consulting engagements. The volume presents 15 chapters that explore these challenges, focusing on positive and negative aspects of the management consulting industry itself, trends and techniques in management consulting, and reflections on consulting theory building and intervention. As the contributors underscore, management consultants and consulting firms are becoming increasingly creative in the ways in which they attempt to engage clients and in the range of interventions and approaches they use to facilitate client success.



**CONTENTS: Introduction.** *Anthony F. Buono, Bentley College*. **Part I: The Management Consulting Industry.** Management Fashion as Collective Action: The Production of Management Best-Sellers, *Timothy Clark, University of Durham*. The Social Construction of Global Management Consulting: A Study of Consultancy Web Presentations, *Jonas Bäcklund, Uppsala University and Andreas Werr, Stockholm School of Economics*. Selling Professionalism? Image Making in the Management Consulting Industry *Jacqueline Kam, Sheffield University*. Exploring Knowledge Issues in the Consulting Relationship: A Client-centered Perspective, *Gergana Todorova, Bocconi University*. Management Consultants as Agents of Homogenization:



Consulting Roles and Processes in Mergers and Acquisitions, *Bo Hellgren, Linköping University, Jan Löwstedt, Stockholm School of Economics, Janne Tienari, Lappeenranta University of Technology, Eero Vaara, E.M. Lyon, and Andreas Werr, Stockholm School of Economics*. **PART II: Trends and Techniques in Management Consulting.** Service Climate and Employee Satisfaction in Linkage Research: Which Matters? When and Why? *Kyle Lundby, Gantz Wiley Research and Kristofer Fenlason, Data Recognition Corporation*. Intervening in Virtual Teams: Lessons from Practice, *Kenneth W. Kerber, Kerber & Associates and Anthony F. Buono, Bentley College*. Successful Executive Coaching from the Consumer's Perspective: Adaptive and Developmental Learning, *James M. Hunt, Babson College*. Coaching Leaders in Transition: Lessons from the Field, *Robert Witherspoon, Performance & Leadership Development Ltd and Mark Cannon, Vanderbilt University*. Appreciative Inquiry as a Large Group Intervention: An Innovation in Organizational Consulting, *Peter F. Sorensen, Benedictine University and Therese F. Yaeger, Benedictine University*. **PART III: Reflections on Management Consulting.** Toward an Emotion Nuanced Sensemaking Perspective of Organizational Consulting: Consulting as Frame Sharing and Frame Changing, *Craig C. Lundberg, Cornell University*. Comparing Psychotherapists' and Change Agents' Approaches to Change: Reflections on Changing People and Changing Organizations, *Leon de Caluwé, Twynstra Group, Frans Que, Private Practice and Hans Vermaak, Twynstra Group*. The Transformative Approach, *Donizete Antunes, Warwick University*. Realities of Public Sector Consultation: Information Age Challenges in Government, *Alan M. Glassman, California State University, Northridge and Morley Winograd, University of Southern California*. Predicting and Enhancing Client Success, *James Ross Warren, Center for Collaborative Management*. **About the Authors.**

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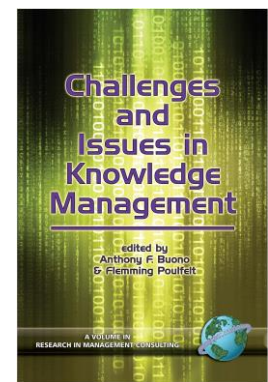
## Challenges and Issues in Knowledge Management

Edited by **Anthony F. Buono**, *Bentley College* and **Flemming Poulfelt**, *Copenhagen Business School*

*Challenges and Issues in Knowledge Management* presents sixteen chapters that focus 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. Emphasis is placed on how knowledge processes can be facilitated, leveraged and utilized in organizational value creation.

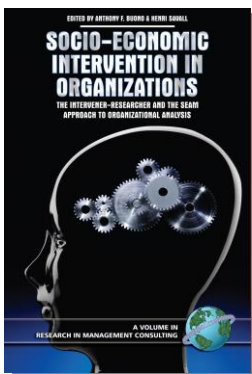
**CONTENTS:** **Introduction**, *Anthony F. Buono, Bentley College and Flemming Poulfelt, Copenhagen Business School*. **Part I: Knowledge Management and the Management**

2005



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

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## Socio-Economic Intervention in Organizations: 2007 The Intervener-Researcher and the SEAM Approach to Organizational Analysis

Edited by **Anthony F. Buono**, *Bentley College* and  
**Henri Savall**, *University Jean Moulin Lyon 3 and ISEOR*

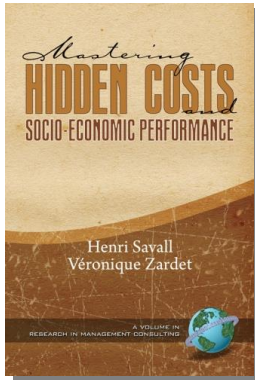
The volume begins with a chapter by Henri Savall, founder and director of the ISEOR Institute and creator of the SEAM methodology, that presents an overview of the development of the Socio-Economic approach to management, and its guiding frameworks and methodology. The

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.

**CONTENTS: Introduction.** *Anthony F. Buono, Bentley College.* ISEOR's Socio-Economic Method: A Case of Scientific Consultancy, *Henri Savall, University Jean Moulin Lyon 3 and ISEOR.* **Part I: SEAM Intervention in Organizations.** Developing Sustainable Performance in Small- to Medium-sized Industrial Firms: The Case of Brioche Pasquier, *Véronique Zardet.* SEAM in a Service Company: Developing Vigorous, Disciplined and Empowering Management, *Vincent Cristallini.* Orchestrating Compatibility between Art and Management: Socio-economic Intervention in a National Opera House, *Philippe Benollet.* From Managerial Trend to Permanent Change: Intervening in the Public Sector, *Olivier Voyant.* SEAM and Nonprofit Sports Clubs: Activating Intra-organizational Negotiation Piloting Levers, *Miguel Delattre.* Rebuilding the Identify of Chambers of Commerce and Industry: Reinforcing Legitimacy and Effectiveness, *Nathalie Krief.* **Part II: Cross-Cultural Interventions with SEAM.** Socio-Economic Intervention in Developing Countries in Africa and Asia, *Emmanuel Beck.* SEAM Small Business Consulting in New Mexico: The Theatre of Socio-Economic Intervention-Research, *David Boje, Mark E. Hillon & Yue Cai.* Bringing Socio-Economic Intervention to the United States: The Able Plastics Case, *Randy Hayes, Larry Lepisto, Kevin Love & Debra McGilsky.* Socio-economic Approach to Management in Mexico, *Margarita Fernandez Ruvalcaba.* Intervening in Multinational Corporations, *Henri Takaszka and Marc Bonnet.* **Part III: Issues and Challenges in SEAM Intervention.** Socio-Economic Intervention as Integrated Training for Intermediary Supervisory Staff, *Marc Bonnet.* Intervening in Small French Notary Publics, *Laurent Cappelletti.* Mastering Computer Technologies: Contributing to Research-Experimentation with Users and Computer Specialists, *Véronique Zardet and Nouria Harbi.* SEAM and Organizational Change: The Importance of Incorporating Quantitative and Qualitative Assessment, *Rickie Moore and Michel Peron.* SEAM in the Context of Merger and Acquisition Integration, *Anthony F. Buono and Henri Savall.* The Role of Socio-Economic Management in Enhancing Sales and Marketing Activities: A Comparative Case Study, *Isabelle Barth.* **Glossary. About the Authors.**

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## Mastering Hidden Costs and Socio-Economic Performance 2008

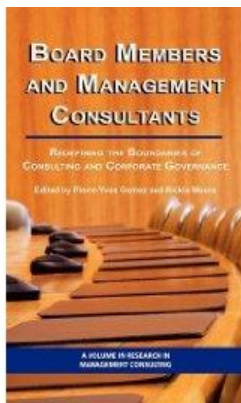
By **Henri Savall**, *University Jean Moulin Lyon 3 and ISEOR* and  
**Véronique Zardet**, *University Jean Moulin Lyon 3 and ISEOR*

Preface by **Anthony F. Buono**, *Bentley College*

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. 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. *Anthony F. Buono*. Acknowledgements. **Introduction**, *Henri Savall and Véronique Zardet*. **Part I: Hidden Costs Reduction and Socio-Economic Performance.** 1. The Origins of Hidden Costs. 2. Evaluating Hidden Costs. 3. The Sustainable Reduction of Hidden Costs. **PART II: Setting Up Socio-Economic Management.** 4. The Horivert Procedure. 5. The Socio-Economic Diagnostic. 6. The Socio-Economic Innovation Project. 7. Implementation. **PART III: Two Tools for the Customized Management of the Enterprise.** 8. Socio-Economic Management, Hidden Costs and the Periodically Negotiable Activity Contract. 9. The Strategic Piloting Indicator Logbook. **PART IV: Conclusion.** 10. Evaluation of Results. **Postscript.** **APPENDIX I:** The Research Work of the Socio-Economic Institute of Enterprises and Organizations (ISEOR). **APPENDIX II:** Summary Table of Studies Enterprises. **APPENDIX III:** Recommended Reading. **About the Authors.**

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## Board Members and Management Consultants: Redefining the Boundaries of Consulting and Corporate Governance 2009

Edited by **Pierre-Yves Gomez**, *E.M. Lyon* and **Rickie Moore**, *E.M. Lyon*

Preface by **Anthony F. Buono**, *Bentley University*

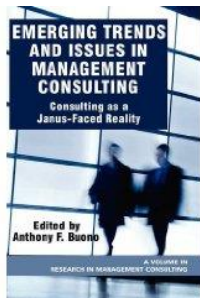
*Boards and Management Consultants* explores the growing complexity associated with the increasing demands on boards of directors and the challenges raised by evolving expectations of



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, a truly international group of experts, raise 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, Bentley University.* **Introduction.** *Pierre Yves-Gomez, E.M. Lyon and Rickie Moore, E.M. Lyon.* **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.** Lessons from Recent Litigation in the USA: How Corporate Directors Can Better Protect Themselves, *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 Riser.* **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 Gabrielsson and Alessandro Minchilli.* Boards of Directors in an Era of Corporate Scandal: An Examination of the Question of Motivation of Non-Executive Directors, *Pierre-Yves Gomez and David Russell.* Agency Theory Based Corporate Governance: 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.**

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

2009

Edited by **Anthony F. Buono**, *Bentley University*

The volume underscores that management consulting is a multifaceted field with a truly eclectic nature. Management consultants range from sole

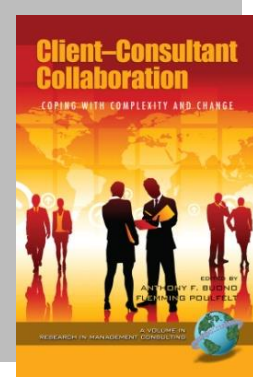
practitioners and those working in small boutique firms to members of global consultancies that literally span the world. Their interventions can consist of relatively simple, commonly available services focused on mid- to lower level organizational members, to those that are far more esoteric in nature, 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 book 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. The chapters, which capture the dual nature – the possibilities and challenges – associated with management consulting, add 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, Bentley University.* **PART I: THE MANAGEMENT CONSULTING INDUSTRY.** Exploring Knowledge Creation Pathways in Advanced Management Consulting, *Francesco Ciampi, University of Florence.* Models of Management Consulting: A Survey, *Ronel Erwee, University of Southern Queensland and Rene Malan, University of Southern Queensland.* Using Evaluation Research to Improve Consulting Practice, *Pamela Davidson, UCLA, Kurt Motamedi, Pepperdine University and Tony Raia, UCLA.* **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 Consultants, *Lisa Prior, Prior Consulting.* IT-Based Visualization Tools to Enhance Strategic Decision Making: A Case Study, *Steven T. Sonka, University of Illinois, Randall E. Westgren, University of Illinois and Donna K. Fisher, Georgia Southern University.* Initiating an Organizational Innovation: Influence and Persuasion Tactics used by Champions, *François Grima, University Paris 12 and RMS and Georges Trepo, HEC.* Organizational Change Management: When is a “Best Practice” Not Best for Practice? *Christine Baldy Ngayo, HEC.* Questions Before the Merger: Intervention Strategies and Behavioral Due Diligence, *Judith Gebhardt, USC.* **PART III: REFLECTIONS ON MANAGEMENT CONSULTING.** Sense and Sensibility in Managerial Advice, *Carlo Contino, Victim Support Foundation, The Hague and Frank den Hond, Vrije Universiteit.* Neurotic Styles of Management: Consultants Be Aware! *Kurt Motamedi, Pepperdine University.* Toxic Downsizing Inc.: Deconstructing a Dysfunctional Consultation, *Alan Goldman, Arizona State University.* **About the Authors.**

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## Client-Consultant Collaboration: Coping with Complexity and Change

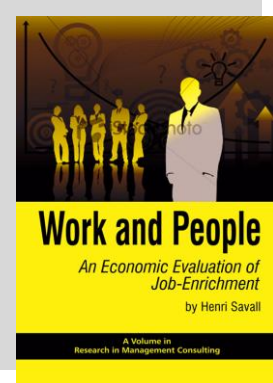
2009

Edited by **Anthony F. Buono**, *Bentley University* and  
**Flemming Poulfelt**, *Copenhagen Business School*

*Client-Consultant Collaboration* 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 chapter authors explore a broad range of questions and concerns that illustrate the scope and complexity of the consultant-client relationship. The chapters capture the richness and excitement that takes place not only in research on consulting but also in its application as the varied analyses of consulting in practice portray.

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

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## Work and People: An Economic Evaluation of Job Enrichment

2010

By **Henri Savall**, *University Jean Moulin Lyon 3 and ISEOR*

Preface by **Anthony F. Buono**, *Bentley University*

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 commitment 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 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. *Anthony F. Buono, Bentley University.* Foreword to the Second Edition, *H. Igor Ansoff.* Author's Preface to the Second Edition, Foreword to the First Edition, *Alain Bienaymé, Paris IX – Dauphine University.* Preface to the First Edition, *Jacques Delors, Paris IX – Dauphine University.* **INTRODUCTION:** Work and People in the Twenty-First Century: Origins and Development of the Socio-Economic Approach to Management. **INTRODUCTION to the Original Volume.** **PART 1:** The Problem of Job Design. **PART 2:** Experimental Solutions. **PART 3:** The Strategy of Change. **CONCLUSION.** About the Author.

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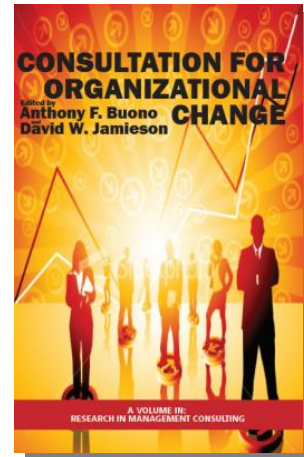


## Consultation for Organizational Change

2010

Edited by **Anthony F. Buono**, *Bentley University*  
and **David W. Jamieson**, *Jamieson Consulting Group Inc.*

The 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 Jamieson and Terry Armstrong.* Competencies of Management Consultants: A Research Study of Senior Management Consultants, *Léon de Caluwé and Elsbeth Reitsma.* Whole System Consulting, *Michael 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 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 Organization Change: A Belief System, Situation Centered, Sensemaking Perspective, *Craig C. Lundberg.* Consulting in the Fast-Lane, *Warner W. 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.**

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

2011

Edited by **Anthony F. Buono**, *Bentley University*, **Ralph Grossmann**, *University of Klagenfurt*, **Hubert Lobnig**, *Lemon Consultants*, and **Kurt Mayer**, *M/O/T School of Management, Organizational Development and Technology*

The 13<sup>th</sup> 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 Grossmann*. 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 Untermarzonner*. **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.**

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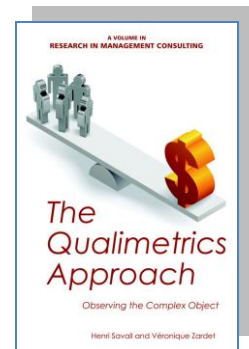
## The Qualimetrics Approach: Observing the Complex Object

2011

By **Henri Savall**, *University Jean Moulin Lyon 3 and ISEOR*, and **Véronique Zardet**, *University Jean Moulin Lyon 3 and ISEOR*

Preface by **Anthony F. Buono**, *Bentley University*  
**David Boje**, *University of New Mexico*

The volume is a translation and modest updating of Henri Savall and Véronique Zardet's original work on the "qualimetrics" approach, initially published in French in 2004. Much like we have done with Savall and Zardet's other works – *Mastering Hidden Costs and Socio-Economic Performance* (2008) and *Work and People* (2010) – an underlying goal is to continue to enhance our insights into the complexities and nuances associated with organizational life, helping to create a more comprehensive foundation for our insights into, work with, and intervention in organizations.



The impetus for this work emerged from Savall's belief that there is a double-loop 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, *David Boje*. Forward to the 2004 Edition. Acknowledgements. Introduction, *Henri Savall and Veronique Zardet*. Introduction to the 2004 Edition. *Henri Savall and Veronique Zardet*. **SECTION I: GENERAL PROBLEMS AND CRITICAL ANALYSIS OF METHODOLOGY.** Chapter 1: Principal Methods Utilized in Management Science Research. Chapter 2: Critical Analysis of Research Methodology. **SECTION II: A PROPOSED METHOD FOR RESEARCH CONSTRUCTION.** Chapter 3: The Interactive Approach of the Researcher-Strategist: Making Progress in Research Work. Chapter 4: Research Materials. Chapter 5: Construction of Knowledge and Research Results. Chapter 6A Practical Guide for Thesis Construction: Doctoral Student Piloting Indicators. **SECTION III: PERSPECTIVES FOR PROGRESS TOWARD IN-DEPTH AND UP-CLOSE OBSERVATION IN MANAGEMENT RESEARCH.** Chapter 7: In-Depth Scientific Observation. Chapter 8: Processing Qualitative Information. Chapter 9: Research in the Field: The Example of Intervention-Research. General Conclusion. **About the Authors.**

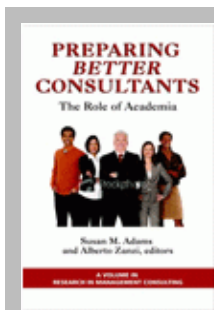
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## Preparing Better Consultants: The Role of Academia

2011

Edited by **Susan M. Adams**, *Bentley University* and **Alberto Zanzi**, *Suffolk University*



Preface by **Anthony F. Buono**, *Bentley University*

The 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. 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.

**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, *Dennis Hanlon and Tom Cooper*. 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 Socio-Economic 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 Bouwmeeste*. Academic Storytelling Consultancy Supporting a Local Arts Scene: An Agential Realist and Socio-Economic 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 Tulumieri*. Realizing Consultant Domain and Client Agenda, *Jean E. Neumann*. **About the Authors.**

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## An Evolving Paradigm: Integrative Perspectives on OD, Change, Strategic Management, and Ethics

2011

Edited by **Anthony F. Buono**, *Bentley University*

*An Evolving Paradigm: Integrative Perspectives on OD, Change, Strategic Management, and Ethics* was prepared specifically for Benedictine University's doctoral program in organization development (OD) and is composed of selected chapters from volumes in the RMC series. 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.



The volume is divided into three sections, with a mix of chapters by practical scholars and scholarly practitioners from the U.S. and abroad. Beginning with a look into the “dark side” of the management consulting realm, we begin with a cautious assessment of the dangers and limitations inherent in the consulting field, where ethical challenges and attempts at image management abound, and potentially useful interventions and frameworks are turned into fads and management fashion. The next section builds on these concerns, laying out the challenges we face, even when we are trying to be thoughtful and conscious about what we are attempting to do. An unpleasant reality is that there are numerous contextual factors and forces that as change agents we need to grapple with in our interventions. The volume concludes with a look to possibilities, integrative perspectives on the dynamics that permeate change and OD interventions, and how we might effectively deal with them.

**CONTENTS: Introduction, Anthony F. Buono. PART I: ENHANCING ORGANIZATIONS** **Constructive Intervention or Image Management?** Transforming Consulting Knowledge into Business Fads, *Bertrand Venard* (*Current Trends in Management Consulting*, 2001). Management Fashion as Collective Action: The Production of Management Best-Sellers, *Timothy Clark* (*Creative Consulting: Innovative Perspectives on Management Consulting*, 2004). Selling Professionalism? Image Making in the Management Consulting Industry, *Jacqueline Kam* (*Creative Consulting: Innovative Perspectives on Management Consulting*, 2004). **PART II: INTERVENTION CHALLENGES.** Predicting and Enhancing Client Success, *James Ross*

Warren (*Creative Consulting: Innovative Perspectives on Management Consulting*, 2004). The Fallacy of Simplistic Notions of the Transfer of “Best Practice,” Sue Newell (*Challenges and Issues in Knowledge Management*, 2005). Toxic Downsizing Inc.: Deconstructing a Dysfunctional Consultation, Alan Goldman (*Emerging Trends and Issues in Management Consulting: Consulting as a Janus-faced Reality*, 2009). Speculation on the Process and Practice of Organization Development in Hostile Environments, Thomas Head, Peter Sorensen, and Therese Yaeger (*The Changing Paradigm of Consulting: Adjusting to the Fast-Paced World*, 2011). **Part III: AN INTEGRATIVE PERSPECTIVE.** Inside the Client-Consultant Relationship: Consulting as a Complex Process of Relating, Stephen Billing (*Client-Consultant Collaboration: Coping with Complexity and Change*, 2009). Sharing Across Boundaries: The Dual Role of Being Both a Consultant and a Client, Susan Sweem (*Client-Consultant Collaboration: Coping with Complexity and Change*, 2009). Intervention and Organizational Change: Building Organizational Change Capacity, Kenneth W. Kerber and Anthony F. Buono (*Consultation for Organizational Change*, 2010). Consulting Processes for Organization Change: A Belief System, Situation Centered, Sensemaking Perspective, Craig Lundberg (*Consultation for Organizational Change*, 2010). **About the Editor.**

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## Facilitating Collaboration in Public Management

2012

By **Ralph Grossmann**, *University of Klagenfurt*, **Hubert Lobnig**, *Lemon Consultants*, and **Klaus Scala**, *University of Graz*, with the assistance of **Michael Stadlober**, *MelangeC Sustainable Consulting*

Preface by **Anthony F. Buono**, *Bentley University*

The 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 volume documents and illustrates, 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.

**CONTENTS:** *Preface, Anthony F. Buono. Introduction: Why Organizations Collaborate, Ralph Grossmann, Hubert Lobnig, Klaus Scala, and Michael Stadlober.* Chapter 1 – From Competition to Cooperation and Competition: Prerequisites for Successful Collaborative Ventures, Ralph Grossmann, Hubert Lobnig, and Klaus Scala. Chapter 2 – Collaboration in the Public Service Sector, *Ralph Grossmann and Michael Stadlober.* Chapter 3 – Organizational Consulting and Development, *Ralph Grossman and Klaus Scala.* Chapter 4 – The Conceptual Framework, *Ralph Grossmann and Hubert Lobnig.* Chapter 5 – Eight Cases of Networks and Collaboration, *Hubert Lobnig and the Research Team at iff oegd.* Chapter 6 – The Key Criteria for Success, *Ralph Grossmann and Hubert Lobnig.* Chapter 7 Organizing Cooperative Efforts: Being Successful in Practice, *Ralph Grossmann and Hubert Lobnig.* Chapter 8 – Insight from Consulting Experience: Reflecting on Other Case Work, *Hubert Lobnig and Ralph Grossmann.* Chapter 9 – Collaborative Mergers, *Klaus Scala and Michael Stadlober.* **APPENDIX. Bibliography. About the Authors.**

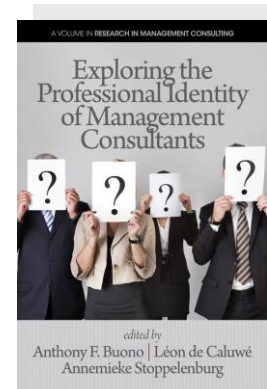
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## Exploring the Professional Identity of Management Consultants

Edited by Anthony F. Buono, *Bentley University*, Leon de Caluwé, *Twynstra Group*  
and Vrije Universiteit, and Annemieke Stoppelenburg.

2013

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 21<sup>st</sup> Century**, *J. Strikwerda*. **PART I: The Multiple Identities of Consultants**. **Consultant-Client Interaction: Shaping the Identity of Management Consultants**, *Anthony F. Buono and Flemming Poulfelt*. **What is the 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 Taminiau, Liselore Berghman, and Petra den Besten*. **PART II: Consultants as Agents of Change**. **Conceptualizing Developmental Space for Innovating Groups**, *Karin Derksen, Leon 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 Internal Field Order: Professional Associations as Standard Setters**, *Susanna Alexius and Frida Pemer*. **PART III: Acquiring and Disseminating Consulting Skills**. **Professionalizing Practices in Advisory Work: Presenting a Conceptual Approach to Study the Relations between Institutionalization, Reflective Learning, and Quality in Consultancy**, *Sonia van de Arend, Bertien Broekhans, and Sebastiaan Meijer*. **Teaching Consulting to Academics: Reflections on Professionals Supporting an Academic Program**, *Sebastiaan Meijers, Geert Roovers, Tanja Verheij and Ivo Wentzler*. **Skill Acquisition of Executive Coaches: A Journey toward Mastery**, *John Bennett and Kelly Rogers*. **Consultants' 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*. **PART 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: A Scandinavian Consulting Firm's Encounter with India**, *Flemming Poulfelt, Kåre Christansen, and Irene Skovgaard Smith*. **Executive Coaching: An Emergent Role for Management Consultants**, *John 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**.

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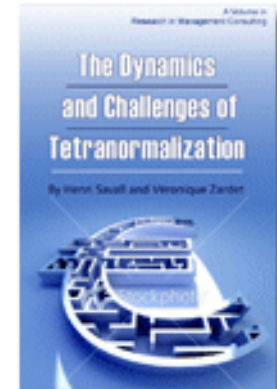
## The Dynamics and Challenges of Tetranormalization

2013

By **Henri Savall**, *University Jean Moulin Lyon 3 and ISEOR*, and  
**Véronique Zardet**, *University Jean Moulin Lyon 3 and ISEOR*

Preface by **Anthony F. Buono**, *Bentley University*

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 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. Moving beyond these challenges per se, the volume underscores 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 1<sup>st</sup> 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.**

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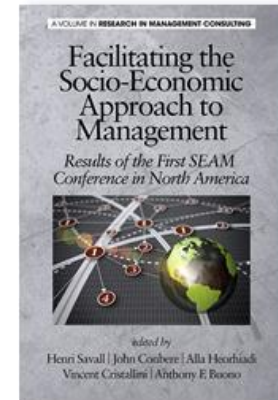
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## Facilitating the Socio-Economic Approach to Management: Results of the First SEAM Conference in North America

2014

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

This book is the 20<sup>th</sup> volume in the *Research in Management Consulting* series and the sixth major collaboration with Henri Savall, Veronique Zardet, and their team of intervener-researchers from the Socio-Economic Institute for Firms and Organizations (ISEOR) in Ecully, 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.



**CONTENTS:** Preface, *Anthony F. Buono*. Introduction, *Henri Savall and Michel Péron*. **PART I: THE SOCIO-ECONOMIC APPROACH TO MANAGEMENT.** The History of SEAM, *Marc Bonnet and Henri Savall*. The Taylorism-Fayolism-Weberism Virus, *Vincent Cristallini and Henri Savall*. Taylor's Illusion: An Historical Account of the Progression of the "TFW" Virus, *Alanna Kennedy*. Bringing SEAM to the United States, *John Conbere and Alla Heorhiadi*. **PART II: WORLDWIDE EXPERIMENTATION WITH SEAM.** The Socio-Economic Approach to Management within American Companies, *John Conbere and Tom Oestreich*. A Case Study of a Non-Profit Community Center, *Alla Heorhiadi, John Conbere, and Barbara Milon*. Socio-Economic Approach to Management within Mexican Public Organizations, *Raúl Arceo Alonzo, Martha Margarita Fernández Ruvalcaba, and Véronique Zardet*. Using SEAM as the Philosophical Basis for a Graduate Consulting Program: Employing Diverse Consulting Tools and Approaches, *Lawrence Lepisto and Randall Hayes*. SEAM Implementation in Mergers and Acquisitions, *Jean Caghassi*. A French Multinational Family Firm Case Study, *Amandine Savall*. An Approach to Socio-Economic Management Consulting in China, *Mark Hillon and Yue C. Hillon*. **Part III: BRIDGING SEAM WITH AMERICAN PERCEPTION.** The Art and Science of Revealing Strategic Value through SEAM, *Eric Sanders*. Advancing Research that Makes a Difference, *Peter Sorensen and Therese Yaeger*. Contribution of the Socio-economic Approach to Management to Updating Joseph Wharton's Legacy, *Gilles Guyot*. Deliberating Cost: Deliberative Practices in Qualimetrics and the Socio-Economic Approach to Management, *Robert P. Gephart, Jr.* Ante-narrative Spiral Approach to SEAM, *Rohny Saylor and David Boje*. Revealing the Unseen, Recording the Unheard, Enhancing the Intangible: The Ontological Aspects of Primordial Entrepreneurial Social Norms and Entrepreneurial Invariants, *Debra P. Hockenberry*. SEAM and Critical theory, *Chato Hazelbaker*. Why SEAM? *Susan Huber*. Conclusion: Final Conference Dialogue. SEAM General Bibliography. About the Contributors.

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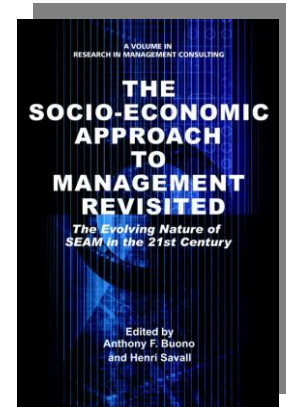
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## The Socio-Economic Approach to Management Revisited: The Evolving Nature of SEAM in the 21<sup>st</sup> Century

2015

Edited by **Anthony F. Buono**, *Bentley University* and **Henri Savall**, *University Jean Moulin Lyon 3 and ISEOR*

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 co-creating knowledge with client firms and organizations. The volume contains 18 chapters that capture the essence of this intervention framework and SEAM's evolution.

**CONTENTS:** Introduction, *Anthony F. Buono*. **PART I: THE SOCIO-ECONOMIC APPROACH TO MANAGEMENT: NEW INSIGHTS, NEW PERSPECTIVES.** Chapter 1 – Reflecting on SEAM in the 21<sup>st</sup> Century: New Ideas, New Advances, *Henri Savall* and *Véronique Zardet*. Chapter 2 – Reflecting on Conventional Wisdom: Learning from the Database, *Henri Savall* and *Véronique Zardet*. Chapter – In Search of Sustainable Firm Performance: The Socio-Economic Approach to Management Interventions, *Gérard Desmaison* and *Rickie Moore*. Chapter 4 – The Socio-Economic Approach to Management Control, *Laurent Cappelletti*, *Murray Lindsay*, and *Cécile Ennajem*. Chapter 5 – Socially Responsible Capitalism, *Henri Savall* and *Michel Péron*. Chapter 6 – The Importance of the Qualimetrics Measurement Methodology in Assessing the Impact of Socio-Economic Intervention, *Henri Savall*, *Robert Gephart*, and *Marc Bonnet*. **PART II: INTRA-ORGANIZATIONAL INTERVENTION: SEAM IN DIFFERENT CONTEXTS.** Chapter 7 – Economic Recovery: From Company Restructuring to Company Reconstruction, *Françoise Goter* and *Florence Noguera*. Chapter 8 – The Time Factor in Socio-Economic Interventions: Short-term *Versus* Long-term Performance, *Olivier Voyant*, *Alexis Roche*, and *Jérémy Clément Salmeron*. Chapter 9 – Becoming an Artist-Manager: The Managerial Learning of a Theater Director, *Isabelle Horvath* and *Nathalie Krief*. Chapter 10 – Enterprise Resource Planning: A Tool for Understanding Hidden Costs and Performance? *Nouria Harbi*, *Guy Saint-Léger*, and *Olivier Voyant*. Chapter 11 – The Challenge of a Mexican SME: Mastering Growth and Preparing the Business Transmission, *Véronique Zardet* and *Andry*

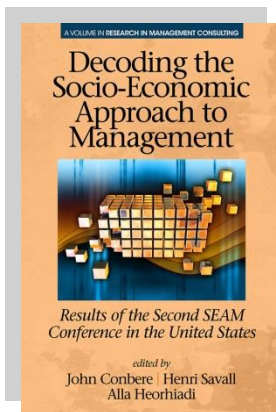
*Rasolofoarisoa. Part III: INTER-ORGANIZATIONAL INTERVENTION: APPLYING SEAM ACROSS BOUNDARIES.* Chapter 12 – Adaptation of HORIVERT to Architects, *Renaud Petit, Miguel Delattre, and Thibault Ruat.* Chapter 13 – Global-Local (Glocal) Creation of Value-Added, *Frantz Datry and Amandine Savall.* Chapter 14 – Cooperation across Hospitals: Enhancing Quality While Reducing Costs, *Marc Bonnet, Patrick Tabchoury, and Pierre Francois.* Chapter 15 – Cooperation for New Services for Disabled People, *Frantz Datry, Guillaume Fernandez, and Maité Rateau.* Chapter 16 – Steering Strategic Change within a Network of Competitive Agricultural Cooperatives, *Daniel Bonnet.* Chapter 17 – 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.* Chapter 18 – Public Service Modernization and Socio-Economic Performance, *Véronique Zardet and Samantha Rose.* SEAM General Bibliography. Glossary: SEAM-related Concepts and Terminology. About the Contributors.

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## Decoding the Socio-Economic Approach to Management: Results of the Second SEAM Conference in the United States 2015

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



Preface by **Anthony F. Buono**, *Bentley University*

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 focused 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. The different 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.* A Brief History of the TFW Virus, *Henri Savall.* **PART I: THE SOCIO-ECONOMIC**



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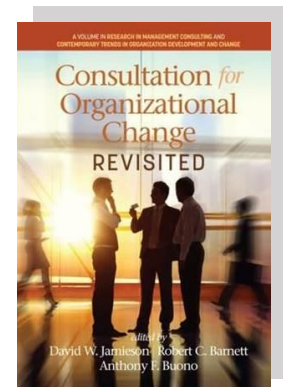
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## CONSULTATION FOR ORGANIZATIONAL CHANGE REVISITED

2016

Edited by **David W. Jamieson**, *University of St. Thomas*, **Robert C. Barnett**, *MDA Leadership Consulting*, and **Anthony F. Buono**, *Bentley University*.

Consulting *for* organizational change is a special type of management consultation in a complex field of endeavor. It requires a unique client-consultant relationship, a special set of consulting skills, an expertise in organizational



systems and significant human qualities. It is in high demand in a world full of change. It has also been changing with the unprecedented environmental shifts on the global organizational landscape. We know some things about what works and have some theory based on early organization models and situations, yet we have little evidence, new theoretical lenses nor proven practice methods.

This volume follows the 2010 *Consultation for Organization Change* with 14 chapters that explore the underlying processes involved with organizational change, the use of self in the change process, and reflections on consulting skills and methods for successful organizational change.

**CONTENTS:** Introduction, *David W. Jamieson, Robert Barnett, and Anthony F. Buono*. **PART I: THE PROCESS OF ORGANIZATIONAL CHANGE.** Chapter 1 Improving the Effectiveness of Planned Organizational Change, *Robert C. Barnett and Nancy Weidenfeller*. Chapter 2 A New View of Organization Development and Change Competencies: The Engage and Learn Model, *Christopher G. Worley and Susan Albers Mohrman*. Chapter 3 Adaptive Action: Changing Change Consulting, *Glenda H. Eoyang*. Chapter 4 Reframing the Resistance-Commitment Paradigm, *Ron Koller*. Chapter 5 Supporting Leaders in Transition: A Peripheral View, *Steven V. Manderscheid and Jean Ertel Davidson*. **PART II: THE USE OF SELF.** Chapter 6 The Critical Role of Use of Self in Organization Development Consulting Practice, *Leslie L. McKnight and David W. Jamieson*. Chapter 7 Mindfulness Based Consulting, *William T. Brendel*. Chapter 8 Consulting on a Tightrope: Meeting Client Requirements as a Balancing Act, *Eric Sanders*. Chapter 9 A Change Agent Compass for System Transformation: Harnessing the Use of Self, *Aremin Hacobian*. Chapter 10 Knowing Yourself as a Change Agent: A Validated Test Based on a Colorful Theory of Change, *Léon de Caluwé and Hans Vermaak*. **PART III: CONSULTING SKILLS AND METHODS FOR ORGANIZATIONAL CHANGE.** Chapter 11 Consulting In-the-Moment for Change, *Robert J. Marshak*. Chapter 12 Using Causal Loop Diagrams to Deal with Complex Issues: Mastering an Instrument for Systemic and Interactive Change, *Hans Vermaak*. Chapter 13 The Infinite Power of Polarities, *Jean Ertel Davidson*. Chapter 14 Materializing the Organization: The Role of Change Consultants in Processes of Objectification, *Irene Skovgaard Smith*. **About the Authors.**

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# STRATEGIC ENGINEERING OF THE REED: REFLECTIONS ON SOCIO-ECONOMIC STRATEGY AND IMPLEMENTATION

2107

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

Preface by **Anthony F. Buono**, *Bentley University*

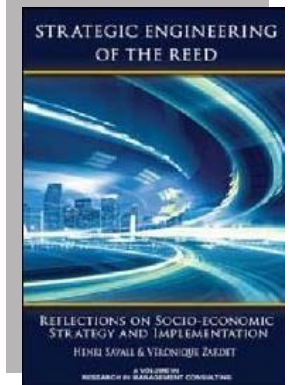
Foreword by **Serge Pasquier**, *Brioche Pasquier Group*

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.



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*Intervention Research: From Conceptualization to Publication*

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