



**Copenhagen  
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## Curriculum Vitae



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## Biography

Flemming Poulfelt has been 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, US, Stanford University, US and University of New South Wales, Australia.

From January 1, 2019 he was appointed Professor Emeritus at Department of Management, Politics & Philosophy, Copenhagen Business School.

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 has been 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:

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”Organisationsudvikling i Grunnet og Svendsen” in *OU 74.* Statens Teknologiske Institut, Oslo 1974.

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

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“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).

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“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.

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"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**

Awarded Order of the Dannebrog (**R.**). March 21, 2014.

Academic Fellow, ICMCI, 2013.

DSEB Research Dissemination Prize 2013.

The Passion Award. 2012.

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, research on global leadership (within the frame of Global Leadership Academy) 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-OrganizationCompetence) 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 taught at the following courses at the international M.Sc. program at the Copenhagen Business School:

- Business Development
- Management Consulting
- International Management Consulting
- IMM Strategy Project.
- Managing Professional Service Firms
- Service Management
- Business Strategy
- Consulting Skills
- Problem solving & Methodology

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

Has been 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 and customized company programs (for Danish as well as international companies).

Has 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), China, University of Sydney, Australia, University of Lugano, Switzerland, Lund University, Sweden, University of Iceland, 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.

Is the adviser for several 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. Has served as an external examiner at Hertfordshire University.

Has been on several selection committees for Ph.D. scholarships, assistant professorships, associate professorships and full professorships in Denmark as well as abroad.

### **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**

Editor of Børsen Handbook (now Børsen Management) of Strategy & Management since 2012. 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). Led editor of Danish Journal of Management & Business (2003-2014), 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 at international conferences. Has been reviewer for several National Research Councils in Scandinavian.

## **Committees**

Member of Erhvervsforskerudvalget 1.01.08-31.12.13 (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).

Member of RSDG scientific committee, ISEOR, Lyon.

Chairman of the Danish Management Consulting Award (2003-2011).

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 and organized several conferences since 2006.

## **Consulting and Board 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 more than 25 board of directors. Is currently on the board of Oxford Group A/S, Juhler Holding A/S, Temp-Team A/S, Temp-Team Norway AS, Convision A/S, Leapeo Aps., Cotes A/S and Valuer A/S.

## **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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