



Summer 2018 AoM Management Consulting Division Newsletter

As we gear up for the 2018 Annual Meeting in Chicago, we have lots of exciting news from MCD.

From the Division Chair

Our Management Consulting Division is proud to announce you that we are ready to welcome you, MC members, current and prospective ones, in Chicago!

First of all, I would like to thank in person all the submitters, even those who were not accepted, for all the interest given to the Division. For those who have been accepted, welcome aboard fellows! If the program is announced to be a great success, it is due to the great quality of your submissions and the hard work made by our dear and faithful reviewers. So, the 78th Annual Meeting of Academy of Management is coming closer ... This year, we will explore the theme of "Improving Lives", in Chicago. What a beautiful opportunity to create and share knowledge to a theme that perfectly fit our division! Also, it's our pleasure and honor to welcome the Distinguished Speech of the Management Consulting Division that will be given next August by Pr. David Boje from New Mexico State University, USA, the founder of Storytelling approach. We are all looking forward to it!

It's also my duty and pleasure to invite all the members and their family and friends to participate to our traditional Dinner. This year, Dr. Rickie Moore, EM Lyon Business School, France, one of our most dedicated members and treasurer, has been chosen to give the speech. Can't wait to be there and to have this always pleasant moment together. If you want to be part of it, and I'm sure that it is the case, don't forget to inform us! Tonya and Eric, Program and

PDW chairs, have worked together greatly to find a great place for that evening. Thank you guys!

On a larger scale, I would like to highlight the strong dedication of our board members and representative-at-large who have devoted special time and effort this year to build a better communication system among the board and with our division members. As an example, a priority action plan was set last fall and many of the decided actions are already done or ongoing! Also, this second issue of our division newsletter is a great example of my team involvement. Thank you to Tonya, Eric, Jean, Nancy, Rickie, Rida, Uzonna, Jérémy, Emmanuel, Leslie, Meghan, and Soren. Chicago incoming conference wouldn't be the same without them!

Looking forward to welcome all of you in Chicago!

Dr. Amandine Savall
MC Division Chair

From the Program Chair

The program for this year's conference is shaping up nicely. We are pleased to offer a variety of paper sessions including topics like leading change, small and medium-sized enterprises, scholar-practitioner education, and a peek inside the archives of the Tavistock Institute. Please mark your calendars to attend the Members and Friends dinner on Sunday night, where our speaker will be Dr. Rickie Moore, a long-time pillar of the division and well-known international consultant. On Monday afternoon we will feature Dr. David Boje as our distinguished speaker. His talk is titled "**How Consultation Can Save Humanity from the Sixth Extinction Event**" and is sure to inspire discussion and deep thoughts.

Many thanks to the 99 people who signed up to review for our division. We were fortunate to have a new set of keywords applied to reviewer matching this year and look forward to your feedback on the process at the Business meeting in August. Speaking of the business meeting, we hope you will attend to hear the details of the selection process and congratulate this year's award winners!

We look forward to seeing you in August!

Dr. Tonya L. Henderson
Program Chair

From the PDW Chair

We are in for an exciting set of PDWs in the upcoming Annual Meeting in Chicago. First, thank you to all who submitted PDW proposals. We had many great submissions, but even less time on the program than last year, so choosing the presenters was a challenge. Thanks to those presenters who agreed to shorten their workshops so more scholar-practitioners could share their work. Thanks also to the review team that helped me.

And now about those PDWs that are on the program. They will engage everyone, whatever your academic and consulting interests. They run the gamut from strategy and change in academia to consulting in China; from harnessing paradoxical tension to the role of power in creating sustainability, and even how to improve lives through consulting in adversity. As you can see, you will find a way to improve your work and your own lives through attending these sessions! We look forward to your participation.

Eric Sanders, Ph.D.
PDW Chair

Our Distinguished Speaker: David M. Boje

Title: **How Consultation Can Save Humanity from the Sixth Extinction Event**



A moral reflexivity on consultation complicity with Sixth Extinction will widen the audience's ability to take intelligent public action in the face of the planetary boundaries for life on Earth. The Earth will survive, but in the 6th extinction scenario, it is doubtful that humanity will, unless we all stop rearranging the deck chairs on the great Titanic long enough to live within planetary boundaries. By developing counter accounts, hidden costs, and qualimetric consultation, we can join in producing transformative change that gives a 'true storytelling' of corporate social end planetary responsibility. Counter accounts are defined as alternative representations of organizations, industries or governance regimes. Hidden costs are produced beyond what is given to decision makers in corporate information systems. Qualimetrics is defined as the interplay of qualitative, quantitative, and financial methods. Consultation can take a quantum leap forward by moving from a 'humancentric' praxis to

one that is posthumanist. Posthumanist is defined as consulting for all species, rather than privileging only humanity. Each is a way of storytelling the collision course of humanity with planetary boundaries (no more clean water, breathable air, living soil, or enough biodiversity to support not only human life, but posthumanism (all life). There is an emergence of socioeconomic action that is in relation to alleviating the suffering of others, and the current 6th extinction that is now happening.

This is a session you won't want to miss!

Dr. Tonya Henderson
Program Chair

The Doctoral Consortium

Please join us at the MCD Doctoral Consortium on Saturday, August 11th, Hyatt Regency, 8:00-Noon, where we will explore the topic of identifying and leveraging disruption and transformation in the doctoral research process and in ourselves as researchers. Since disruptors

are a motivating force for changing what currently exists and what may seem to be going well, disruptive innovations and technologies will often create challenges, processes, and products with different values from what is considered the common and acceptable approach to long-term sustainability. According to Christensen, the Theory of Disruptive Innovation is a process that disrupts current technologies and management practices onto a path of different values, breakthrough technologies, and “something new” that persons may recognize as a displacement of what they currently use. Since the disruptive process happens over time and requires new models of understanding, the pending disruptions can be a surprise, or, better yet, systems can be informed by disruptive intelligence through research that expands perspectives and therefore increases the likelihood of understanding and leveraging such disruptive technological trends.

In this Consortium, we will explore new ways of dealing with disruption and transformation that inform new possibilities for research. How might we become more aware and comfortable with all the ways disruptive innovations and technologies might show up in the researcher’s efforts and methodology? For a doctoral student, a systems-oriented approach to disruption might involve understanding the chosen system (i.e., literature review), introducing a disruptor consideration (i.e., problem, purpose, and research question), collecting data on the feasibility, benefits, and limitations of the disruptor from literature, interviews, and/or secondary data; and a conclusion on the analysis of the disruptor’s influence. Come join us if you want to:

- Explore how research might be undertaken so as to leverage disruption and transformation that may occur naturally in the doctoral process;
- Identify practical ways to address disruption and transformation in the conceptualization of research, the design of methodology, and data analysis; and
- Increase your understanding about the application of 1st-, 2nd-, and 3rd-person inquiry practice as ways to manage disruption and transformation in the doctoral process

Warmly,

Nancy Wallis

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Chair, Doctoral Consortium

Members and Friends Dinner

As mentioned above, Rickie Moore will engage and entertain us with his comments at this year’s Members and Friends dinner. The venue will be [Harry Caray’s 7th Inning Stretch, Mag Mile](#) at Water Tower Place, in their Chicago Sports Museum called the [Hall of Legends](#). Caray was radio announcer for several baseball teams from 1945 until his death in 1998. He spent his last 25 years in Chicago, first with the Chicago White Sox for 10 years, and then was the voice of the Chicago Cubs for the rest of his life. He is credited for popularizing the “7th Inning Stretch” break in the ball game throughout his life, singing “Take Me Out to the Ball Game” for and with the crowd during his many years in Chicago.

Come join us for good drinks, good food and good company, along with some of Chicago sports legends' memorabilia at this year's Members and Friends Dinner. ***Please pre-register following the [Registration Guide](#) that Tonya graciously put together for us***, and see more details on the event at the [Members and Friends Dinner page](#) of our website.

On Chicago

After many years, the AOM Annual Meeting returns to Chicago. The Windy City (named for its politicians, as well as the weather by Lake Michigan), my home town, welcomes you!



For those who have not been to Chicago, you are in for a treat. There is great food, spectacular architecture, lots of entertainment and many wonderful museums. The [Art Institute of Chicago](#) (a personal favorite) was named the best museum in the world by TripAdvisor in 2017, and has been on their best list for four years in a row! It boasts a collection of Impressionist work even larger than that at the Musee d'Orsay in Paris (sorry my French friends)!

First, the AOM hotels are truly within walking distance of each other. They are in a relatively small block, right off Michigan Avenue (the main street of downtown), at the South end of the Magnificent Mile (a strip of great shopping and dining locations). Go to [TripAdvisor](#) for a well-chosen list of top attractions, most of which are within minutes of the hotels. In addition to those, here are some locations that only locals usually find:

- The lobby of the [Palmer House Hilton Hotel](#). It has a beautiful Renaissance-style vaulted ceiling and an excellent bar. This was the first luxury hotel in Chicago, and defined the style for those that followed. An interesting bit of trivia: it is where the brownie (a small chocolate pastry) was invented, to go into box lunches at the Columbian Exposition World Fair in 1893.
- [The Signature Room](#) on the 95th floor of the Hancock Building is a wonderful restaurant with a 360-degree view of the city and lake. If you don't want food, [The Signature Lounge](#) is a bar on the floor above the restaurant with the same view, just below the building's observation deck, and there is no charge for the elevator ride!
- [Navy Pier](#) is a former military installation turned into a Chicago landmark that is a must see. In addition to the shopping and dining, you can ride the Centennial Wheel (an updated Ferris Wheel, similar to the London Eye),



watch a movie in a giant IMAX theater or watch fireworks synchronized with music on Wednesday and Friday just after dusk. At right is a photo of the pier taken from the Signature Room.

- The best way to see Chicago's architecture is by boat. [Seadog Cruises](#) offers views from the Chicago River and Lake Michigan on a large speedboat. Get ready to have fun and probably get wet!

- The [Money Museum at the Federal Reserve Bank of Chicago](#) is nearby and is a must for those who love money (and who doesn't?). You can take your photo next to a million dollars (twice, once with singles and once with \$20s). Look for the Grand Watermelon, and learn the reason why the \$1000 bill is nicknamed a Grand.



- If you have the time, spend a day wandering the [Chicago Museum Campus](#), a group of museums including the Field Museum of Natural History, the Shedd Aquarium and the Adler Planetarium, not to mention Soldier Field (home to the Chicago Bears football team). Be sure to walk or drive out to the end of the peninsula, and if possible, walk around the planetarium so you can see up and down the entire lakeshore. The view of the city from there is stunning.



- Last, but not least, if you love music, Chicago is your place. For the best of blues, check out [Buddy Guy's Legends](#), about 5 minutes by cab from the hotels. For jazz, take a longer ride to the [Green Mill](#) in Lincoln Park. It has been a Chicago standard since the 1930s, and is a cool, intimate setting for good company and great music. I heard Diana Krall there when she was just launching her career, and have the autographed CD to prove it!

I could go on and on, but you get the idea. Plan ahead and get ready to have a great time in Chicago in August. Oh yeah, plan to attend a few conference sessions also. 😊

Eric Sanders
Chicagoan

MCD Election Results

We are pleased to announce the division's 2018 elections results.

Our incoming PDW Chair is Uzonna Olumba (term 8/15/2018 - 8/14/2019) and our three Representatives at Large are Rida Elias, Jeffrey R. Moore, and Richard Ledborg Hansen (terms 8/15/2018 - 8/14/2020).

Congratulations and Welcome aboard to our four new Executive members.

Though our Past Chair Soren Jensen did a great job setting up these elections, we had many IT issues this year so the participation rate was unfortunately quite low. We will do our best to improve the system next year so you can be more voting members.

Also, we are pleased to inform you that Soren was elected at the AOM Board of Governors. We wish him the best and will be so proud to have our past chair representing at the AOM level! Congrats Soren!

Current Consulting Issues:

The Toxic Triangle of Deficits: Emotional Abuse and Neglect in the Workplace Interview with Joost Kampen and Andre Henken

By Leslie L. McKnight, PhD

I had the honor and distinct pleasure of interviewing Joost Kampen and Andre Henken, two prominent OD consultants from the Netherlands. Our discussion centered on their research and practice of emotional abuse and neglect in the workplace. Joost has consulted in various industries in the public and private sector for over 35 years. He began his work and study of emotional abuse in 2005 with his PhD dissertation. He drew from the knowledge of child development literature and discovered that trauma from neglect and emotional abuse experienced by children is often experienced in the same way by members in uncaring and underperforming organizations. Andre Henken was appointed Dean of the Faculty of Applied Science and Technology at Utrecht University of Applied Sciences in 2009. Andre consulted Joost to analyze the root causes of an underperforming faculty. This was the start of a five-year process of OD interventions using the insights of neglectful parenting and child deficits. They conducted further research on OD interventions for organizational neglect at VU University Amsterdam and now have their own consulting practice.

From their combined research and practice, they created the Toxic Triangle of Deficits Model (Figure 1.). The Triangle is a model that helps organization members understand that the root causes of emotional abuse and neglect stems from patterns that cause organization disruptions. Examples of destructive OD can range from a merger, CEO changes, implementing the latest management fads or layoffs. The organization leader's response to this failing change is often destructive and impacts the organization followers. If the followers have suffered years of organization neglect they will be operating in a survival mode and their destructive followership can cause toxic behaviors such as counterproductive behavior or bullying. As a result, followers

are de-motivated and loose engagement when the psychological contract is broken, and they begin to care for themselves.

The Toxic Triangle of Deficits



Figure 1: The Toxic Triangle of Deficits Model

I was curious to know how Joost and Andre enter into an organization to identify and tackle emotionally abusive and negative behavior. They explained that many OD consultants focus on positive interventions, and in the Netherlands, a very small percentage of practitioner’s actually work with clients on systemic issues which are the root causes of toxic environments, emotional abuse and neglect. HR or senior managers that call Joost and Andre for OD interventions have read their work and are usually interested in organisational reality and the human side of management and behavior. Their approach to interventions is to analyze current patterns and behaviors in the organization and to diagnose the leadership style. They made it clear that during the engagement, consultants must maintain their external role as facilitators. Joost and Andre handle the coordination and facilitations of meetings with the managers and provide survey instruments to garner feedback and progress in the intervention. The manager’s responsibility is to diagnose member behavior and how it impacts others in the organization. Once the organization has been diagnosed with emotional abuse and neglect behaviors, the consultant’s goal is to work with the managers over an extended period of time to restore normalcy to the organization. They admit that it takes at least 5 years to recover to a normal situation and the intervention usually has 3 phases in the recovery process:

Phase 1- Restoring normal organizational life, managers introducing ‘orderliness, consistency and routines’. Rebuilding basic structures and functional relationships occurs in this phase. Managers are initiating structure and showing consideration, normalizing interactions at work in order to rebuild the foundation.

Phase 2- This is a sensitive stage. There is usually 40-50% turnover from direct supervisors and 30% from senior managers. Members are fired who don’t want to take responsibility for their task and social behavior. Focus is on appreciation of productive and supportive behaviors.

Phase 3- This is the normalcy stage where normal behaviors are stabilized. People are communicating their job in a good way. There is reciprocity again. Trust in leadership is established.

As we continued to talk, I was curious to know how consultant's and organizations realize their intervention was a success. Joost and Andre stated that you will know you have achieved success when new managers positively change the atmosphere. Leaders begin to take responsibility, and the right leaders are placed in the right positions. Support staff and departments are working in the right roles and not running the organization. Performance indicators are also administered to measure progress. Joost and Andre warned however that things will get worse before better it gets better, which is a part of the process. Upheaval is a sign of recovery. As a consultant you have to make a commitment to stick with your client throughout the process.

I concluded the interview with asking them what advice they would give to consultants interested in pursuing the work of addressing emotional abuse and neglect in organizations. They said consultants should do most of the work in the first phase. Traditional OD practice is to build a relationship with the client. In this work you need to be present without exhausting your own energy. You have to remain neutral. You also have to be able to cope with negativity and confrontation. Keep a professional distance. It's the same as abused youth; they don't trust you but don't let them escape from their responsibility. You have to protect yourself. Also, remain committed to the process even if the client wants to give up. Assignments can last up to 3-5 years. Within that time the organization will change with new managers, process, procedures, and relationships. Stay committed to the end.

I was inspired by Joost and Andre. It was apparent that they are very knowledgeable on how negative behaviors and chronic neglect can affect the morale and performance in organizations. They both possess the skills, savvy, and courage to confront those behaviors in a supportive and enduring manner. Their unique approach and the Triangle of Deficits Model will shed light on deep seeded issues in organizations and help members to heal and ultimately recover from their pain and past.

Joost Kampen is an OD practitioner with 35 years of experience, research fellow at VU University Amsterdam and lecturer at University of Twente, SIOO and Business School Netherlands. He is affiliated to Van de Bunt and works with both private and public sector organizations in the fields of public transport, aviation, banking, healthcare, secondary and tertiary education and government. In the past 15 years Kampen was consulted in some 150 cases of workplace abuse and neglect. <http://joostkampen.nl>

André M. Henken is an animal scientist by initial education. He lectured and did research at Wageningen University, the Netherlands. He was a senior Fulbright Scholar at the University of California, Davis (USA). He was Director of the EU Reference Center for Salmonella, Director of Public Health, Director of Nutrition, Medicines and Consumer Safety and Deputy Director General at the Dutch National Institute of Public Health and the Environment (RIVM, the Dutch CDC). He was Dean of the Faculty of Applied Science and Technology at Utrecht University of Applied Sciences. During his career he made a switch from Beta to Gamma science, from animal

science to organisational development studies, because he became and is intrigued by what happens, or does not happen, in organisations and how organisational development can be brought about. Especially tough issues, at the dark side of organisations, have his attention (vandeBunt.nl and andreHenken.nl).

Further reading:

Kampen, J. (2015). *Emotional abuse and neglect in the workplace: how to restore normal organizational life*, London, New York, Palgrave.

Kampen, J. and Henken, A.M. (2017). Organizational Neglect: The toxic triangle of deficits, *Organizational Dynamics*, no. 4, <https://doi.org/10.1016/j.orgdyn.2017.11.001>.