

Translating Management Ideas: Consultancies' Influence on the Professionalization of the Management Field †

Master's dissertation authored by Jéssica Monteiro Valverde

Supervisor: Dr. Samir Adamoglu de Oliveira

PURPOSE

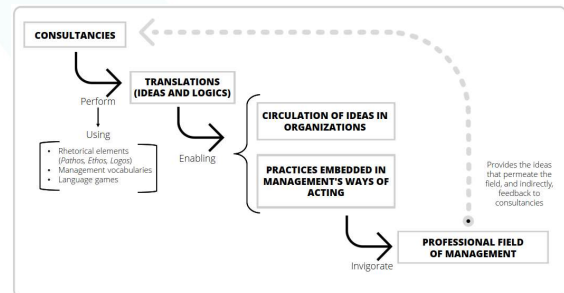
Consultancies are knowledge-based organizations that gained market share in recent years. The growth of consultancies is based on their ability to translate management ideas, circulating them among organizations of different sizes and segments, contributing to the development of the Management industry and managerialism in contemporary society. Thus, this work aimed to investigate how the translation of management concepts, carried out by organizational consulting firms, can influence the professionalization of the Management field.

METHOD

16 interviews were conducted with consultants in some cities in Paraíba (Brazil), seeking to know their training process, performance and professional trajectory.

FINDINGS

Results indicate that the secondary socialization of consultants, in terms of higher education training and/or professional experiences, is the starting point for both the acquisition of managerial knowledge and associated vocabularies, as well as its symbols and everyday practices. The plurality of theoretical and practical knowledge provides consultants with the ability to translate the acquired knowledge, using rhetoric as a strategic tool to build shared meanings with their clients, in order to obtain and maintain their legitimacy. It was also identified that the professional logic is replicated in several organizations through consulting projects, contributing to the strengthening and professionalization of the Management field.



Research's framework
Source: Valverde (2021, p. 93)

MANAGERIAL CONTRIBUTIONS

The work of consultants contributes to circulating management knowledge and infusing the professional logic of Management, promoting greater notoriety to this professional category. Throughout their trajectories, consultants improve their communication to the point of using it strategically, identifying customer profiles in order to adjust to them and to adopt more appealing rhetorical and vocabulary elements, making themselves understood in different organizations to which they provide services, so that the ability to use language properly is essential for their performance. This competence can impact the elaboration of institutional communications, social media content generation, and portfolio material, using specific vocabularies for each group of clients, as a way to obtain more effective results. This highlights the importance of communication (both oral and written) for a good consulting result and how this element can be fundamental for maintaining its legitimacy and, consequently, sustainability in this market.

SUPPORTED BY:



† Valverde, Jéssica Monteiro (2021). *Traduzindo Ideias de Gestão: A Influência das Consultorias na Profissionalização do Campo da Administração* (Master's dissertation). Federal University of Paraíba, João Pessoa, PB, Brazil. <https://repositorio.ufpb.br/jspui/handle/123456789/20967>