

Frank J. Barrett, Ph.D.
Email: fbarrett@fielding.edu

PROFESSIONAL HISTORY

- 2000-present Faculty Member of Human and Organizational Development
Fielding Graduate University
Santa Barbara, California
- 2008 – 2010 Visiting Scholar
Harvard Business School and Harvard Program on Negotiations
Morgan Hall T71
Boston, Ma 02163
- 2004 – 2008 Area Chair of Management Group
Graduate School of Business and Public Policy
Naval Postgraduate School
Monterey, California 93943
- 2006 - Present Professor of Management
Graduate School of Business and Public Policy
Naval Postgraduate School
Monterey, California 93943
- 1996- 2006 Associate Professor of Management
Graduate School of Business and Public Policy
Naval Postgraduate School
Monterey, California 93943
- 2002-2003 Boer and Croon Chair of Change Management
TIAS Business School
Tilburg University
Tilburg Holland
- 1999 Visiting Associate Professor of Applied Economics
Department of Applied Economics
Katholieke University of Leuven
Leuven Belgium
- 1990-1996 Assistant Professor of Management
Department of Systems Management
Naval Postgraduate School
Monterey, California

- 1997-present Adjunct Professor
Department of Organizational Development
Benedictine University
Lisle, Illinois.
- 1989-1990 Instructor of Management
Penn State University
Behrend College
Erie, Pennsylvania
- 1989-1990 Senior Researcher
Social Innovations in Global Management
Case Western Reserve University
Cleveland, Ohio
- 1988-1989 Instructor of Organizational Behavior
Department of Organizational Behavior
Case Western University.
Cleveland, Ohio
- 1984-Present Consultant to various organizations in area of vision planning, team building, strategic planning, organizational restructuring, and conflict management. Clients have included Boeing, Nokia, Council of Great Lakes Governors, Cleveland Clinic Foundation, University Hospitals of Cleveland, General Electric Lighting Division, Ford Motor Manufacturing Division, Omni Hotels, U. S. Navy, Phillips Graduate Institute, California Institute of Integral Studies, Granite Construction, BBC, British Petroleum.
- 1983-1987 Faculty Assistant
Department of Organizational Behavior
Case Western Reserve University
Cleveland, Ohio
- 1977-1982 Instructor of English
Cuyahoga Community College
Cleveland, Ohio
- 1981-1983 Director of Budgetary Analysis
Office of the Auditor
Cuyahoga County
Cleveland Ohio

1980 Pianist with Tommy Dorsey Orchestra
Under the direction of Buddy Morrow

1978-79 Budget Analyst
Office of the County Auditor
Cuyahoga County
Cleveland, Ohio

TEACHING ACTIVITIES

Undergraduate Courses - Developmental Psychology, Principles of Management, Organizational Behavior, Leadership and Group Process, Organizational Change and Development, Organizational Design.

MBA Courses - Strategy and Business Policy, Organizational Theory, Organizational Behavior and Management, Group Dynamics and Leadership, Organization Design, Organizational Change and Development, and Management of Diversity.

Doctoral Courses - Philosophy of Science, Qualitative Research Methods, and Organization Theory.

Executive Education – Leadership and Organizational Transformation; Cultivating a Culture of Innovation and Creativity.

I have served on 30 doctoral dissertation committees.

EDUCATION

Case Western Reserve University.
Ph.D. in Organizational Behavior.
Graduation: January 1990.
Dissertation: The Development of the Cognitive Organization.
Dissertation Adviser: Suresh Srivastva.

August 1977 University of Notre Dame.
M.A. in English with minor in Music.

May 1975 University of Notre Dame.
B.A. in Government and International Relations.

AWARDS AND RECOGNITION

Winner of Best Leadership Book from the Business Leaders of France in 2014 for Yes to the Mess: Surprising Leadership Lessons from Jazz.

Best Paper Award in 2003 - Academy of Management, Division of Organizational Development and Change (co-authored with Mary Jo Hatch).

Best Paper Award in 1988 - Academy of Management, Division of Organizational Development and Change (co-authored with David Cooperrider).

Graduated Cum Laude from Univ. of Notre Dame, 1975.

Dean's List 1971, 1972, 1973, 1974, 1975 - Univ. of Notre Dame

Winner of Roger E. Clauer Scholarship Award 1973 - 1975, Univ. of Notre Dame

Winner of Notre Dame Club of Cleveland Scholarship Award 1972 -1975

Awarded full fellowship graduate study in English at Univ. of Notre Dame

RESEARCH

Funded research

Building Resilience in the US Navy. Research Sponsor: Bureau of Naval Personnel

Designing for Effective Horizontal Knowledge Transfer in New Product Development Ventures: An Exploratory Study (with Ram Tenkasi). Research Sponsors: Department of Defense and Lucent Technologies.

Leadership, Empowerment and Large Scale Change. Research Sponsor: Naval Education and Training Command.

Power to the Edge. Research Sponsor: DoD Office of Force Transformation

Books

Barrett, F. (2012) Yes to the Mess: Surprising Lessons from Jazz Improvisation for Leading in a Complex World. Boston: Harvard Business School Press. (Has been translated into Portuguese, Italian, Danish, Turkish, and French).

Barrett, F and R. Fry. (2005). Appreciative Inquiry: A Positive Approach to Building Cooperative Capacity. Taos, New Mexico: Taos Institute Press. (Has been translated into Spanish, French, Dutch, Korean, Chinese).

Edited Books

Fry, R; F. J. Barrett; J. Seiling, and D. Whitney (eds). Appreciative Inquiry and Organizational Transformation. Vermont: Greenwood Books, 2002.

Whitehead, S. and F. J. Barrett (eds). The Masculinities Reader. Cambridge: Polity Press, 2001.

Refereed journal articles.

Scheibe, K and F. Barrett 2016. "A Sketch of Theodore R. Sarbin's Life." Narrative Inquiry. Vol. 25:2 pp. 374-401.

Romme, S. and F. Barrett. 2010. "Toward High Involvement Strategy Formation: Conversations and Decisions That Matter." Journal of Corporate Citizenship. Vol 38, 93-106.

Barrett, F. "Just Do the Opposite of What a Girl Would Do: Gender Strategies of Women Naval Officers." Submitted to Organization Studies. In revision after very favorable reviews.

Barrett, F. and T. R. Sarbin. 2008. "Honor as a Moral Category: A Historico-linguistic Analysis." Theory and Psychology. Vol. 1 (1), pp. 5-25.

Balachandra, L; F Barrett; H Bellman; C Fisher; and L Susskind. 2005. "Improvisation and Mediation: Balancing Acts." Negotiation Journal. October, 2005, pp. 425-434.

Barrett, F; E. Powley; D. Bright. 2005. "Transforming Collective Identity through the Appreciative Inquiry Summit." Danish Business Journal. Vol. 3, No. 1. pp 38-55.

Olson, J. and F. Barrett. 2005. "Inventing the Joint Strike Fighter: Applying Appreciative Inquiry to Collaborative Start-Ups." Organizational Development Practitioner. Vol. 37, No. 1, pp. 29 – 35.

Powley, E; R. Fry; F. Barrett; D. Bright. 2004. "Dialogic Democracy Meets Command and Control: Transformation through the Appreciative Inquiry Summit." Academy of Management Executive. Vol. 18, no. 3, pp. 67 – 80.

Gergen, K; S. McNamee, and F. Barrett. 2003. "Transformativer Dialog." Zeitschrift fur systemische Therapie, 21: 69 - 89.

Cooperrider, D. and F. J. Barrett. 2002. "An Exploration of the Spiritual Heart of Human Science Inquiry: A Methodological Call of Our Time." SOL Journal, 3: 56- 62.

Snider, K; F. Barrett, and R. Tenkasi. 2002. "Considerations in Acquisition Lessons Learned System Design." Acquisition Review Quarterly, 9: 67-84.

Gergen, K. J.; S. McNamee, and F. J. Barrett. 2001. "Toward Transformational Dialogue." International Journal of Public Administration, 24.

Barrett, F. J. and R. Peterson. 2000. "Appreciative Learning Cultures: Developing Competencies for Global Organizing." Organization Development Journal, 18.

Barrett, F. J. 1998. "Creativity and Improvisation in Jazz and Organizations: Implications for Organizational Learning." Organization Science, 9: 605 - 622.

Barrett, F. J. and K. Peplowski. 1998. "Minimal Structures Within a Song: An Analysis of 'All of Me.'" Organization Science, 9: 558 - 560.

Barrett, F. J. 1998. "Managing and Improvising: Lessons from Jazz." Career Development International, vol. 3.

Barrett, F. J. 1996. "The Organizational Construction of Masculine Hegemony: The Case of the U. S. Navy." Gender, Work, and Organizations, 3: 129-142.

Barrett, F. J. 1995. "Finding Voice Within the Gender Order." Journal of Organizational Change Management, 8, no. 6.

Barrett, F. J. 1995. "Creating Appreciative Learning Cultures." Organization Dynamics, 24: 36-49.

Barrett, F. J.; G. Thomas, and S. Hocevar. 1995. "The Central Role of Discourse in Organizational Change." Journal of Applied Behavioral Science, 31: 352-372.

Barrett, F. J. and S. Srivastva. 1991. "History as a Mode of Inquiry in Organizational Life: A Role for Human Cosmogony." Human Relations, 44: 231-254.

Barrett, F. J. and D. Cooperrider. 1990. "Generative Metaphor Intervention: A New Approach to Inter-group Conflict." Journal of Applied Behavioral Science, 26: 223-244.

S. Srivastva and F. J. Barrett. 1998. "The Transforming Nature of Metaphor in Group Development." Human Relations, 41: 31-64.

Invited Journal Articles

Barrett, F. 2004. "Critical Moments as Change in Negotiation." Negotiation Journal, Vol. 20, No. 2, pp. 213-220.

Chapters in books

Barrett, F. 2015. "Social Constructionist Challenges to Representational Knowledge: Implications for Understanding Organizational Change. In Bushe, G and R. Marshak (eds.) Dialogic Organization Development: The Theory and Practice of Transformational Change. San Francisco: Berrett-Koehler Press, 2015.

DeJordy, R., & F. Barrett. 2015. "Emotions in institutions: Bullying as a mechanism of institutional control." In W. J. Zerbe, N. M. Ashkanasy, & C.E.J. Härtel (eds.) *Research on emotion in organizations, Volume 10: Emotions and the organizational fabric*. Bingley, UK: Emerald Group Publishing.

Bernstein, E. and F. J. Barrett. 2011. "Strategic Change and the Jazz Mindset: Exploring Practices that Enhance Dynamic Capabilities for Organizational Improvisation." Research in Organizational Change and Development, Vol. 19, 55-90

Barrett, F. J; N. Powley; and B. Pearce. 2011. "Hermeneutics and Organizational Theory." In Tsoukas, H. and R. Chia (eds). Research in the Sociology of Organizations. Vol. 32, 181-213.

Barrett, F. J. 2010. "Cultivating an Attunement to Unfolding: Improvisation and the Discovery of Identity." In Santi, M (ed). Improvisation: Between Technique and Spontaneity. Cambridge: Cambridge Scholars Press, pp. 153-162.

Barrett, F. 2008. "Value Free Conception of Science." In Clegg, S. and J. Bailey (eds). International Encyclopedia of Organization Studies. Portland, OR: Sage, pp. 1601-1605.

Barrett, F. and T. R. Sarbin. 2007. "The Rhetoric of Terror: 'War' as Misplaced Metaphor." In Arquilla, J. and D. Borer (eds). Information Strategy and Netwars. New York: Routledge Press, pp. 16-33.

Ludema, J. and F. Barrett. 2006. In Holman, P; T. Devane; S. Cady (eds). "Appreciative Inquiry Summit." The Change Handbook. San Francisco: Berrett-Koehler.

Barrett, F. 2006. "Toward an Aesthetic of Cooperation." In Piderit S; R. Fry; and D Cooperrider (eds). A Handbook for Transformative Cooperation: New Designs and Dynamics. Palo Alto: Stanford Univ Press.

Barrett, F, D. Cooperrider and R. Fry. 2005. "Bringing every mind into the game to realize the positive revolution in Strategy: The Appreciative Inquiry Summit." In Rothwell, B and Sullivan, R. (eds). Practicing Organizational Change and Development: A Guide for Consultants. San Francisco: Jossey-Bass.

Barrett, F. 2005. "Living in Organizations: Lessons from Jazz Improvisation." In Hosking, D. and S. McNamee (Eds.) Constructing Organization: Social Constructionist Approaches to Organizational Behavior. Norway: Liber Press.

Gergen, M; Gergen F., and Barrett, F. 2004. "Appreciative Inquiry as Dialogue: Generative and Transformative." In Cooperrider, D. and M. Avital (Eds.) Constructive Discourse and Human Organization. Advances in Appreciative Inquiry Series, Volume 1, Oxford: Elsevier Science.

Gergen, K and F. J. Barrett. 2003. "Social Constructionism and Distributed Learning." In DiStefino A., Rudestam, K., Silverman, R., and Taira, S. (Eds.) Encyclopedia of Distributed Learning. Thousand Oaks, CA: Sage.

Gergen, K., Gergen, M., and Barrett F. J. 2003. "Dialogue: Life and Death of the Organization." In Grant, D; C. Hardy; N. Oswick; N. Phillips; and L. Putnam (Eds.) Handbook of Organizational Discourse, Thousand Oaks, CA: Sage.

Gergen, K; McNamee, S.; and Barrett, F. J. 2002. "Realizing Transformative Dialogue" in The Transformative Power of Dialogue, Roberts, N. (ed.). Amsterdam: JAI Press.

Barrett, F. J. 2002. "Learning to Appreciate the Sublime: Don't Knock the Rock." In R. Pellegrini and T. R. Sarbin (eds.), Between Fathers and Sons: Pivotal Narratives in Mens' Lives. New York: Haworth Clinical Practice Press.

Barrett, F. J. 2002. "Gender Strategies of Women Professionals: The Case of the U. S. Navy." In M. Dent and S. Whitehead (eds). Managing Professional Identities: Knowledge, Performativity and the "New" Professional. London: Routledge.

Ludema, J.; Cooperrider, D.; Barrett, F.J. 2000. "Appreciative Inquiry: The Power of the Unconditional Positive Question." In P. Reason and H. Bradbury (eds). Handbook of Action Research. London: Sage Press.

Barrett, F. J. 2000. "Cultivating an Aesthetics of Unfolding: Jazz Improvisation as a Self-Organized System." In S. Linstead and H. J. Hopfl (eds.) The Aesthetics of Organizations. London: Sage Press.

Barrett, F. J. 2000. "Multi Party Collaboration as Transitional Space." In S. Schruyer (ed.) Multi-Organizational Partnerships and Cooperative Strategy. Tilburg: Tilburg Univ. Press.

Barrett, F. J. 1999. "Knowledge Creating as Dialogical Accomplishment: A Constructionist Perspective." In A. Montouri and R. Purser (eds)., Social Creativity Vol. 1. New York: Hampton Press.

Barrett, F. J. 1999. "Masculinity in the Military" in Militar and Geschlechterverhältnisse (Gender and the Military). In Eifler, C. and R. Seifert (eds). Freiburg: Kore Publications.

Cooperrider, D., F. J. Barrett, and S. Srivastva. 1995. "Social Construction and Appreciative Inquiry: A Journey in Organizational Theory." In Hosking, D., P. Dachler and K. Gergen (eds.) Management and Organization: Relational Alternatives to Individualism. Aldershot: Avebury Press.

Srivastva, S. and F. J. Barrett. 1990. "Appreciative Organizing: Implications for Executive Functioning." In S. Srivastva, D. Cooperrider (eds.), Appreciative Management & Leadership. San Francisco: Jossey-Bass.

Srivastva, S. and F. J. Barrett. 1988. "Foundations for Executive Integrity: Dialogue, Diversity, and Development." In Srivastva and Associates, Executive Integrity. San Francisco: Jossey-Bass.

Srivastva, S. and F. J. Barrett. 1986. "Functions of Executive Power: Exploring New Approaches." In Srivastva and Associates, Executive Power. San Francisco: Jossey-Bass.

Refereed Conference Papers: Published Proceedings

Nissen, M. and Barrett, F. "Changing Major Acquisitions Organizations to Adopt the Best Loci of Knowledge Responsibilities and Decisions Rights." Proceedings, Acquisition Research Symposium, Naval Postgraduate School, May 2006.

Barrett, F. J. and M. J. Hatch. "Planning on Spontaneity: lessons from jazz for a democratic theory of change." Academy of Management Proceedings. Seattle, Wash: 2003. (Winner of best paper award, Organizational Development and Change Division).

Barrett, F. J. "Gender Strategies of Women Naval Officers." Women's Research and Education Institute Proceedings: Conference on Women in Uniformed Services. Washington, D.C., December 1996.

Barrett, F. J. "Interpretive Repertoires and Organizational Change: A Case Study in Structuration Theory." Bouchikhi, H; M. Kilduff; and R. Whittington (eds). Action, Structure, and Organizations. ESSEC - IMD, Paris France, 1995.

Barrett, F. J. and D. Cooperrider. "Using Generative Metaphor to Intervene in a System Divided by Turfism and Competition: Building Common Visions." Academy of Management Proceedings, 1988. Winner of Best Paper Award, Organizational Development Division, 1988.

Barrett, F. J. and D. Cooperrider. "Building Common Vision through Generative Metaphor." Human Resources Management and Organizational Behavior, Vol. II. 1986.

Conference Presentations

Barrett, F. "Theory Based Insights on the Practice of Organizational Change and Development." Presented at OD Network Conference, October 2008, Austin, Texas.

Barrett, F. "Applying Appreciative Inquiry to Organizational Development: New Ideas to Enhance Managerial Capacity." Presented at National Academy of Management, August 2006. Atlanta Georgia.

Barrett, F. 2006. "Sarbin's Crusade Against Reification." American Psychological Association, National Meeting. August, 2006, New Orleans, La.

Barrett, F. "From Mentalism to Contextualism: Sarbin's Efforts to De-reify Psychology." Western Psychological Association. April, 2006, Palm Springs, CA.

Barrett, F. "Negotiation as Structured Improvisation." Presented at Harvard Business School, April 2006

Barrett, F. "The Art of Negotiation as Improvisation." Presented at Harvard Business School, April 2005.

Barrett, F. "Lessons in Improvisation for Negotiators." Presented at Conference on Negotiations, Harvard Business School Program on Negotiations, October 2004.

Barrett, F. "Cultivating Transformative Collaboration: Actionable Knowledge as Aesthetic Achievement." Presented at National Academy of Management, New Orleans, LA., August 2004.

Barrett, F. "Contingency, Irony, Wit, and Surprise in Critical Moments of Negotiation." Presented at Critical Moments Conference, Program on Negotiation at Harvard Law School, Nov 14-15, 2003.

Barrett, F. "Toward an Aesthetic of Transformative Cooperation: Cultivating Surrender, Wonderment, Appreciation, and Forgiveness." Presented at CWRU conference, New Designs in Transformative Cooperation. Cleveland, Ohio, September 17 - 20, 2003.

Sarbin, T. and F. J. Barrett. "Honor as a Moral Category: A Socio-linguistic Analysis." Presented at American Psychological Association, National Meeting, Chicago, Ill. August, 2002.

Barrett, F. "Honor and Identity in Pre- Modern, Modern, and Postmodern Contexts." Presented at The American Psychological Association Annual Meeting in Washington, D.C., August 2000.

Hatch, M. J. and F. J. Barrett. "Jazz Time." Presented at National Academy of Management, All Academy Symposium. Toronto, Canada, August 2000.

Overlaet, B. and F. J. Barrett. "Learning Within Transitional Space." Presented at National Academy of Management, Toronto, Canada, August 2000.

Barrett, F. J. "Reproducing Gender within a Hyper-Masculine Institution." Presented at National Academy of Management, San Diego, Calif; August 1998.

Barrett, F. J. "Sensemaking, Organizational Identity, and Strategic Change." Presented at National Academy of Management, Boston, Mass., August 1997

Cooperrider, D. and Barrett, F. J. "Executive Wisdom in the Post-Industrial Age." Conference on Executive Wisdom and Courage, Case Western Reserve Univ., October 1996.

Barrett, Frank J. "Alternative Masculinities in the U.S. Navy." Presented at National Academy of Management; Cincinnati, Ohio, 1996.

Barrett, Frank J. "Root Metaphors and Organizational Change: A Management Group's Response to an Unusual Event." Presented at National Academy of Management, Cincinnati, Ohio, 1996.

Barrett, Frank J. "Jazz Band as a Learning Organization." Presented as part of symposium on "Jazz Improvisation as Metaphor for 21st Century Organizing." National Academy of Management, Vancouver Canada, August 1995.

Hatch, M. J. and F. J. Barrett. Co-chair of symposium "Jazz Improvisation as a Metaphor for Organizing in the 21st Century" (with Ken Peplowski, Karl Weick, and Bill Pasmore). National Academy of Management, Vancouver, 1995.

Van Buskirk, B., F. J. Barrett, D. McGrath, S. Schor, and G. Thomas. "Coping with Hypermasculine Tradition in Organizational Cultures." Presented at National Academy of Management, Vancouver British Columbia, 1995.

Barrett, Frank. "Jazz Improvisation and Organizational Innovation." Presented at Lakeland Community College, Minneapolis, Minnesota annual conference entitled "Jazz as a Metaphor for Life." October 1994. By invitation.

Thomas, G. and F. J. Barrett. "The Negation of Femininity in a Hypermasculine Organization: The Experience of Women Officers in the U. S. Navy." Presented at the National Academy of Management, Dallas Texas, 1994.

London M. and F. J. Barrett. "Feelings of Self-worth in the Classroom: An Appreciative Perspective." Presented at Organizational Behavior Teaching Conference, Windsor Ontario, June 1994.

Kruger, E., B. van Buskirk, R. Kramer, D. McGrath, and F. J. Barrett. "You Are What You Read: Significant Books as Depth Symbols." Presented at Organizational Behavior Teaching Conference, Windsor Ontario, June 1994.

Gail F. Thomas and F. J. Barrett, "The Construction of Femininity in a Hyper-masculine Organization: The Case of the U. S. Navy." Association for Business Communication, Annual Convention, Montreal Canada, November 1993.

Barrett, Frank J. "The Construction of Masculinity in the U. S. Navy." Conference on Social Construction, University of New Hampshire, June 1993.

Thomas, Gail F. and F. J. Barrett. "The Construction of Gender in the United States Navy." Association for Business Communication, Western Regional Meeting, San Francisco, California, March 1993.

Barrett, F. "Postmodernism and the Learning Organization." Presented as part of symposium entitled "Postmodernist Readings of Managerial Abilities, Learning Organizations, and Information Systems" with T. Thachankary, E. Neilsen, W. Pasmore, R. Boland, R. Tenkasi, and R. Purser. Presented at the National Academy of Management, Las Vegas, Nevada. August, 1992.

Foster, S.; W. Haga, K. Tarasawa, and F. J. Barrett. "Surplus Value in Organizational Communication." Presented at annual Western Economic Association, San Francisco, California, July 1992.

Tenkasi, R., D. Cooperrider, and F. J. Barrett. "The Impact of Schemas and Inquiry Frames on Consultants' Construction of Expectations About the Client System." Presented at National Academy of Management, Miami Beach. August, 1991.

Barrett, F.; R. Fry and T. Wilmot. "The Management and Transformation of Attention: An Appreciative Study of the Hunger Project." Presentation at The International Symposium in Organizational Behavior: Social Innovations in Global Management, Case Western Reserve University, Cleveland, Ohio, 1990.

Barrett, F. and D. Cooperrider. "Generative Metaphor and Common Vision." Presented at National Academy of Management, Anaheim, California, 1988. Winner of Best Paper Award, OD Division.

Non-refereed Technical Reports

Barrett, F. J. and K. F. Snider. "Dynamics of Knowledge Transfer in Organizations: Implications for Design of Lessons Learned Systems." Naval Postgraduate School Technical Report NPS-GSBPP-01-002, April 2001.

Barrett, F. J., G. Thomas, and Susan Hocevar. "Implications for Organizational Change from a Social Constructionist Perspective." Naval Postgraduate School Working Papers Series, no. 93-02, March 1993.

Hocevar, S., F. J. Barrett, and G. Thomas. "Organizational Assessment of Naval Air Warfare Center, Aircraft Division." October 1993.

Hocevar, S., G. F. Thomas, K. Thomas, N. Moore, and F. J. Barrett. "Developing High Performing Self-Managed Teams at Nawc-ADI." NPS Project Report (NPS-SM-94-004-PR), 1994.

Working Papers

Barrett, F. "Negotiation as Structured Improvisation." Presented at Harvard Business School, April 2006

Barrett, F. "Interpretive Repertoires and Organizational Change: A Case Study in Structuration Theory." To be submitted to Organization Science.

Barrett, F. "Narratives of Masculinity as Resources for Identity Construction." To be submitted to Organization Science.

Book Reviews.

Book review of William Torbert's Managing the Corporate Dream: Restructuring for Long-term Success (with Suresh Srivastva). Academy of Management Executive, Vol. I. No. 3, 1987, pp. 253-255.

"Flawed Consulting" (with William A. Pasmore). Book review of Implementing Organizational Change by Lippitt G., P. Langseth, J. Mossop. Contemporary Psychology, Vol. 31, No. 9, 1986.

PROFESSIONAL SERVICE

Executive Committee of Division of Organizational Development and Change, National Academy of Management, 2002 – 2007.

Member Academy of Management Division of Organizational Development and Change 1988 - present.

Member of Managerial and Organizational Cognition Division, National Academy of Management 1993 - present.

EDITORIAL POSITIONS

2006 – present. Human Relations, Associate Editor

2005 – present. Organization Studies, Senior Editor

2004 – present. Journal of Applied Behavioral Science, Associate Editor

2002 – present. Journal of Action Research, Associate Editor

1990 - present. Ad hoc reviewer for Academy of Management, Division of Organizational Development and Change.

Ad hoc reviewer for following journals: Organization Science, Journal of Management Inquiry, Academy of Management Review.

REFERENCES AVAILABLE ON REQUEST