



**Copenhagen
Business School**
HANDELSHØJSKOLEN

Curriculum Vitae



Flemming Poulfelt
Professor Emeritus
Copenhagen Business School
Mobile +45 40 45 95 40
E-mail: poulfelt@cbs.dk

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:

Strategi – Sådan skabes værdi i en volatil verden! L&R Business/Akademisk Forlag Business. 2.edition. August 2023 (co-author Michael Moesgaard Andersen).

How to Lead Academic Departments Successfully? Edward Elgar Publishing 2021 (co-authors Adam Lindgreen, Alan Irwin & Thyra U. Thomsen). Hard copy in 2021 and paperback in 2022.

Efterskrift til Fodbold A/S. In Michael Moesgaard Andersen & Johan Moesgaard Andersen *Fodbold A/S*. Turbine 2021. s.326-330

Management Consulting Today and Tomorrow – Perspective and Advice from Leading Experts. 2nd Edition. Routledge 2018 – 452 pages (co-editor Thomas H. Olson)

Global Mindset at the Top of the Pyramid. In *New Frontiers of Global Management* (Rikke Kristine Nielsen & Alan Bird, Eds.). 2017 (forthcoming).

Larry E. Greiner: Actionable Knowledge in Action (co-author Anthony Buono). Chapter in *The Palgrave Handbook of Organizational Change Thinkers*. Palgrave 2017.

Nordic Corporate Governance - An extensive in-depth study of corporate governance and board practices in 36 large companies. SSE Institute for Research. October 2016 (co-authors Sven-Erik Sjöstrand, Tom Berglund, Lars Grönberg, Markus Kallifatides, Salla Pöyry & Olaf Sigurjonsson).

Nordisk bolagsstyrning – En närstudie av ägarstyrning och styrelsesprocesser i 36 storföretag. SSE Institute for Research. May 2016 (co-authors Sven-Erik Sjöstrand, Tom Berglund, Lars Grönberg, Markus Kallifatides, Salla Pöyry & Olaf Sigurjonsson).

Strategi! L&R Business/Akademisk Forlag Business. March 2016 (co-author Michael Moesgaard Andersen).

Den kritiske tillid in Et spørgsmål om tillid. Great Place to Work. 2015. Ditte Vigsø & Liselotte Jensen (red.)

Beyond Strategy – The Impact of Next Generation Companies (co-author Michael Moesgaard Andersen). Routledge. May 2014.

Organizational Identity Change through International Expansion: The Case of a Scandinavian Consulting Firm's Encounter with India (co-authors Irene Skovgaard Smith & Kaare Christiansen). In Anthony F. Buono & Leon Caluwé *Exploring the Professional Identity of Management Consultants*. Research in Consulting. Volume 16. Information Age Publishing 2013.

Consultant-Client Interaction: Shaping the Identity of Management Consultants (co-author Anthony F. Buono). In Anthony F. Buono & Leon Caluwé *Exploring the Professional Identity of Management Consultants*. Research in Consulting. Volume 16. Information Age Publishing 2013.

Return on Strategy (In Chinese: 战略回报). Publisher: 格致出版社 :Truth & Wisdom Press. August 2012. (Coauthors Michael Moesgaard Andersen & Morten Froholdt).

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

ROS –Return on Strategy – Når strategi kan skabe afgørende resultater. (Co-authors Michael Moesgaard Andersen & Morten Froholdt). L & R Business. April 2010.

Return on Strategy – How to Achieve it! (Co-authors Michael Moesgaard Andersen & Morten Froholdt). Routledge, New York. December 2009.

Udenfor kategori? – Ledelse af videnintensive virksomheder? (Co-author Nicolaj Ejler). Børsens Forlag. November 2009.

Management Consulting Today and Tomorrow: Casebook Enhancing Skills to Become Better Professionals. (co-authors Larry Greiner & Thomas Olsson (eds.)). Routledge, September 2009.

Consultant-Client Collaboration – Coping with Complexity and Change. Research in Managing Consulting Volume XIII. Anthony F. Buono & Flemming Pouffelt (eds.). Information Age Publishing, July 2009.

Management Consulting Today and Tomorrow: Perspectives and Advice from 27 Leading World Experts (co-author Larry Greiner (eds.)). Routledge, July 2009.

“Getting Strategy to Work: Achieving Strategic Effectiveness in Practice” (co-author Mark Holst Mikkelsen). In *Strategic Organization Development*. Teresa Yeager & Peter F. Sorensen (eds.). Information Age Publishing. 2009.

“Management-Kompetenz in kleinen und mittelgrossen Professional Service Firms – Die Generierung von Wettbewerbsvorteilen aus Ressource Wissen” in *Management-Kompetenz in kleinen und mittleren Unternehmen*. JörnAxel Meyer (Hrsg.). EUL Verlag 2008.

Strategi med mening – Hvordan sikrer virksomheder strategisk effektivitet? (co-author Mark Holst-Mikkelsen). Børsens Forlag, February 2008.

Discount Business Strategy. Korea Price Information, Corp. August 2007 (in the Korean language).

“Når professionelle skal ledes” *Tankestreger – tværvideenskabelige nybrud* (in Robin Engelhardt, Camilla Mehlsen & Frederik Stjernfelt (eds.)). August 2007.

“Mitä on strategia pk-yrityksessä?” Chapter in: *Kasvuyritis* by Toimittanut Mauri Laukkanen, Talentum, Helsinki, 2007.

Strategy Execution – Passion and Profit. (co-authors Michael Jessen Holm, Per V. Jenster & Sven Junghagen). CBS Press. July 2007.

Managing Complexity and Change - Frontiers in European Research 2005. RENT XVIII Anthology 2005 (co-author Poul Rind Christensen). Edward Elgar Publishing. October 2006.

Discount Business Strategy. How the new market leaders are redefining business strategy ((co-author Michael Moesgaard Andersen). Wiley. September 2006.

Mod Entrepreneurielle Ledelsesformer. (co-author Poul Rind Christensen (eds.)). Forlaget Samfundslitteratur, 2005.

"Samfundsvidenskab – dagligdagens eksperter" (co-author Maja Horst). *Elfenbenstårnet – Universiteter mellem forskning og formidling*, Rikke Schmidt Kjærsgaard (ed.). Aarhus Universitetsforlag, 2006.

Challenges and Issues in Management Consulting. Research on Management Consulting Volume V. Anthony F. Buono & Flemming Poulfelt (eds.). Information Age Publishing, 2005.

"Thought Consultancy – In Action" *Scandinavian Perspectives on Management Consulting.* G. Roos & S. Bjartveit (eds.). Cappelen, 2005.

Strategi og Viden – Værdiskabelse i videnintensive virksomheder (co-authors Søren H. Jensen, Sven Junghagen and Per V. Jenster). Børsens Forlag 2004.

Managing Complexity and Change in SMEs. RENT XVIII Conference Proceedings. Copenhagen, (co-authors Poul Rind Christensen & Kathrine Høeg). November 2004.

The Contemporary Consultant. Casebook. Educating today's Consultants. (co-authors Larry Greiner & Thomas Olsson (eds.)). South-WesternThompson Learning, June 2004.

Handbook of Management Consulting: The Contemporary Consultant – Insights from World Experts (co-author Larry Greiner (eds.)). South-Western:Thompson Learning, March 2004.

"Ledelseskonsulenten som forandringsagent" *Viden om Ledelse*, John Parm Ulhøi (eds.). Børsens Forlag. København 2004.

Strategi i praksis – med indtjening for øje. (co-author Michael Jessen Holm, Per Jenster & Sven Junghagen). Børsens Forlag. København 2003.

"Ledelse i kunnskapsintensive virksomheter" *Kunnskapsledelse – trender og utfordringer*, Chapter 3, Odd Norhaug (eds.). Universitetsforlaget. Oslo. 2002.

"De gode råd – om nytten af konsulenter!" *Hvad duer de til? Konsulenter i det offentlige*, Kurt Klaudi Klausen & Steen Hildebrandt, Chapter 1, Børsens Forlag. København 2002.

Det' et spørgsmål om tid. LOK antologi. (co-author Mette Mønsted (eds.)), ThinkSmart. København 2002.

"Knowledge Management in Action: A Study of Knowledge Management in Management Consultancies" (co-authors Nicoline Jacoby Petersen, Copenhagen Business School), *Knowledge*

and Value Development in Management Consulting. Research on Consulting Series 1, Chapter 2
Anthony F. Buono (ed.) Information Age Publications Inc. Greenwich, CT. 2002.

The Scandinavia Management Consulting Market. *International Guide to Management Consultancy*. B. Cunow & J. Reuvid (ed.) Chapter 5.2, Kogan Page. 2001.

"Hvad skal vi med IT?" (co-author Nicoline Jacoby Petersen) *IT og mennesker - samspil mellem IT og menneskelige ressourcer i små og mellemstore virksomheder*, Henrik Holt Larsen (ed.). Samfundslitteratur, København, 2001.

"The Anatomy of Networks in Management Consulting" (co-author Kari Lilja, Helsinki School of Economics and Business Administration) Chapter 1 in *Current Trends in Management Consulting. Research on Consulting Series 1*, Anthony F. Buono (ed.). Information Age Publications Inc. Greenwich, CT. 2001

"Med tillid som krumtap – et rådgivningsperspektiv" *Det handler om tillid. Samfundslitteratur*, Anders Bordum & Søren Wenneberg (ed.). København, April 2001.

"Når videnintensive virksomheder skal ledes!" *Viden om – ledelse, viden og virksomheden*. Peter Holdt Christensen (ed.). Samfundslitteratur. København, August 2000.

"De svære forandringer - et rådgivningsperspektiv" *Menneskelige Ressourcer - den mindre virksomheds konkurrencekraft*. Henrik Holt Larsen (ed.). Nyt fra Samfundsvidenskaberne, København, 2000.

"Profil af rådgiverrollen og rådgivningsprocessen" *Håndbog for Rådgivning*. Foreningen af Yngre Revisorer 2000.

Anvendelse af konsulenter - når samarbejdet skal lykkes (co-authors Jørgen Brask and Per Thygesen Poulsen), Handelshøjskolens Forlag, April 1999.

Ledelseslæren i Norden – en tribut til Erik Johnsen (edited together with P.O.Berg), Dafolo, 1998.

"Fra roderi og lederi" *Ledelseslæren i Norden*, P.O. Berg & Flemming Poulfelt (ed), Dafolo, 1998.

Spørgsmål om Ledelse (edited together with Mette Mønsted)., Samfundslitteratur, 1997.

"Management Consultants - The Danish Experience" (co-author Adrian Payne) in *Ethics and Consultancy: European Perspectives*. Kluwer Academic Publisher 1995.

"Ekstern konsulentassistance" *Human Resource Development, FUHU*, Copenhagen, 1990, 1992, 1996 and 1999 edition (chapter 1.6).

"Den interne konsulent" in *Human Resource Development, FUHU*, Copenhagen, 1999 (chapter 1.7).

Ledelsen og konsulenten (co-author Jørgen Brask) Nyt Nordisk Forlag, 1989.

"Mod professionel ledelse - af professionelle" *Fra ledelseslærens værksted*, Dafolos Forlag, 1989.

Privatisering (ed. with John Christiansen), Civiløkonomens forlag, 1984.

Konsulentlære – om den professionelle konsulent. Nyt Nordisk Forlag. København, 1982.

Projektledeelse (Project Management), Nyt Nordisk Forlag, 1980.

"Konturer i den erhvervsøkonomiske metodelære - krumtappe eller krumspring?" *Forskning-Utbildning-Praxis*, Stockholm, 1980.

Studie i forandringsprocesser og -teorier - en situations- og ledelsesorienteret fremstilling. Nyt Nordisk Forlag. København, 1979.

Studie i forandringsprocesser og teorier - En situations- og ledelsesorienteret fremstilling, ph.d. dissertation, Copenhagen Business School, 1976.

"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.

Articles and conference papers (this list is not exhaustive)

"A co-creation capability perspective on 'double-impact' research – The case of the Danish Industrial PhD Program," 2019. Paper under review in *Journal of Industry & Innovation.*

"Improving lives by improving the lives of academia-practitioner boundary spanners." Paper accepted for presentation at the Academy of Management 2018 (co-authors Rikke Kristine Nielsen & Tony Buono).

"Julen er som skabt til at se fremad." *JyllandsPosten*, 13.december 2017.

"Flere skal i nærkontakt med forskningen." *Børsen*, 17.08.17 s.4.

"Danske chefer halter på disse tre punkter." *Jyllandsposten*. 23.08.17 s.20.

"Imagining 'non-nationality': Paradoxes of cosmopolitanism as a source of collective belonging." (co-author Irene Skovgaard-Smith, Anglia Ruskin University). *Human Relations*, vol. 71, 2: pp. 129-154.

"Mission 2.5: Impact by co-created research - Addressing the academic competency gap." Paper submitted and resubmitted to *Academy of Learning & Education*. October 2017 (co-authors Rikke Kristine Nielsen & Tony Buono).

"Fit for fremtiden." *VL undersøgelse* . CBS/VL. Juni 2017.

"Fire ud af fem chefer er fejlcastede." *JyllandsPosten* 3.maj 2017.

"Den eneste nemme dag var i går." *JyllandsPosten* 11.januar 2017.

"Opportunities and Internationalization in PSF's – An Exploration of Similarities and Differences" (co-author Søren H. Jensen). *The International Journal of Entrepreneurial Venturing (IJEV)*. Vol.9, No.1, 2017.

“En ny ledelsesdisciplin i 2017??” JyllandsPosten 28. December 2016.

At the Knowledge Interface – Developing Co-Created Research Competence (co-authors Rikke Kristine Nielsen & Tony Buono). Paper presented at the Academy of Management Meeting, August 2017.

“The Internationalization of Professional Service Firms - Mapping out the territory“ (co-author Søren H. Jensen). Paper submitted to The Service Industries Journal. September 2016.

”Hvad er meningen?” JyllandsPosten September 21, 2016.

”De fatale fejl.” JyllandsPosten June 1, 2016.

”Strategieksekvering i et højere gear!” Børsen Ledelse. May 2016 (co-author Mark Holst Mikkelsen)

”Practice What You Preach.” I “Hvad bliver det vigtigste punkt på HR-agendaen det næste år?”. AS 3. 2016.

”Revolution eller retorik?” JyllandsPosten February 10, 2016.

”Is the partner the Don Quixote of the 21st century corporate world? The Dilemma of Professional Partnerships.” Danish Journal of Management & Business No.4/2015 (but published in 2016) (co-author Frans Bévert).

”Mindset som ledelsesfilosofi!”. JyllandsPosten October 21, 2015.

”Innovation - igen!”. Børsen October 21, 2015.

Review af bogen *Quest: Leading Global Transformations*. CBS Alumni, September 15, 2015.

”På sporet af de gyldne opskrifter.” Børsen, August 19, 2015.

”Er HR ude i tovene?” JyllandsPosten, July 5,

2015 ”Ny Dansk Ledelse.” VL May, 2015.

”Konglomerater – igen!” Børsen May 6, 2015.

”Human Resource Management in Professional Service Firms: Too good to be true? Transcending conflicting institutional logics.” German Journal of Research in Human Resource Management, 29(2), 2015: 102-130 (co-author Frans Bévert).

”Hvor blev tilliden af? JyllandsPosten March 10, 2015.

”Jagten på væksten i virksomhederne” Børsen March 4, 2015.

”Flere digiratier’ søges.” Børsen January 14, 2015.

"Outsourcing service production in the public sector: Are we addressing the right question?"
 Editors Corner. Danish Journal of Management & Business, No.3-4, 2014 (co-authors Per-Nikolaj Buch, Kurt Klaudi Klausen & Niels Peter Mols).

"Balance i ledelse." Børsen, October 22, 2014.

"Next Generation Companies – How Do We Comprehend Them?" (co-author Michael Moesgaard Andersen). Submitted to HBR. October 2014.

"Hvorledes skabe bedre 'Return on Strategy' (co-author Michael Moesgaard Andersen). Børsens Håndbøger i *Strategi & Ledelse*. Kapitel 1.4. 2014.

"The editorial." Danish Journal of Management & Business. No.2. 2014.

"The money controversy: To be or not to be motivated." Editors Corner. Danish Journal of Management & Business, No.2, 2014.
 (co-authors Per-Nikolaj Buch, Kurt Klaudi Klausen & Niels Peter Mols).

"Fremtidens sorte svaner." Børsen, August 20, 2014.

"Kridt banen op for succes." JyllandsPosten. July 30, 2014.

"Produktivitetsledelse." Børsen, April 20, 2014.

"Den succesfulde virksomhed!". JyllandsPosten, April 9, 2014.

"Omvendt ledelse." Børsen, March 12, 2014.

"When West Meets East – The case of a Scandinavian Consulting Firm's Expansion into India" (Co-authors Irene Skovgaard Smith & Kaare Christiansen). European Journal of International Management. Vol. 8, No 2, 2014.

"Do we have a social obligation?" Editors Corner (co-authors Kurt Klaudi Klausen, Kai Kristensen & Per-Nikolaj Buch). Danish Journal of Management & Business No.1, 2014.

"The Editorial." Danish Journal of Management & Business. No.1, 2014.

"The non-nationals: The emergence of a transnational elite in and around foreign-based headquarters of MNCs" (coauthor Irene Skovgaard Smith). Paper presented at EGOS, Rotterdam. July 2014.

"The dilemma of professional partnerships: Production of producers or prompt profit?(co-author Frans Bévort). Paper presented at the Academy of Management 2014, Philadelphia.

"Internationalizing Professional Service Firms – A Journey in the Theoretical Jungle" (co-author Søren H. Jensen). Paper submitted to the Academy of Management 2014, Philadelphia.

"Find den vækstskabende fornyelse." Børsen, January 16, 2014.

"OL til Danmark." JyllandsPosten December 18, 2013.

"Den gode leder?". Børsen. October 25, 2013.

"Bevægelser med effekt!" Børsen, September 6, 2013.

"Fagre ny kompetenceverden!" JyllandsPosten August 28, 2013.

"Opnå 'Return on Strategy". Børsen, May 24, 2013.

"Et grundlæggende ledelsesprincip - tillid!". JyllandsPosten May 8, 2013

"Forankring og eksekvering af strategier." (co-author Mark Holst Mikkelsen). Børsens Ledeshåndbog i Strategi & Ledelse. April 2013.

"Forandring fryder." Børsen Executive, March 15, 2013.

"Den forsvundne loyalitet!". JyllandsPosten. January 16, 2013.

"Erhvervsdebatten i Danmark". (co-authors Kurt Klaudi Klausen, Kai Kristensen & Børge Obel). Ledelse & Erhvervsøkonomi nr.4, 2012.

"Behov for fornyelse af servicebegrebet?" Berlingske Business. September 17, 2012.

"Skab vindermentalitet." JyllandsPosten September 5, 2012.

"Privileges and pitfalls of doing research IN and WITHIN organization" (together with Rikke Kirstine Nielsen, CBS, Rickie Moore, EM Lyon, Kevin Flinn, U. Of Hertfordshire, Søren Henning Jensen, CBS & Rex Degnegaard, CBS). Accepted for presentation at the British Academy of Management Meeting, Cardiff, September 11-13, 2012.

"På sporet af en ledelsesbevægelse." JyllandsPosten May 16, 2012.

"M&A – tænk en ekstra gang." Børsen May 11, 2012.

"Behov for nytolkning af CSR?" Berlingske Business April 2, 2012.

"Værdien af jubilæer." Børsen, March 30, 2012.

"Det gode lederskab". Danske Business nr.1, March 2012.

"Hvad er udsigten?" (co-authors Kurt Klaudi Klausen, Kai Kristensen & Børge Obel). Ledelse & Erhvervsøkonomi nr.1, 2012.

"Viljen til at vinde er guldet." Børsen, February 3,2012.

"Omvendt tænkning skaber ny værdi." JyllandsPosten, January 25, 2012.

"The Internationalization of Professional Service Firms – An Anatomy of the Literature" (co-authors Søren H. Jensen & Rex Degnegaard). Paper presented at the Academy of Management Meeting. Boston August 2012.

"Kan kapitalfonde klare krisen?" Berlingske Business. November 14, 2011.

"Tour de Management." Børsen. November 4, 2011.

"Vækst – det nye mantra." JyllandsPosten, November 2, 2011.

"Børsernes katastrofekurs." (co-authors Kurt Klaudi Klausen, Kai Kristensen & Børge Obel). Ledelse & Erhvervsøkonomi nr.4, 2011.

"Hvor er ledelse på vej hen?" www.danskerhverv.dk/nyheder. September 30, 2011.

"Stadig DJØF'ernes årti?" (co-authors Kurt Klaudi Klausen, Kai Kristensen & Børge Obel). Ledelse & Erhvervsøkonomi nr.3, 2011.

"Fra potentiale til talent." Børsen. September 16, 2011.

"West Meets East." Børsen, August 12, 2011.

"Et ledelsesmæssigt paradoks?" JyllandsPosten August 10, 2011.

"Return on Strategy: How ROS works in practice - some illustrative cases" (co-author Michael Moesgaard Andersen).CPH. 2011.

"Er CSR død og skal virksomheder reguleres meget mere?" (co-authors Kurt Klaudi Klausen, Kai Kristensen & Børge Obel). Ledelse & Erhvervsøkonomi nr.2, 2011.

"Er det umuligt at lede videnmedarbejdere?" Danske Business nr. 2, June, 2011.

"Hvorfor går det galt?" JyllandsPosten, May 18, 2011.

"Den kompetente bestyrelse." Berlingske Business May 9, 2011 (co-author Randi Ib Lund).

"Ledelse i den universitære verden." Berlingske Business. April 4, 2011.

"When West Meets East – the Case of a Scandinavian Consulting Firm's Entry in India" (co-authors Kåre G. Christensen & Irene Skovgaard Smith). Paper presented at the Academy of Management Meeting. San Antonio. August 2011.

"Internationalization of Professional Service Firms – Addressing the Lack of Coherence in Research" (co-author Søren H. Jensen). Paper accepted for presentation at the International Conference on Business and Information, Bangkok, Thailand. July 4-6, 2011.

"Organizational identity change through international expansion" (co-author Kaare G. Christensen & Irene Skovgaard Smith). Paper presented at MCD International Conference in Amsterdam, June 9-11, 2011.

"Consultant-client interaction: Shaping the identity of Management consultants" (co-author Tony Buono). Paper presented at MCD International Conference in Amsterdam, June 9-11, 2011.

"Internationalization of professional service firms." (co-author Søren H. Jensen). Paper accepted for presentation at Hawaii International Conference on Business, May 26- 29, 2011.

"When Professional Service Firms Internationalize – Creating the Big Picture" (co-author Søren Henning Jensen). Paper accepted for presentation at Academy of Business Research Spring 2011 International Conference New Orleans, Louisiana March 16-18, 2011.

"Den globale forståelse" (co-authors Kurt Klaudi Klausen, Kai Kristensen & Børge Obel). *Ledelse & Erhvervsøkonomi* nr.1, 2011.

"Er ledelseskonsulenter pengene værd? Danske Business. Marts 2011.

"Fornyelse i ledelsen?" *JyllandsPosten*, February 21, 2011.

"Return on Strategy i såvel den private som den offentlige sektor" (co-author Michael Moesgaard Andersen). *Økonomistyring & Informatik* – 26. årgang 2010/2011 nr. 3.

"Den produktivitetsmæssige udfordring" (co-authors Kurt Klaudi Klausen, Kai Kristensen & Børge Obel). *Ledelse & Erhvervsøkonomi* nr.4, 2010.

"Det globale tankesæt". *JyllandsPosten* d.1.december 2010.

"Hvordan sikres langtidsholdbar konkurrencedygtighed?" *Danske Business*, No.2, November 2010.

"Editorial." *Ledelse & Erhvervsøkonomi*. Nr.3, 2010.

"Lederne i gabestokken." (co-authors Kurt Klaudi Klausen, Kai Kristensen & Børge Obel). *Ledelse & Erhvervsøkonomi*. Nr.3, 2010).

"Mærsk: Når blåt blod møder det røde ocean." (co-author Michael Moesgaard Andersen). *BNY*. October 2010.

"Med planer så store som møllevinger." (co-author Michael Moesgaard Andersen). *BNY* September 2010.

"Fly me to the moon." (co-author Michael Moesgaard Andersen). *BNY* September 2010.

"Den ministerielle lederrolle." *Debat. Berlingske Tidende* September 13, 2010.

"Ansvarlig ledelse søges." *JyllandsPosten* September 9, 2010.

"Novos strategiske kunststykke." (co-author Michael Moesgaard Andersen). *BNY*. September 3, 2010.

"Kina har skabt et nyt Nokia." (co-author Michael Moesgaard Andersen). *BNY*. August 27, 2010.

"Er B&O en født vinder?" (co-author Michael Moesgaard Andersen). *BNY*. August 27, 2010.

"Managerial Routines in Professional Service Firms: Transforming Knowledge into Competitive Advantages" (Co-authors Søren Henning Jensen & Sascha Kraus). *The Service Industries Journal*, Vol. 30, No. 12, October 2010, 2045–2062.

"Motivation igen igen." *Danske Business*. Nr.1, June 2010.

"Kreativitet søges på ledelsesgangen!" JyllandsPosten June 23, 2010.

"Risikostyring." (co-authors Kurt Klaudi Klausen, Kai Kristensen & Børge Obel). *Ledelse & Erhvervsøkonomi*. Nr.2, 2010).

"Opskriften på fremtidens ledelse?" *Magasinet om ledelse og erhvervsøkonomi*. 2/2010.

"Konsulenter nytter." Berlingske Business. June, 11, 2010.

"Konsulentprisen 2010." in *Konsulentprisen – Erfaringer og perspektiver*. May 2010.

"Den skrøbelige tillid." JyllandsPosten March 24, 2010.

"Ledelsesmæssig nytænkning." (co-authors Kurt Klaudi Klausen, Kai Kristensen & Børge Obel). *Ledelse & Erhvervsøkonomi*. Nr.1, 2010).

"Spiritualitet og ledelse – en ny disciplin?" *Magasinet om ledelse og erhvervsøkonomi*. 1/2010.

"Naiv imperialisme?" Berlingske Business. January 25, 2010.

"Hvad er god ledelse i sportens verden?" Berlingske Business. December, 28, 2009.

"Ledelse af højtuddannede kræver omhu." Politiken, December 2, 2009 (co-author Nicolaj Ejler).

"Den politiske cyklus og det politiske lederskab." (co-authors Kurt Klaudi Klausen, Kai Kristensen & Børge Obel). *Ledelse & Erhvervsøkonomi*. Nr.4, 2009

"Da service blev drivkraften." Danske Business. December 2009.

"Glem myten – videnarbejdere vil ledes!" November, 10, 2009 (co-author Nicolaj Ejler).

"Strategy for Sustainability." *dilf Orientering*, No.7, October 2009.

"Ansvarlighed søges." JyllandsPosten, October 21, 2009.

"Duer modellerne?" (co-authors Kurt Klaudi Klausen, Kai Kristensen & Børge Obel). *Ledelse & Erhvervsøkonomi*. Nr.3, 2009.

"Strategic Awareness and Competence in High-Growth SMEs – Qualitative Empirical Evidence from Denmark." In *International Journal of Business Strategy*, vol.9, no. 2, 2009 (co-authors S.H. Jensen, S. Kraus & A. Schulz).

"Det summer af netværk." *C3 magasinet om ledelse og erhvervsøkonomi*. 7/2009.

"Rollemodel – med fokus på ISR." Berlingske Business, August 24, 2009.

"Bestyrelser skal kunne håndtere kriser!" (co-author Randi Lund). Børsen. August 7, 2009.

"Sommerfortsætter." JyllandsPosten. July 21, 2009.

"Lean og ledelse." *C3 magasinet om ledelse og erhvervsøkonomi*. 6/2009.

"Et sundt Wake Up Call." *Berlingske Tidende*. June 26, 2009.

"Når krisen kradser." *C3 magasinet om ledelse og erhvervsøkonomi*. 5/2009.

"Globalisering i nedgang." (co-authors Kurt Klaudi Klausen, Kai Kristensen & Børge Obel). *Ledelse & Erhvervsøkonomi*. Nr.2, 2009.

"Kulturel governance" (Co-author Søren Friis Møller).. *Børsen*. June 5, 2009.

"Konsulentprisen 2009." in *Konsulentprisen – Erfaringer og perspektiver*. May 2009.

"Kriseledelse i tre faser" *Danske Business*. No. 2, June 2009.

"Ledelse i forskellige kontekster" *C3 magasinet om ledelse og erhvervsøkonomi*. 4/2009 "Fyr løs." *JyllandsPosten*. May 7, 2009.

"Ledelse i krisetider!" *Fremtidens leder*. April 2009.

"Bestyrelser på prøve" (co-author Randi Lund). *Berlingske Tidende* March 9, 2009.

"Det er en ledelsespligt at være fokuseret." *Berlingske Tidende*. March 3, 2009.

"Find de bedst egnede." *C3 magasinet om ledelse og erhvervsøkonomi*. 3/2009.

"Find inspiration i kunstens verden." *C3 magasinet om ledelse og erhvervsøkonomi*. 2/2009.

"Passion og ledelse" *C3 magasinet om ledelse og erhvervsøkonomi*. 1/2009.

"Maximizing the Return on Strategy in an Increasingly Uncertain World" co-author Michael Moesgaard Andersen). Paper submitted to Strategic Management Society Conference, Washington DC, 2009. February 2009.

"It's all about people." *Danske Business*. No. 1, February 2009.

"Ledelse i modvind." *JyllandsPosten*, January 29, 2009.

"Bestyrelsens nytårsforsætter" (co-author Randi Lund). *Børsen*, January 23, 2009.

"Relationer og værdiskabelse - i videnintensive virksomheder" (co-author Jan Mattsson). *Ledelse & Erhvervsøkonomi*. Nr. 1, 2009.

"Ledelse på prøve" (co-authors Kurt Klaudi Klausen, Kai Kristensen & Børge Obel). *Ledelse & Erhvervsøkonomi*, Nr. 1, 2009.

"Strategic Awareness & Competence in High-Growth SMEs - Qualitative Empirical Evidence from Denmark" (co-author Sascha Kraus & Søren Henning Jensen). Paper submitted to the AOM conference in Chicago 2009.

"To leder ikoner" *Magasinet om ledelse og erhvervsøkonomi*. Nr.8/2008.

"Undgå konventionel tænkning" *Børsen Executive*. November 7, 2008.

"The Editorial" *Ledelse & Erhvervsøkonomi*. Nr. 4, 2008.

"How the Corpus of Business Relationships Impacts Value Delivery? People, Processes and Procedures as Knowledge Carriers in B2B Business". (co-author Jan Mattsson). Article submitted to *Industrial Marketing Management*. October 2008.

"Når topledere træder i karakter." *Børsen*. October 17, 2008.

"Med værdier og tillid om styrbord." *C3 magasinet for ledelse og erhvervsøkonomi*. 7/2008.

"Risikostyring eller risiko for firing?" *JyllandsPosten*, October 16, 2008.

"Drømmen om det blå ocean?" *Børsen Executive*, October 10, 2008.

"En sjælden og ærlig historie." *C3 magasinet for ledelse og erhvervsøkonomi* 6/2008.

"Uden for banen." *Børsen*, August 5, 2008.

"Licens til ledelse" (co-authors Børge Obel, Kai Kristensen & Kurt Klaudi Klausen) *Ledelse & Erhvervsøkonomi*. Nr.3, 2008

"Management-Kompetenz in kleinen und mittelgroßen Professional Service Firms \simeq Die Generierung von Wettbewerbsvorteilen aus der Ressource Wissen " (mitt Jensen, S.H., Kraus, S. & Harms, R.) (2008). In Meyer, J. A. (Ed.): *Jahrbuch der KMU-Forschung 2008* \simeq Managementkompetenz in kleinen und mittleren Unternehmen. Eul: Lohmar/Cologne, 257-270.

"Why should anybody be led by you?" *C3 Magasinet om ledelse og erhvervsøkonomi*. Nr.5/2008.

"På jagten efter recepten" (co-author Mark Holst Mikkelsen) *Børsen*, July 8, 2008.

"'Best Practice' ikke nødvendigvis den bedste løsning". *Danske Business*. June 2008.

"Corporate Governance – igen!" *JyllandsPosten* July 8, 2008.

"Når konsulenter skaber effekt". *Konsulentprisen 2008 – erfaringer og perspektiver*. DMR May 2008.

"Torskekvoter og kønskvoter." Opinion in *Berlingske Business*, April 18, 2008.

"Usikkerhed i forandringsledelse" *DILF orientering*. No.3, April 2008.

"Professional Service Firms. Wirtschaftswissenschaftliches Studium (WiSt) - Economic Studies" (co-authors Kraus, S. and Jensen, S.H.) *Journal for Education and University Contacts*, vol. 37, no. 3, 162-164. 2008 75.

"Den skrøbelige troværdighed" *JyllandsPosten*, March 5, 2008.

"Mellemlederen som drivkraft i innovationsprocessen" *Danske Business*. Nr. 1. January 2008.

"What Drives Strategic Effectiveness?" (co-author Mark Holst- Mikkelsen) Paper submitted to Academy of Management, Anaheim 2008. January 2008.

"Lavkonjunktur i konsulentbranchen?" *KommunikationsForum*, January 16, 2008.

"Der er penge i mening" *JyllandsPosten*, December 4, 2007.

"Er 'best practice' bedste praksis?" *Kommunikationsforum*. December 4, 2007.

"A Framework for Strategic Effectiveness?" (co-author Mark Holst Mikkelsen) Paper accepted for presentation at Det Danske Ledelsesakademis conference. December 10-11, 2007.

"Fra Best Practice til Next Practice" *Børsen*, November, 9, 2007.

Den sunde fornuft er en mangelvare. opinion i *Berlingske Business*, October 22, 2007.

The Editorial. *Ledelse & Erhvervsøkonomi* No. 3, 2007.

"Hvordan kernen af forretningsrelationer påvirker værdioverførslen: Mennesker, processer og procedurer, som vidensbærere i B" B virksomheder." (co-author Jan Mattson), Paper accepted for presentation at Det Danske Ledelsesakademis conference. December 10. -11., 2007

"De ledelsesmæssige selvmål" *JyllandsPosten*, September 11.2007.

"De uduelige ledelser?", Opinion in *Berlingske Business*. Mandag 3.09.07.

"Fokus på bestyrelsens opgaver", *Børsen*, August 15, 2007

"Managerial Practices in Professional Service Firms: A Strategic Approach". Paper presented at the SMS 27th Annual International Conference, San Diego (USA). October 14-17, 2007.

“Professional Service Firms” in *Wirtschaftswissenschaftliches Studium (WiSt) – Zeitschrift für Ausbildung und Hochschulkontakt . Journal for Education and University Contacts*. Vol. 36. 2007 “Talentudvikling – sku’ det være så svært?” *Danske Business*, May 2007.

”Strategi, der skaber red oceans – for konkurrenterne” (co-author Michael Moesgaard Andersen). *Market Magazine*, November 14, 2007.

”Strejke som våben?” *Børsen*, April 30, 2007.

”Nye udfordringer og vilkår for ledelse - nye krav til ledelsesteori – et dansk perspektiv?” (Co-author Mette Mønsted). *Ledelse & Erhvervsøkonomi*, no. 2, 2007.

“Managerial Practices in Professional Service Firms: A Strategic Approach” (co-authors Søren H. Jensen & Sascha Kraus). Paper accepted for presentation at SMS Conference in San Diego, October 2007.

”Discount kan både være bedst og billigst”. *Berlingske Tidende*, March 27, 2007.

”Når målet er måling”. *Morgenavisen Jyllands-Posten*, March 13, 2007.

”Status på konsulentprisen 2007. Konsulentprisen 2007 – erfaringer og perspektiver”, March 2007.

”Anmeldelse af Håndbog i Implementering”. C3, January 2007.

”Corporate Governance – også hos advokater?” *Børsen*, February 23, 2007.

”Nye udfordringer og vilkår for ledelse - nye krav til ledelsesteori – et dansk perspektiv?” (co-author Mette Mønsted, Copenhagen Business School) Paper presented at Det Danske Ledelsesakademis conference En ny dagsorden for ledelse? December 11-12, 2006

”Virksomheder ledes ofte med foden på bremsen”, *Danske Business*, No. 2. December 2006.

“Editorial”, *Ledelse & Erhvervsøkonomi*, no. 4, 2006.

”Ledelse af proffer – sku’ det være noget særligt?” *Jyllands Posten*, August 16, 2006.

“Editorial”, *Ledelse & Erhvervsøkonomi*, no. 3, 2006.

”Mer’ ledelse – mod selvledelse”, C3 om ledelse og økonomi. July 6, 2006.

”Når konsulenter skaber værdi!” *Perspektiv (DI)*, July 2006.

”Mere behov for at lede chefen?” *Danske Business*, May 2006.

”En flot ledelseskanon!” Book review in *Dilf Orientering*. No. 2, April 2006.

“The Oxymoron and Generic Strategies – the case of Discount Strategies”. (co-author Michael Moesgaard Andersen). Presented at the SMS Conference, Vienna, October 29 - November 1, 2006.

"Capabilities and Knowledge in Professional Service Firms – a Strategic Approach". (co-authors Søren H. Jensen & Stig Hartmann. Presented at the AOM Conference, August 11-16, 2006.

Understanding Professional Service Firms within a Strategic Perspective – a Capability Approach" (co-authors Søren H. Jensen & Stig Hartmann). Presented at the EGOS Conference, June 1, 2006.

"Towards a Strategic Understanding of Professional Service Firms – a Knowledge and Capabilities Based Approach". (co-authors Søren H. Jensen & Stig Hartmann). Paper presented at the IAMB Conference, Las Vegas. January 22-25, 2006.

"Hvad skal vi med planer?" *Erhvervsbladet*, January 19, 2006.

"Hvordan betragtes virksomheden som arbejdsplads?" *Erhvervsbladet*, December 1, 2005.

"En ny vision for ledelse" *Danske Business*, December 2005.

"Editorial" *Ledelse & Erhvervsøkonomi*, no. 4, 2005.

"Bestyrelsens rolle i virksomhedens værdiskabelse", *Erhvervsbladet*, November 3, 2005.

"Dansk ledelse – passer det på mig?" *Erhvervsbladet*, October 6, 2005.

"Mangel på danske forskere" (co-author Jannik Schack Linnemann)., *Børsen*,

October 17, 2005 "Tema: Indtryk fra årets Academy of Management konference".

Ledelse i dag, no. 62, October 2005.

"Værdien af værdier", *Erhvervsbladet*, September 8, 2005.

"Ledelse af vidensservicevirksomheder – en særlig udfordring!" *LPF Nyt*, September 2005.

"Exploring Managerial Dilemmas in Professional Service Firms (co-author Søren H. Jensen, Copenhagen Business School) Paper presented at the Academy of Management Meeting, August 2005, Honolulu.

"Videnerhverv skal styrkes" (co-author Per G. Gotfredsen) *Børsen*, August 12, 2005.

"Når projekter skaber værdi for virksomhed og medarbejdere" *Erhvervsbladet*, August 11, 2005.

"Jætten Jack" *Danske Business*, June 2005.

"Hvordan sikres virksomhedens konkurrencedygtighed?" *Erhvervsbladet*, June 23, 2005.

"Med strategi som ledestjerne" *Erhvervsbladet*, May 26, 2005.

"Få styr på videndelingen!" *Erhvervsbladet*, April 21, 2005.

"Editorial" *Ledelse & Erhvervsøkonomi*, no. 1, 2005.

"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.

"Forskningskommunikation – 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 Bestyrelshåndbog* 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 2022, 1998 198.

“

“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: Nytter det? – En analyse af danske virksomheders strategiprocesser” (co-author Henrik Havmose) in *Spørgsmål om Ledelse*, ed. by Mette Mønsted & Flemming Poulfelt, 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 Etske 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 profil” *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 projektledelse” *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 *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:

Danske virksomhedslederes udfordringer anno 2023: Strategiske dilemmaer i usikre tider. CBS. Frederiksberg 2023.

VisionDanmark 2017: Virksomheder kan arbejde systematisk med at sikre god ledelse, som fremmer konkurrenceevnen." Kim Møller, Oxford Research & Flemming Poulfelt, CBS. November 2017.

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). Director of LOK Research Center (1999-2006). 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 2012-2014. 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 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

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

Member of Erhvervsforskerudvalget 1.01.08-31.12.13 (Committee for Industrial Ph.d. Research).

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 undertaking board positions on more than 25 board of directors. Is currently on the board of Cotes A/S, Valuer A/S and Andersen Advisory Group A/S and on the advisory board of CMP.

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.*

Contact:

Business address:

Department of Management, Politics & Philosophy
Copenhagen Business School
Porcelaenshaven 18A, 3rd.

DK-2000 Frederiksberg
Denmark

Phone: +45 38 15 36 30

Direct: +45 38 15 36 38

Mobile: +45 40 45 95 40

E-mail: poulfelt@cbs.dk

Home address:

Soemandshvile Park 17
DK-2960 Rungsted Kyst
Denmark

Mobile: +45 40 45 95 40

October 2023