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Curriculum Vitae



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Biography

Flemming Poulfelt is Professor of Management & Strategy and Vice Dean at Copenhagen Business School. He holds a M.Sc. in Econ. from Copenhagen Business School and Ph.D. from CBS on the theme of Strategy and Change. He has held visiting positions at University of Southern California, Stanford University and University of New South Wales, Australia.

He is the author and editor of numerous articles and books on the subjects of strategy, professional service firms, change management, knowledge management, and management consulting. He is member of several editorial boards. He is a past chair of the Academy of Management's Management Consulting Division. He has received several awards.

He serves on various corporate boards of national and international companies. He acts as a consultant and he is a frequent presenter at seminars and conferences both in Denmark and abroad.

Publications

Books and contributions to books:

Managing the Knowledge Intensive-Firm (co-authors Nikolaj Ejler & Fiona Czerniawska). Routledge August 2011.

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Has published in both national and international journals as well as presented papers on national and international conferences.

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"Fem år med LOK forskningsprogram" *Ledelse i Dag*, no. 60, March 2005.

"Prisen på konsulenter" *Børsen*, March 18, 2005.

"Et godt råd til virksomhederne – om brug af konsulenter" *Erhvervsbladet*, March 17, 2005.

"Søren Kirkegaard og den gode leder" *Berlingske BusinessBøger*, December 15, 2004.

"Når ejerskabet giver problemer" *Berlingske Tidende*, November 17, 2004.

"Virksomhedsstrategi" (co-author Stig Hartmann) *LeadingCapacity*, November 2004.

"En succesrate på 50" *Berlingske BusinessBøger*, October 24, 2004.

"Strategisk spændingsroman" *Berlingske BusinessBøger*, September 22, 2004.

"Forskningsskabelsen – en definition" (co-author Kathrine Høeg). *LPF Nyt*, September 2004.

"Når de snavsede kopper bliver stående" *Berlingske BusinessBøger*, August 25, 2004.

"Viden er blevet et råstof" *Berlingske BusinessBøger*, June 16, 2004.

"Netværk som kapital" *Berlingske BusinessBøger*, May 26, 2004.

"Virksomhedsstrategi" (co-author Stig Hartmann) *LeadingCapacity*. 2004.

"Innovative Strategies in SMEs" (co-author Michael Jessen Holm) Paper presented at the XVIII RENT Conference, November 2004

"Professionalisme i bestyrelser søges" *Børsen*, October 15, 2004.

"From Fortitude to Fortune - Success from innovative strategies in SMEs". (co-author Michael Jessen Holm) Paper presented at Western Academy of Management, Alaska, April 2004

"Frihed til at vælge eller tabe". *Ledelse i Dag*, no. 56, March 2004.

"Den ledelsesmæssige mangelkamp" (co-author Kai Kristensen, Aarhus School of Business & Børge Obel, University of Southern Denmark) *Ledelse & Erhvervsøkonomi*, no. 2, 2004

"Med kurs mod det professionelle bestyrelsesarbejde" *Børsen*, February 13, 2004.

"Barrierer for videndeling" *Berlingske Tidendes Nyhedsmagasin*, no. 4 February 2-15, 2004.

"Pligten har afløst retten" *Berlingske Tidendes Nyhedsmagasin*, no. 2, January 19-25, 2004.

"Hvor går grænsen for aflønning?" *Berlingske Tidendes Nyhedsmagasin*, no. 36, December 15-January 11, 2004.

"Forretningsforståelse frem for alt" *Berlingske Tidendes Nyhedsmagasin*, no. 36, December 1-8, 2003.

"Med kurs mod videnledelse – i små og mellemstore virksomheder" (co-author Michael Jessen Holm, Copenhagen Business School), *Ledelse i Dag* no. 55, Winter 2003.

"Nye koste fejer bedst, men..." *Berlingske Tidendes Nyhedsmagasin*, no. 34, November 17-23, 2003.

"Søges: Den produktive leder" *Berlingske Tidendes Nyhedsmagasin*, no. 32, October 27-November 2, 2003.

"Forandringens vanskelige kunst" *Berlingske Tidendes Nyhedsmagasin*, no. 30, October 13-19, 2003.

"Et wake-up call til konsulentbranchen" *Berlingske Tidendes Nyhedsmagasin*, no. 28, September 29-October 6, 2003.

"The Editorial" *Ledelse & Erhvervsøkonomi*, no. 3, 2003.

"Er ledelse blevet ren retorik?" *Berlingske Tidendes Nyhedsmagasin*, no. 26, September 15-21, 2003.

"The Anatomy of Knowledge Management – A SME Perspective" (co-author Michael Jessen Holm) Paper presented at EGOS, Copenhagen July 3-5, 2003

"Videnledelse med maner!" (co-author Nicoline Jacoby Petersen, Copenhagen Business School) *Børsen*, March 14, 2003

"Brug af konsulenter - om bestyrelsens rolle" (co-author Jørgen Brask) *Børsens Bestyrelseshåndbog* no. 1, February, 2003

"The Editorial" *Ledelse & Erhvervsøkonomi*, no. 4, 2002.

"Paradoksernes paradys – et forsøg på at forny ledelsen på universiteterne" *Børsen*, December 13, 2002.

"Strategy in High-Growth SMEs – a qualitative study of six companies" (co-author Michael Jessen Holm, Copenhagen Business School). Paper presented at the LOK Research Conference. LOK Proceedings 2002

"Fokus på konsulenter – duer de?" *Virksomhedens Strategi & Ledelse*, no. 3, December 2002.

"Knowledge Transfer, Consulting Modes and Learning - Do the Codes of Conduct and Ethics Reflect Reality in Management Consulting" (co-author Marjatta Maula, Copenhagen Business School) in *Re-Imagining Business Ethics. Meaningful Solutions for a Global Economy* by M. Pava, & P. Primeaux (editors), Included in series Research in Ethical Issues in Organizations, 4, 2002

"Når ledelse bli'r strategisk" *Ledelse & Erhvervsøkonomi*, No. 1, 2002.

"Knowledge Management in Action – a Study of Knowledge Management in Management Consultancies" (co-author Nicoline Jacoby Petersen, Copenhagen Business School). Paper presented at the Academy of Management Meeting, Denver 2002

"Grænseløse ledelse – med ledelsespolitik på dagsordenen" *Lederne*, 2002.

"Viden og viden imellem – en analyse af videndeling i den danske managementkonsulentbranche" (co-author Nicoline Jacoby Petersen) Proceedings - LOK Research Conference, December, 2001.

"På sporet af en ledelsespolitik" (co-author Steen Hildebrandt, Handelshøjskolen i Århus) *Børsen*, August 24, 2001.

"Få styr på videnledelse!" (co-author Nicoline Jacoby Petersen) *Civiløkonomen*, no. 8, August 2001.

"Værktøj til anvendelse af konsulenter" *LeadingCapacity*, 2001.

"Anvendelse af konsulenter" *LeadingCapacity* 2001.

"The (R)Evolution of the European Management Consulting Industry!" Conference Proceedings. The International Conference of the Management Consulting Division, Academy of Management, Lyon, March 30-31, 2001.

"Signalement af videnledelse" (co-author Nicoline Jacoby Petersen) *LeadingCapacity* 2001

"Management: machinery or magic?" (co-author Hans Siggaard-Jensen) Paper presented at the European Academy of Management, Barcelona April 19-21, 2001.

"The Editorial" *Special issue of Ledelse & Erhvervsøkonomi on Knowledge Management and Management of Knowledge Processes*, no 1, 2001.

"The Anatomy of Networks in Management Consulting" (co-author Kari Lilja, Helsinki School of Economics and Business Administration). *The Finnish Journal of Business Economics*. No. 1, 2001

"På sporet af videnledelse" *Børsen*, January 23, 2001.

"Does Ownership Matter in Management Consulting?" Paper presented at the Management Consultants 2000 World Conference, October 2000, Berlin.

"Knowledge Transfer, Consulting Modes and Learning - Do the Codes of Conduct and Ethics Reflect Reality in Management Consulting" (co-author Marjatta Maula, Copenhagen Business School) Paper presented at the Seventh Annual International Business Ethics Conference, New York, September 2000.

"Strategiprocesser og videnoverførsel på grænsen til usikkerhedens innovative muligheder" (co-author Mette Mønsted), January 2000

"Management Consulting Research in Europe" (co-author Andreas Werr, Stockholm School of Economics), Copenhagen 2000.

"The Anatomy of Networks in Management Consulting" (co-author Kari Lilja, Helsinki School of Economics) Paper presented at the Academy of Management Meeting, Toronto 2000.

"The Editorial" *Special issue of Ledelse & Erhvervsøkonomi on Management, Organization and Competence in SMEs*, no. 4, 1999.

"Den foranderlige leder" *Effektivitet*, December, 6/99.

"Transfer of management knowledge between academics and practitioners" (co-author Søren Wenneberg) Paper presented at the IV ESA Conference: "Will EUROPE WORK", Amsterdam, August 1999

"The Management Consulting Market in Denmark" in *The Consultancy Field in Europe* (ed. Matthias Kipping & Thomas Armbrüster). EU project, June 1999.

"Perceptions on management consulting – myths or realities?" (co-author Kim Møller) Paper presented at the Academy of Management, Chicago, August 1999.

"Har Danmark en strategi for ledelsesforskning?" (co-author Steen Hildebrandt, Aarhus School of Business).

Børsen, August 1999

"Konsulentrollens anatomi" *Nordiske Organisasjons Studier*, no 1. August, 1999.

"Strategy Processes at the Boundary of the Unknowable - Managing Uncertainty in High Tech Firms" (co-author Mette Mønsted) Paper presented at the Strategic Management Society Conference, Orlando November 1998.

"Transplant Surgeons, Magicians or Interpreter - Change strategies among management consultants" (co-authors P.O. Berg and Guje Sevón). Paper presented at a Conference on Organization Research, Stanford University, September 20-22, 1998. Konsulent. Den Store Danske Encyklopædi. København 1998.

"Outsourcing som ledelsesfilosofi - et konsulentperspektiv" *Ledelse & Erhvervsøkonomi*, no. 2, 1998.

"Legitimacy and Knowledge – Implications for Consultants in Projects under High Level Uncertainty. Dilemmas in Communicating about Uncertainties in Management and Consultancy" (co-author Mette Mønsted) Paper presented at the Conference on: Uncertainty, Knowledge and Skill, Limburg University, November 1997.

"Udfordringer til ledelsen af professionelle servicevirksomheder. Virksomhedens Strategi & Ledelse" *Børsen*, December 1997.

"Professionel Ledelse?" *Ledelse & Erhvervsøkonomi*, no.1, 1997.

"Status på strategi: Nyttet det? – En analyse af danske virksomheders strategiproceser" (co-author Henrik Havmose) in *Spørgsmål om Ledelse*, ed. by Mette Mønsted & Flemming Poulsen, 1997.

"Ethics for Management Consultants, Business Ethics" *A European Review Vol. 6. no. 2*, April 1997.

"Sådan styrkes rådgivningen - gode råd til rådgivere" *Hyologisk no. 6*, 1996.

"Value Adding Consulting through Learning Relationships" (paper presented at the Management Consultants World Conference, Yokohama, September 1996).

"The Pivotal Task of Managing Professional Service Firms" Paper presented at the Euroconference, Porto September 1996.

"Exploring Network Linkages of Management Consulting Firms: The Role of Operating Modes". (co-author Kari Lilja, Helsinki School of Economics) May 1995

"Management Consultancy Networks: Value Adding for Whom?" (co-author K. Lilja, Helsinki School of Economics and R. Taino, Helsinki School of Economics). January 1995

"How to Strike an Ethical Balance? – The Case of Management Consultants" Paper presented at the International Academy of Business Disciplines Meeting, Los Angeles, April 1995 (included in Abbass F. Alkhafaji (ed.) Business Research Yearbook Global Business Perspectives, publication of the International Academy of Business Disciplines, 1995).

"Sustaining as a Service Company" *Bilateral*, December-January 1995.

"Den Etiske Konsulent" *Ledelse i Dag*, no.16, 1995. 4.årgang. no. 4, pp.16- 23.

"Perceptions of Management Consultants: A Client and Consultant Perspective" *Scandinavian Journal of Management*, Vol. 10, No.4, 1994 pp. 421-436 (co-author Adrian Payne).

"When Management Consultants Add Value" *Bilateral*, June 1994, pp.26-27.

"Developing an International Presence – Key Issues for Management Consulting Firms" (co-author Adrian Payne, Cranfield School of Management) Paper presented at the Academy of Management Meeting 1994.

"Management Consultants - The Danish Experience" (co-author A. Payne, Cranfield School of Management) Paper presented at the Sixth European Business Ethics Network Conference, Oslo, September 1993

"Management Consulting and Training" Paper presented at the Management Consultants 1993 World Conference, Rome, May 1993.

"M&A - Recepten i professionelle servicevirksomheder, *Ledelse og Erhvervsøkonomi*, no. 1, 1993 (received the Erik Johnsen Award for best article published in 1993).

"The Pathology of M&A in Professional Service Firms" (co-author Adrian Payne, Cranfield School of Management). Paper presented at the Strategic Management Society Conference, London, October 1992

"Marketing of Management Consulting Firms: Towards a Relationship Marketing Approach" (co-author A. Payne, Cranfield School of Management) Paper presented at the Academy of Management Meeting and received Best Paper Award. Las Vegas, August 1992, published in Best Paper Proceedings 1992.

"Increasing the Effectiveness of Mergers and Acquisitions within the Management Consulting Industry" (co-author A. Payne, Cranfield School of Management) Paper presented at the Academy of Management Meeting, Miami, August, 1991

"Managing Professionals - some Dilemmas in Management Process" Paper presented at the British Academy of Management Seminar, Cranfield, February, 1990.

- "Who's the Owner? Who's the Boss?" *Journal of Management Consulting*, Vol 5, No 4, pp. 50-54, 1990,
- "Trends in the Future Ownership of Management Consulting Organizations" Paper presented at FEACO Management Consulting Conference, Copenhagen, May 1989.
- "Styrkelse af ledelseskapaleten gennem anvendelse af konsulenter" *Ledelse & Erhvervsøkonomi*, 1989, pp. 99-104.
- "Konsulentens international" *Civiløkonomen* no. 7/8, 1987.
- "Professionalizing a Profession Increasing the Competence of Management Consultancy" (co-author P.O. Berg) *Consultation: Vol. 5, no 4*, pp. 258-272. 1986,
- "Towards a Theoretical Framework of Management Consultancy" *Consultation*, Vol. 5, no 2, pp. 83-92. 1986,
- "Konsulentrollens perspektiver" *DataNytt*, no. 2, pp. 20-22. 1985,
- "In Search of..." *Civiløkonomen*, no. 6, 1985.
- "Signalement af konsulentområdet" *Civiløkonomen* no. 4, pp. 6-10. 1985.
- "Hva' mæ kulturen?" *Civiløkonomen* nr. 7, 1984.
- "Strategisk Personaleledelse" *IP Information* no. 3, 1980.
- "En platform for projektledeelse" *Erhvervsøkonomisk Tidsskrift* no. 2, pp. 113-122. 1980.
- "Adfærdsteoriene". *Erhvervsøkonomisk Tidsskrift* no. 2, pp. 243-260. 1979.
- "80'ernes ledelse" *Erhvervsøkonomisk Tidsskrift* no. 1, pp. 51-64. 1979.
- "Styring af forandringer" *Erhvervsøkonomisk Tidsskrift* no. 2, pp. 109-124. 1977.
- "Personlig konsulentstrategi" (co-authors Jens Allin Hansen, Henning Jacobsen, Niels Kjærsgaard Johansen, Erik Johnsen). *Erhvervsøkonomisk Tidsskrift* no. 2, pp. 163-182, 1975,
- "Situationsorienteret planlægningsapproach" (co-author Niels Kjærsgaard Johansen) *Erhvervsøkonomisk Tidsskrift* no. 2, pp. 77-98. 1975.
- Reports on service industry analyses:**
- Potentialer og barrierer – virksomheders anvendelse af konsulenter i forandringsprojekter* (co-author Rex Degnegaard, Copenhagen Business School and Dansk Industri). Juni 2006.
- Videnledelse i vidensamfundets virksomheder*. (co-author Jan Mouritsen & Kirsten Flagstad, Copenhagen Business School). Danmarks Erhvervsråd. Marts 2005
- Managementkonsulenter – kortlægning af en branche i vækst*, Erhvervsfremmestyrelsen 1999.
- Management-konsulentbranchen i Danmark 1994 – som konsulenterne og brugerne ser den*. FMK, 1994.
- Profil af revisors rådgivning 1991*. FSR, 1991.
- Profil af managementkonsulentbranchen i Danmark – anno 1990*. FMK 1991.

Management Consulting: An Analysis of Unregulated Professional Markets – the Case of the Scandinavian Management Consultants, CBS, 1990.

In addition to the list above a vast number of research papers, newspaper articles, interviews, notes and memos have been produced.

Awards

The MCD, AOM Leadership Award 2007.

The Management Consulting Division Leadership Award, 1995-2000 within the Academy of Management, US, 2000.

The FUHU-Fulbright Senior Scholar Award 1994/95.

The Erik Johnsen Award for best article published in *Ledelse & Erhvervsøkonomi* 1993.

Best Paper Award at the Academy of Management Meeting in 1992 within the Managerial Consultation Division, US.

Research Interests

Current research interests include a broad range of managerial issues within professional service firms or knowledge intensive firms, knowledge management, management consulting, service management and strategic management. Has conducted research on a number of professional service industries both from a national as well as an international perspective. Is currently undertaking a research project focusing on the conditions for managing professional service firms and knowledge-based firms, a project focusing on the development of an interdisciplinary platform for management and leadership research. Has been involved in a project on the production and consumption of management knowledge focusing on the interaction between management consultants and private and public organizations and its significance for power, and a Scandinavian project on the learning and value from using consultant. Has been conducting a project focusing on innovative strategies in growth companies in Danish SMEs. Has recently finalized a project on value creation in professional service firms. Is currently involved in research on managing professional service firms and professionals and a research project on disruptive strategies.

Has received research grants from the Danish Research Council several times. Was the coordinator of a major research application in 1998 (USD5½ mill.) within LOK (Ledelse-Organisation-Kompetence/Management-Organization-Competence) focused on SMEs. The LOK program comprised 15 research projects and involved more than 50 researchers at Copenhagen Business School, the Aarhus School of Business, Aalborg University and South Danish University. The program was successfully finalized in 2006.

Has been undertaking various research projects with researchers from national as well as international institutions.

Teaching interests

Has developed and is currently responsible for the following courses at the international M.Sc. program at the Copenhagen Business School:

- Business Development
- International Management Consulting
- IMM Strategy Project.

Previous M.Sc. courses include:

- Managing Professional Service Firms
- Service Management
- Business Strategy

- Consulting Skills
- Methodology.

Has been the developer of the M.Sc. program in International Marketing and Management (offered for national and international students).

Is responsible for the Leadership Program at the Executive MBA Program at CBS. Has been course responsible for the MBA course: Firms in Network and Strategic Alliances. Has taught at the MBA course International Marketing and at the MPA course on Knowledge Management. Has been actively involved in a new Master of Knowledge Management at CBS.

Teaches on a wide number of executive programs for international companies.

Has been teaching on several courses on management, organization, strategy and consulting.

Has developed extensive teaching material (teaching notes, compendiums, and cases).

Has been teaching at the Copenhagen Business School since 1971 at the Undergraduate Programs, the Master Programs, Ph.d. Program and Executive Programs. Has also taught courses and programs at University of Southern California, US, Cranfield University, UK, University of Hertfordshire, UK, University of Durham, UK, China Europe International Business School (CEIBS), University of Sydney, Australia, University of Lugano, Switzerland, Lund University, Sweden, University of Iceland, Copenhagen University, the Aarhus School of Business/Aarhus University, the Business School of Southern Jutland, University of Southern Denmark, Roskilde University and Aalborg University.

The teaching experiences include a broad range of activities from traditional lectures, dialogue teaching, projects and project group advising and advising students writing their Master thesis.

Has been the adviser for Ph.D. students. Has been the official opponent and on several committees for evaluating Ph.D. dissertations and doctoral dissertations both in Denmark, Scandinavian and Europe. Serves as an external examiner at Hertfordshire University.

Has been on several selection committees for Ph.D. scholarships, assistant professorships, associate professorships and full professorships.

Administrative Experiences

Research director of the strategy group at the Department Management, Politics & Philosophy (2002-2004). Member of the board of the Department of Management, Politics & Philosophy, CBS (1995-2003). Member of the Faculty Committee at the Faculty of Economics and Business Administration at CBS (1996-99). On the International Committee at CBS (1988-1998). Has been the Copenhagen Business School's representative in the Inter-faculty group on Business Strategy in CEMS (Community of European Management Schools) and in European Foundation for Quality Management. Has been the Director of the M.Sc. Study Committee (1992-94) and has formerly been the chairman of the HA Study Committee (1977-79). Was the Head of the Management Research Institute, CBS (1981-85) and on the board of Management Research Institute (1991-94). Has been on several other committees at the business school and professional committees outside the business school.

Editorial Boards

Member of the editorial board of Graziadio Business Report (since 2008), European Business Forum (since 2005). Member of the JMI (Journal of Management Inquiry). Reflections on Experience Review Board (since 2004). Member of the Editorial Board of Revue Sciences de Gestion (since 2004). Co-editor of the International Journal of Leadership

Education (since 2003). Lead-editor of *Ledelse & Erhvervsøkonomi* (since 2003), co-editor (since 1998) and has also been reviewer. Has been an associate editor on *Scandinavian Journal of Management* (1989-2002). Was on the editorial board 2002-2004. Is also a reviewer. Has been on the editorial board of *Consultation - An International Journal*. Serves as guest reviewer for *JMP: Journal of Managerial Psychology* (since 2005). Has been and is reviewer on a number of other international scientific journals. Often reviewer on international conferences. Has been reviewer for several National Research Councils in Scandinavian.

Committees

Member of Erhvervsforskerudvalget from 1.01.08 (Committee for Industrial Ph.d. Research).

Chairman of Oscar Silléns Award Committee for best doctoral dissertation in Sweden (since 2008).

Chairman of DEA's (Danish Business Research Academy) Erhvervsforskningsbarometer.

Member of FUHU's Committee for the Tietgen Award.

Chairman of Region Midtjyllands tænketank om ledelsesudvikling (a think tank on managerial development).

Chairman of the Danish Management Consulting Award (since 2003).

Chairman of the Danish committee for the Annual National Research Communication Award (2006-2009)

Chairman of the academic board at HIH (Handels- og Ingeniørhøjskolen i Herning) 2000-2005.

Member of the committee awarding the best CIO in Denmark in 2010.

Member of the Expert Committee on Services formed by the Ministry of Trade and Industry, 1999-2000.

Academic Societies

Member of the Management Consulting Division within the Academy of Management (US) and has served as the European representative on the Executive Committee of the Management Consulting Division. Was responsible for the pre and post convention program (as Program Chair Elect 1995/96) within the Management Consulting Division in Cincinnati, August 1996. Served as the Program Chair (1996/97) within the Management Consulting Division, the Academy of Management, U.S.A., for the program in Boston 1997. Was the 1998/1999 Division Chair within the Management Consulting Division, Academy of Management. Served on the Academy of Management's Division Review Committee 1999. Member of the International Theme Committee since 1999 and was the ITC Program Chair in Denver 2002 and Seattle 2003. Was the Academy of Management's Program Chair for the IFSAM conference in Gothenburg July 2004. Organized the AOM MCD Conference in Copenhagen 2007.

Is a member of Academy of Management, Strategic Management Society and Nordisk Företagsekonomiska Förening. Member of ECSB (European Council for Small Business).

Has initiated Det Danske Ledelsesakademi (Danish Academy of Management) in Denmark.

Consulting Experience

Has extensive consulting experience from a large number of projects within private companies, public organizations and professional associations. The assignments include corporate strategy, service development, management development, consulting skill development, and industry analysis.

Takes an active part in developing and conducting training programs for companies and professional associations, national as well as international. Frequent presenter and facilitator at seminars and conferences.

Has been holding positions on several boards of directors. Is currently on the board of: Artex Byggeentreprise A/S, Mobilethink A/S, MobilePeople A/S, Board Governance A/S, J.B.Contractors A/S, Communique A/S, Oxford Research A/S and Selvstændighedsfonden /Young Enterprise.

Education

Ph.D. in 1977 from Copenhagen Business School

M.Sc. Econ. 1973 from Copenhagen Business School

Dissertation: *Studie i forandringsprocesser og teorier - En situations- og ledelsesorienteret fremstilling. 1976.*

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