



# Organization Development and Change

R. Wayne Boss, Editor

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## ODC DIVISION PROGRAM NEWS

Ram Tenkasi  
Program Chair  
Benedictine University

Dear Colleagues, Aloha!!!!

Thanks for all your help. Your efforts as submitters and reviewers has helped create what I believe is a high quality program for the ODC division for the Honolulu meetings

This year as a division we received 112 papers and 30 symposia, in total 152 submissions – putting to rest speculations of the AOM organizing committee as to whether Honolulu will attract more or less submissions. The increased level of submissions that we have received this year indicates that Honolulu will potentially be a venue to stay!

Our division’s program includes 17 symposia and 73 papers.

Here is a sampling of the ODC program for this year’s conference with the theme of “A New Vision of Management in the 21<sup>st</sup> Century”:

### Symposia

We are sponsors of one All Academy and five Showcase symposia:

- **All Academy Symposium:**  
“A Role for Organizations in Sustainable Peace? A New Vision of Management in the 21<sup>st</sup> Century”
- **Showcase Symposia:**  
“Applying Theory to University Transformation: Advancing Women Faculty in Science and Engineering”  
“Leadership for Adaptive Organizations: Models from the Christian, Hindu and Buddhist Traditions”  
“Accentuating the Positive at Work: Linking Positive Psychological Capacities with Valued Outcomes”  
“Corporate Social Responsibility and its Implications for Management Research and Education”  
“A New Vision of Business Education in the Twenty-First Century”

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## A DAY IN THE LIFE OF A DIVISION CHAIR (OK, MAKE THAT A HALF-DECADE!)

Gretchen Spreitzer  
Division Chairperson  
University of Michigan

It’s hard to believe five years can go so quickly. I remember that phone call from the Nominating Committee inviting me to run for the five year executive track on the ODC board. What an honor? It was a heady experience. How would I say no? I was an associate professor at the Marshall School of Business with two toddlers. Little did I know the adventure I was in for over the next five years! Now I am a professor at the Ross School of Business at the University of Michigan. As many of you probably know, for the last several years, I have been part of an interesting new center on Positive Organizational Scholarship. And both of my girls are now in school. Who would have

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- There will be 11 other symposia sponsored by our division, nine in collaboration with other divisions and two sponsored exclusively by ODC.

### Paper Sessions

The paper sessions include presentations in three different formats: regular paper, interactive presentation, and visual paper sessions. ODC will have 41 papers in 10 regular paper sessions, 16 papers in five visual paper sessions (presenting concepts to smaller audiences in a more informal fashion), and another 16 papers in interactive paper presentation sessions (these papers are posted in advance for people to read, allowing time to digest more “data intensive” materials).

### ODC Theme and Distinguished Speaker Sessions

Keeping in with the overall conference theme of a New Vision of Management in the 21<sup>st</sup> Century, the ODC Theme session for the conference is “Organizing for the Future: Designing the 21<sup>st</sup> Century Organization and Beyond.” Professors Edward Lawler, Thomas Malone and Jay Galbraith are our theme session speakers and will share their theories and vast experiences on designing, changing and redesigning organizations with an eye toward the future. Dr. William Pasmore, whose background as a former academic studying design and now a consultant involved in design, will be our discussant.

Our distinguished speaker for this year is Professor Thomas Cummings. Tom is an active and longstanding member of the ODC division, former Division Chair, and President of the Academy for 2005-2006. Tom’s talk is titled “Evolution of ODC and its Future: A Personal Reflection.”

All of our sessions are scheduled to take place in the Hawaii Convention Center and, except for the Visual Paper and Interactive Paper sessions, all other events have been conveniently scheduled in adjacent rooms 321 B and 322 B. Here are some special division sessions to mark on your calendars:

- ODC Welcome and Continental Breakfast: Monday, August 8<sup>th</sup>, 7:50 a.m. in Hawaii Convention Center, Room 321 B
- ODC Theme Session on Organizing for the Future: Designing the 21<sup>st</sup> Century Organization and Beyond” Monday, August 8<sup>th</sup>, 8:30 a.m. in Hawaii Convention Center, Room 321 B

- ODC Distinguished Speaker: Thomas Cummings. President of the Academy, 2005-2006, Tuesday, 4:10 p.m. in Hawaii Convention Center, Room 321 B.
- ODC Business Meeting and Awards Ceremony: Tuesday, 5:30 p.m. in Hawaii Convention Center, Room 322 B
- ODC Social Hour: Tuesday, 6:30 p.m.-9:00 p.m. in Hawaii Convention Center, Room 321 B.

At our ODC Business Meeting we will be honoring our award winners and recognizing our outstanding reviewers.

### **This Year's ODC Award Winners Are:**

- *Best Competitive Paper*: "The Governance of Transition Processes in an Organization: A Cognitive Mapping Approach," by Jessica Steur and Raphael Wittek, both from the University of Groningen.
- *Rupe Chisholm Best Practice Paper*: "More or Less Than Give and Take: Manifested Attitudes to Inter-Partner Learning in Collaboration," by Paul Hibbert and Chris Huxham from the University of Strathclyde.
- *Best Action Research*: "Using Attachment Theory to Compare Traditional Action Research and Appreciative Inquiry," by Eric Neilsen, Case Western Reserve University.
- *Best Interactive Paper*: "Responding to a Changing Environment: Adapting Human and Social Capital to Impact Performance" by Kira Reed, Syracuse University and Narasimhan Srinivasan, University of Connecticut.
- *Best Visual Paper*: "Using Change Process Profiles to Study Implementation: An Empirical Demonstration," by Matthew Ford and Bertie Greer from Northern Kentucky University.
- *Best Student Paper*: "Change From Below: The Case of the Voice of the Faithful," by Inga Carboni, Boston College.

### **A Great Big Thank You!**

I would like to thank Vera Lukas, administrative assistant at Benedictine University, who helped me with sending papers to reviewers and review feedback out to submitters. I would also like to thank the present and past ODC executive board for helping out in extra reviews and selecting our best papers. Special mention goes to Julie Wolfram Cox, Anat Lechner, Ron Purser,

Peter Sorensen, Wayne Boss, Rami Shani, Eric Goodman, Frank Barrett, George Roth and Gretchen Spreitzer for accepting the additional reviews. My ODC board colleagues Gretchen Spreitzer, George Roth, and Mike Manning have also helped me enormously in our regular talks with their support and advice.

Finally, a big thanks to everyone who helped in the development of the program – submitters and reviewers alike. Also, for the first time in the division's history we created a dedicated website and a process for reviewers to post their reviews on-line. This made the arduous process of getting reviews and making decisions on papers easier to manage. I appreciate reviewers' support of this new practice and their willingness to make the effort to complete their reviews on-line. So a special thanks to the 142 reviewers, and to those of you who have also volunteered to be session chairs and discussants. Your efforts are what make all that happens at the Academy of Management truly outstanding! Thank you all very much and we look forward to seeing you in Honolulu soon.

The ODC Division thanks the following 142 reviewers: Zainal Ariffin Ahmad, Universiti Sains Malaysia; Siah Hwee Ang, U of Auckland; Keith Bahde, Coopers Lighting; Jeff Bailey, Blackwell Consulting; Keith Baker, John Deere; Frank Barrett, Naval Post Graduate School; Jean Bartunek, Boston College; Cynthia (Cindy) Bean, U of South Florida; J.J. (Hans) Berends, Technical U of Eindhoven; Cecile Betit, Independent Consultant; Sharon Borowicz, Benedictine U; Wayne Boss, U of Colorado; Jennifer Bott, Ball State U; Neil Boyd, Penn State U; Hillary Bradbury, Case Western Reserve U; Neal Breslin, Sears Corp; Fiona Broadbent, U of Western Australia; Melanie Bryant, Monash U; Tony Buono, Bentley U; Sherry Camden-Anders, Alliant U; Marilyn Carter, BP-Amoco; Chip Chesmore, John Deere; Allan Church, Pepsi; David Coghlan, Trinity College; Wanda Curlee, U of Phoenix; Donald de Guerre, Concordia U; Robert Dengler, Benedictine U; Shelley Dionne, Binghamton U; Marie DiVirgilio, All State; John Dopp, San Francisco State U; Evelyn Dravecky, Harbor-UCLA Medical Center; Gerard Farias, Farleigh Dickinson U; David Ford, U of Alabama; G. L. Forward, Point Loma Nazarene U; Ronald Fry, Case Western Reserve U; Connie Fuller, International Truck and Engine; Michael Garber, USG Corp.; Judith Gebhardt, U of Southern California; Darren Good, Case Western Reserve U; Eric Goodman, Kaplan U; Erin Goodman, Independent Consultant; Robert Gordon, University of Phoenix; Katrin Hansen, U of Dortmund; George Hay,

McDonald's Corp; Mary Ann Hazen, U of Detroit; Tom Head, Roosevelt U; Cindy Heidorn, Benedictine U; Amy Hietapelto, Northeastern Illinois U; Daniel Holt, USCENTAF-CMO; Jerry Hoover, Texas Tech U; Timothy Huerta, U of British Columbia; Mathew Jacob, Microsoft; Claus Jacobs, Imagination Lab; David Jamieson, Pepperdine U; Deloras Jones, Dana Corp.; Steve Karau, Southern Illinois U; Lynda Kilbourne, Xavier U; Toni Knott, Alliant U; Bill Kohley, Spraying Systems Co.; Constantine Kontoghiorghes, Cyprus International Institute of Mgt.; Martin Kormanik, OD systems Inc.; Mary Lou Kotecki, John Deere; Dennis Kripp, Roosevelt U; Fred Kwong, Benedictine U; Miriam Lacey, Pepperdine U; Bill Leban, DeVry U; Anat Lechner, New York U; Steve Leybourne, U of Plymouth; Jim Ludema, Benedictine U; Nancy Lynch, Benedictine U; Sean Lyons, Carleton U; Barry Macy, Texas Tech U; Jeanne Maes, U of South Alabama; Katty Marmenout, McGill U; Sandra Martinez, Widener U; Ignacio Martinez-Moyano, SUNY-Albany; Gerald McLaughlin, DePaul U; Jackie Medland, Northwestern Hospitals; Christine B. Meyer, Norwegian School of Economics and Business; Erik Monsen, U of Colorado; Jerry Mount, Grand Valley State U; Ken Murrell, U of West Florida; Yasser Nafei, Motorola; Eric Neilsen, Case Western Reserve U; Mitchell Neubert, Baylor U; Jean Neumann, Tavistock Institute; Ian Palmer, U of Technology Sydney; Daewoo Park, Xavier U; Bill Pasmore, Mercer Delta; Mark Picker, General Motors; Norma Pivetta, CFIRE; Ron Purser, San Francisco State U; Susan Quandt, Benedictine U; Kira Reed, Syracuse U; Kathy Reno, Northwest Community Healthcare; Roger Roderick, U of Arkansas; Robert Rodriguez, Capella U; Kenneth Rossi, Hawaii Pacific U; George Roth, MIT U; Jared Roth, Pepperdine U; Beena Saji, Skyline College; Raymond Saner, Center for Socio-economic Development; Neusa Santos, Pontificia Universidade Catolica de Sao Paulo; Mike Schraeder, Troy State U; Gavin Schwartz, U of New South Wales; Linda Schweitzer, Carleton U; Victor Settergren, APS; Rami Shani, California Polytechnic; Linda Sharkey, General Electric; Deborah Shearer, Argosy U; Charlotte Shelton, Rockhurst U; Peter Sorensen, Benedictine U; Dale Spartz, John C Lincoln Health Network; Gretchen Spreitzer, U of Michigan; Robert Steel, U of Michigan-Dearborn; Karl Strandberg, Independent Consultant; Christie Struckman, San Jose State U; Mats Sundgren, Astra Zeneca; Daniel Svyantek, Auburn U; Ranjini Swamy, Goa Institute of Management; Leslie Szamosi, CITY; Laura-Jean Taplin, U of Guelph; Tojo Thatchenkery,

George Mason U; Bill Torbert, Boston College; Maria Vakola, Athens U of Economics and Business; Glenn Varney, Bowling Green State U; Linda Veleckis, Benedictine U; Robert Verner, International Truck and Engine; Gail VonGonten, McDonald's Corp; Nancy Waldeck, U of Toledo; Ilene Wasserman, ICW Consulting; John Watson, St. Bonaventure University; Mark Werwath, Northwestern U; Reeves Wesley, Karunaya Institute of Management; Karen Whelan-Berry, Utah Valley State U; Julie Wolfram Cox, RMIT U; Kym Wong, Benedictine U; Yim-Yu Wong, San Francisco State U; Dick Woodman, Texas A&M U; Chris Worley, Pepperdine U; Therese Yaeger, Benedictine U; Feirong Yuan, Texas A&M U.

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*(From Spreitzer, page 1)*

gussed so much would change in just five years? As I finish up my five year term on the Executive Board of the ODC Division, I wanted to take a few minutes to reflect on my experience and suggest some ideas on how to take the ODC Division to even greater heights. In the process, I hope this recollection makes the activities of the executive board even more transparent to our membership.

### **My Life on the Board**

The five year term of office is an intense, but very fulfilling, commitment to the Division. The board meets for an afternoon meeting and evening dinner on Sunday of the Academy. The board also meets in February for two days to discuss strategic board issues and to put the Academy program together. Throughout the year, there are numerous emails and phone calls that focus on divisional issues as they arise from our membership or the Academy. Let me share a bit about the executive rotation on the board:

In the first year (2000-2001, Washington, D.C.), one is the head of the nominations committee for officer elections. This involves soliciting nominations from the Division and then recruiting people to run for the office. While we typically have little difficulty filling the two year positions, it is often difficult to entice Division members to run for the five year executive track. What I found out that we really need are more members of the ODC division to step up and be willing to take on these important leadership roles. We need more service to the division. The rewards one gets in return are invaluable, in terms of learning and connectivity to others.

During this year, one is also learning more about what the Division is about and how the board works. My

favorite memory during this year on the board was taking the election process virtual and seeing the number of voters exponentially increase. Eric Goodman, the ODC web-master, was a tremendous help in making this happen. I was also thrilled that we were able to attract George Roth to run for my position and win!

In the second year (2001-2002, Denver), one is the Professional Development Workshop (PDW) Chair. This position involves recruiting, reviewing, and selecting PDW sessions. As the PDW chair, one is always dependent on our membership for taking initiative and suggesting high quality, engaging sessions. The PDW chair negotiates co-sponsorships with the other divisions, deals with catering and audiovisual needs, and learns how the Academy program developer works. This is a considerable assignment because the ODC division has one of the largest and most innovative PDW programs in the Academy. It's also a great realistic job preview for what the next year will be as Program Chair. My favorite memory from this year was getting to know all the other Division PDW chairs through numerous emails and phone calls – what a quality group of people from all different parts of the world and universities that are diverse as can be.

In the third year, one is the Program Chair (2002-2003, Seattle). This is the year you forgo seeing your family for several months while you put together the August program. It all begins when you begin recruiting reviewers at the August meeting. By the fall, you put out the Call for Papers to attract people to submit their best quality work. In January, the real work begins. In the several days of the submission deadline, almost 100 papers and about half as many symposia are submitted. In a matter of days, they must be logged in and sent out to reviewers. In two weeks, the reviews are back (well, from most people anyway – it's really important if you agree to review to be sure to get your reviews in on time!). Then the ranking progress begins. The whole board convenes to help the Program Chair make final decisions on the acceptance rate and best paper awards. An innovation we introduced this year was an award for the best reviewers – a well deserved honor for a rather thankless but invaluable task.

It's an incredible feeling when you the actual program comes out and you can celebrate the quality of the program! This year you also get a chance to put your own stamp on the program. You get to select (with the entire Board's input of course) the Division's Distinguished Speaker (during my year, we honored Jean Bartunek, Academy President and mentor to so many).

You also have the unique opportunity to put together a theme session of your choosing that you believe will have impact and appeal to the Division's members. I took the opportunity to introduce the division to the movement just getting started on Positive Organizational Scholarship which builds on many of the values and practices that have been long part of the ODC. My favorite memory from my year as Program Chair was organizing the division's social hour at the Seattle Aquarium in conjunction with the ONE interest group. What an educational and picturesque way to build community in the division and across the Academy. My most miserable memory was having to turn people away when we reached capacity!

In the fourth year, one is the Division Chair-Elect (2003-2004, New Orleans). In this year, one usually organizes the doctoral consortium in conjunction with the Organization and Management Theory (OMT) and Management and Organization Cognition (MOC) Divisions. However, during my year, I had the special honor of being responsible for the division's Five Year Review. The Five Year Review is something required by the Academy of Management every (you guessed it!) five years with the purpose of assessing how well the division is meeting the needs of its members and complying with Academy policies and vision. My saving grace in working on this major project was having Gavin Schwarz as our special projects coordinator. We worked hand in hand on the entire process – from surveying our membership, to compiling statistics, assessing our financial health, and making recommendations for the future of the division. It was an incredible learning experience about the division and even the Academy as a whole. It really made me feel proud to part of a division doing so many good things (you can read the entire report on the ODC webpage).

Of course, we also learned where we had room for improvement. In response, we created a new executive position of secretary/treasurer (Gavin Schwarz was well suited for this role given his experience with the report) and formalized our elections procedure. We also changed the rotation in the last two years of the five year track so that we were more in sync with the rotations of other divisions. One builds up a lot of social capital when in the roles of PDW Chair and Program Chair – that was virtually lost when our Division Chair rotation came one year earlier than other divisions.

And finally, in the fifth year, one is the Division Chair (2004-2005, Hawaii). This is where I sit now. My division responsibilities are winding down. In meetings

and decisions, I realize that I have the longest tenure on the board (with the exception of Wayne Boss, our newsletter editor and unofficial historian and organizational memory) and so can share what we have done in the past and what worked and what failed to work. I am already feeling nostalgic. My favorite memory so far is realization that the board is in the hands of a great group of officers who will create an enduring legacy long after I am gone. I have made some very close friends with other board members, gotten to know many new people in the Academy, and had a chance to make a difference. I can predict that I will be a bit teary-eyed at the Academy this year as I finish up my term of office.

I share this journey with you in hopes of sparking your interest to run for office in the future. Sure it is a lot of work, but it is also incredibly fulfilling to see the impact you can have! If the five year rotation feels like too much for you, consider the two year representative-at-large position, or the international position, or executive scholar position, or the student position. I can ensure you that you will get much more out the experience than you put into it!

### **Moving the Division Forward: The Future Is You!**

Of course the division is much more than the executive board. It is all of us. The future of the division lies with you. It can only be as good as we strive for it to be. I encourage you (yes, you!) to become more involved with the division. How? So many ways!

- Introduce yourself
- Organize a PDW (contact next year's PDW chair, Frank Barrett, to share an idea: [FBarrett@nps.edu](mailto:FBarrett@nps.edu))
- Submit a paper or symposium to the ODC division
- Volunteer to be a chair or discussant
- Review for the program (contact next year's program chair, Michael Manning, to sign up for next year: [mmanning@nmsu.edu](mailto:mmanning@nmsu.edu))
- Come to ODC sessions, the theme session, distinguished speaker session, business meeting and social hour (we are known to have one of the very best at the Academy)
- Sign up for a committee
- Vote in the elections
- Nominate someone to be elected
- Nominate yourself for our elections
- Write something for the newsletter (contact Wayne Boss to run your ideas by: [wayne.boss@colorado.edu](mailto:wayne.boss@colorado.edu))
- Mentor an ODC student
- Propose a special issue on an ODC topic to a journal

- Take initiative to do something you believe in. Some examples include:
  - Glenn Varney and his team are creating an endowment on ODC competencies. They meet for a PDW every year and are having a conference in April to help understand the role of competencies in shaping OD's future.
  - Peter Sorenson and his team several years created an executive doctoral consortium to meet the needs of executive students who had no consortium that spoke to their needs.

Thank you for the opportunity to be involved with ODC. It has been a wonderful experience. I wish the same to be true for all of you. Now take the baton and run with it!

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## **OMT/ODC/MOC DOCTORAL STUDENT CONSORTIUM**

George Roth

The ODC/OMT//MOC Doctoral Student Consortium will take place from August 5-7, 2005 in Honolulu, Hawaii. We are planning an interesting and energetic mix of presentations, discussions, and interactive sessions that are designed to provide a perspective on various aspects of launching one's academic career. Specific topics include: *Doing Great Research, Managing Your Career (and Your Life!), Getting Research Done, and Serving and Influencing Multiple Constituencies.*

The consortium organizers are George Roth, MIT (ODC), Matt Kraatz, U. Illinois – Urbana-Champaign & Mary Tripsas (OMT), and Stuart Bunderson, Washington U. (MOC). The panelists include: Royston Greenwood, U. Alberta; Richard Daft, Vanderbilt U.; Joe Porac, New York U.; Mary Ann Glynn, Emory U.; William Pasmore, Mercer Delta Consulting; Bill Starbuck, New York U.; Damon Phillips, U. Chicago; Quy Huy, INSEAD; Kathleen Sutcliffe, U. Michigan; Andy Hoffman, U. Michigan; Charles Seashore, Fielding Graduate Institute; and Anne Huff, Technische U. Muenchen.

We encourage schools to nominate students for the Consortium. To keep the faculty-participant ratio to an optimal size, the number of participants will be limited. This has been a very popular program, so apply early!

The deadline for receipt of nominations is **5:00 p.m. (EST), June 3, 2005.**

To apply, interested students must be nominated by their schools. No university can nominate more than

two students (and each doctoral program is limited to one nomination). Universities with multiple departments seeking to send students need to coordinate their nominations. In making the decision to accept students, preference is given to those who have made the most progress toward completing their Ph.D. program. The Consortium is not open to those who have already completed their Ph.D., as it is designed for students. New faculty will find the Junior Faculty Workshop appropriate for their interests.

Applications should be sent by the department representative who nominates the student and should include in the body of the email the nominee's name, address, email address, phone and fax numbers, and name of affiliated school and university and a statement by department certifying nominee's completion of doctoral coursework and comprehensive exams by August 1, 2004. Two attachments to the email are requested:

- (1) an attached letter from a faculty member providing a general appraisal of the nominee, including an assessment of his/her progress toward a dissertation defense, expected defense date, and subject of dissertation; and
- (2) a one-page bio summarizing the nominee's contact information, research and teaching interests, and publications. This one-page bio will be distributed among consortium participants.

Please send nominations and supporting materials by **electronic mail** to one of the following conference organizers by June 3, 2005: ODC: George Roth ([groth@mit.edu](mailto:groth@mit.edu)); OMT: Matt Kraatz ([kraatz@uiuc.edu](mailto:kraatz@uiuc.edu)); and MOC: Stuart Bunderson ([bunderson@wustl.edu](mailto:bunderson@wustl.edu)).

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## THE ACADEMY OF MANAGEMENT'S 2005 NEW DOCTORAL STUDENT CONSORTIUM

Honolulu, Hawaii  
Saturday, August 3rd, 2005

The New Doctoral Student Consortium (NDSC) is part of the Academy of Management's commitment to the professional development of its student members, and its prospective members. NDSC is designed by doctoral students for doctoral students and is aimed at students in their first or second year of a doctoral program. We also strongly encourage any prospective doctoral program candidates to participate. This consortium is designed to address the real life issues

that exist for doctoral students from getting started on your thesis all the way through the publishing process. NDSC is your opportunity to interact, discuss, and learn from the Academy's leading members and the world's leading academics.

The NDSC is a consistent presence at the Academy's annual conference and has become a premier pre-conference event. There are several aspects of the NDSC that have made it a "not to be missed event" including:

### The People

By attending this year's consortium, you will meet some of the Academy's most distinguished members and academicians, as well as other doctoral students who also share similar experiences and interests! At the 2005 NDSC you will meet and speak to world leaders in management research, theory, practice and education.

### Career Development

When you begin a doctoral program you begin your career. This year's consortium includes speakers and topics focused on helping you understand what your role can be in the academic world of research, publishing, and teaching. The topics at the 2005 NDSC will include: managing life as a student, life as a "minority" student, the power and politics of doctoral programs, starting your thesis, performing exemplary research – both quantitative and qualitative, publishing, collaboration and networking, teaching excellence, and much more.

### Networking

Throughout the one-day consortium you will engage in activities to help you identify possible research partners from across the USA and the world. You will interact with esteemed presenters through question and answer sessions. You will also have the unique opportunity to meet and discuss publishing issues through coffee time with editors of top tier journals like *Organization Science*, *Academy of Management Journal*, *Academy of Management Review*, and other high quality publications.

### More Details

The NDSC will be held in Honolulu, Hawaii on Saturday, August 3, 2005 from 8:20 a.m. to 5:30 p.m. Light refreshments and lunch will be served during the consortium and an "All Doctoral Student Reception" will also be held following the consortium.

The NDSC is becoming a major pre-conference event for doctoral students! Attendance is limited to 150

participants. Registration opened in March, and you are strongly encouraged to register early through our on-line registration at [www.aom.pace.edu/ndsc](http://www.aom.pace.edu/ndsc). For more information, please contact Pam Steverson, the NDSC Co-Chair of Marketing and Registration ([pstevrsn@memphis.edu](mailto:pstevrsn@memphis.edu)).

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### **ODC 2005 PDW PROGRAM AT THE AOM: “A NEW VISION OF MANAGEMENT IN THE 21<sup>ST</sup> CENTURY” MEETING**

Michael Manning  
PDW Chair

The ODC 2005 pre-conference Professional Development Workshops (PDWs) will again offer the Academy membership wonderful learning opportunities – this time on the majestic island of Oahu, Hawaii. The PDWs are designed in a workshop format, of varying lengths from 1-8 hours, and are taught by colleagues with the objective of sharing what they do and exploring questions and issues of common interest. The pace is slower than the main academy paper/symposium sessions and thus the chance for developing different perspectives, creating new experiences, and deeper understanding is greater.

The sessions start Friday, August 5<sup>th</sup> (some as early as 8 a.m., but most at noon) and run until Sunday at noon (when the regular Academy meetings start). The Academy pre-conference PDW program promises to provide something for everyone! Sessions are aimed at research, teaching, practice and the new vision of management in the 21<sup>st</sup> century conference theme.

The ODC is lead sponsor in 12 sessions that we hope you will find particularly interesting. In addition, we have joined in collaboration with 15 other academy divisions to co-sponsor 17 other sessions. That means that ODC is actively involved in creating and offering 29 PDWs. In addition, we will have an International Reception on Friday evening as well as a Doctoral Student Reception Saturday evening that all our members are invited to attend. A quick overview of the ODC lead sponsored sessions follows:

The program begins Friday afternoon with four terrific PDWs. “International Change Consulting for the 21<sup>st</sup> Century” is in its 10<sup>th</sup> year as a session that discusses change and consulting practices with a panel of international experts. “OD for Sustainability” is a workshop aimed at “marrying” insights from the field of ODC to

organizational efforts that grapple with sustainability. Design science is the topic of the session “Securing Our Heritage.” This workshop will explore how design science is emerging as a major theme in organizational research. And, to complete Friday’s session, Bill Torbert and colleagues from Boston College will kick off their intensive “Leadership Development Workshop” in the evening that will continue on Saturday morning. Also, in the evening ODC will sponsor the International Reception – a chance to connect with old friends and meet new ones while appreciating our international colleagues who have traveled great distances to join us.

Saturday continues with a series of six exceptional workshops. Dick Woodman and the new editorial board of JABS will convene a writing and reviewing for theory and practice session entitled “Journal of Applied Behavioral Science Workshop.” “The Appreciative Inquiry Summit Methodology Workshop” will explore the theory, method, and application of AI in large scale change. Last year’s highly attended session on “Critical Lenses on Organization Development and Change” will re-convene again this year. “Technology Made Easy for Researchers” will introduce and explore a wide variety of information technology tools available to help facilitate the research process. “Designing Trans-Organizational Systems” will consider challenges in translating scientific knowledge into practice – case in point, the ISIS Project for Tobacco Control. Marc Bonnet, Henri Savall, and colleagues will convene a session “Integrating OD and Enhancing Economic Performance through Socio-Economic Approach to Management” that will focus on the communication between OD specialists and financial managers. And again Saturday evening, ODC will sponsor another reception, this time for doctoral students.

Sunday morning will conclude the PDW program with two more sessions. Ian Palmer and colleagues promise to entertain us with their workshop “That Was Great! High Impact Activities, Exercises, and Approaches for Teaching or Consulting on Organizational Change.” And, Glenn Varney and colleagues will re-convene their eight-year project on the application of individual competencies for creating organizational change. This year’s session is entitled “Building ODC as an Academic Discipline.”

As mentioned above, ODC has also joined with 15 other Academy divisions to co-sponsor 17 additional sessions that will be of interest to many. Just a short enticing list of some of the titles of these sessions includes: The Practitioner Series – Action Research; New Variables, Methods, Mechanisms Using Positive



Organizational Scholarship (POS) Perspective; Creating the Next Generation of Leaders – The Australian Leadership Consortium’s Experience; A Taste of Merlot: Using Digital Online Teaching Modules in the Classroom; Strategic Faculty Development; Global Consulting Trends and Practices: Views from Around

the World; On Juggling Multiple Skills and Roles in Developing Organizational Diversity Consultants; and Film Scenes as the Basis of Experiential Exercises. Additionally, we will again co-sponsor the Executive Doctoral Consortium (with MED and PTC) as well as the traditional OMT/ODC/MOC Doctorial Consortium.

**ODC sponsored and co-sponsored PDWs**

(Note – **bold** PDWs are those where ODC is lead sponsor)

FRIDAY PM	SATURDAY		SUNDAY AM
	AM	PM	
<b>International Change Consulting Panel</b> <i>Thomas Head, Peter Sorensen &amp; Therese Yaeger</i>	<b>Integrating OD and Enhancing Economic Performance through Socio-Economic Approach to Management</b> <i>Marc Bonnet, Henri Savall et al</i>	<b>Journal of Applied Behavioral Science Workshop</b> <i>Dick Woodman et al.</i>	<b>That Was Great! High Impact Activities, Exercises, and Approaches for Teaching or Consulting on Organizational Change</b> <i>Ian Palmer et al</i>
<b>OD for Sustainability</b> <i>Hilary Bradbury &amp; Keith Cox</i>	<b>Designing Trans-Organizational Systems</b> <i>Timothy Huerta &amp; Ram Tenkasi</i>	<b>The Appreciative Inquiry Summit Methodology</b> <i>James Ludema, Frank Barrett et al</i>	<b>Building ODC as an Academic Discipline</b> <i>Glenn Varney et al</i>
<b>Securing Our Heritage</b> <i>Stuart Bate, Jean Bartunek et al</i>	Executive Doctoral Colloquium <i>Bruce Hanson et al</i>		Examining Organizational Buy In <i>Susan Kirby et al</i>
	<b>Leadership Development Workshop</b> <i>Inga Carboni, Pacey Foster &amp; Bill Torbert</i>		<b>Critical Lenses on Organizational Development and Change</b> <i>Julie Wolfram Cox et al</i>
Company Tour: USS Chafee – Pearl Harbor <i>David Purkiss &amp; Larry Garner</i>	<b>Technology Made Easy for Researchers</b> <i>Marie Di Virgilio, Anne Kohnke Meda &amp; C. Kym Wong</i>	A Taste of Merlot <i>Ronald Purser et al</i>	New Variables, Methods, Mechanisms Using a Positive Organizational Scholarship (POS) Perspective <i>Kim Cameron et al</i>
Practitioner Series/Action Research (begins 8am) <i>Neil Boyd et al</i>			
OMT/ODC/MOC Doctorial Consortium			
Creating the Next Generation of Leaders – The Australian Leadership Consortium <i>Christopher Bell, Alan Bedford &amp; Sue Cobden</i>	Global Consulting Trends and Practices <i>Maria Eugenia Arias &amp; Miguel Caldas</i>	Critical Encounters <i>Anshuman Prasad et al</i>	Finding the Appropriate Funding Sources <i>Timothy Hoff et al</i>
On Juggling Multiple Skills and Roles in Developing Organizational Diversity Consultants <i>Lize Booysen et al</i>		The Corporation <i>David Fitzgibbons, Linda Twinawe &amp; Maria Humphries</i>	Film Scenes as the Basis of Experiential Exercises <i>Joseph Champoux</i>
Flexible, Fluid and Responsive Management <i>Ilene Wasserman et al</i>		<b>Doctoral Student Reception</b>	
Latent Growth Modeling <i>Robert Vandenberg</i>			
Moving Images: Cinema in the Classroom (begins 8am) <i>Jon Billsbury et al</i>			
Strategic Faculty Development <i>Scott Hammond &amp; Susan Madsen</i>			
<b>International Reception</b>			

For more details please see the website or the Academy of Management program. We look forward to seeing you at a PDW in Hawaii. Aloha!

## NEWS ABOUT MEMBERS

Harold Bridger, one of the founders of the Tavistock Institute, passed away on May 3, 2005.

Michael I. Harrison has taken a position as Senior Research Scientist for Organizational and Systems Research at the Agency for Healthcare Research & Quality in Rockville, MD.

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### FROM ORGANIZATION DEVELOPMENT TO ORGANIZATIONAL DECORATION: A PROVOCATION

Julie Wolfram Cox  
RMIT University  
Representative-at-Large

Part of my role as one of the Representatives-at-Large on the ODC Executive Committee has been to contribute an item to this newsletter, and in doing so I am taking the opportunity to introduce some ideas from work I have been doing with Stella Minahan (Deakin U.) over the last five years. During that time we have enjoyed thinking and writing about how craft and, more specifically, decoration may inform organizational analysis (e.g., Wolfram Cox & Minahan, 2002, 2005) and we are currently extending this work to the area of organization development (“OD”).

As we have argued elsewhere (Wolfram Cox & Minahan, 2005), decoration is a subject that has been variously trivialized, discounted, and admired. We have suggested that the decorative is worthy of attention in both aesthetic and organization theory, proposing that organization theorists should consider themselves as decorators working with peripheries, often violating contemporary standards of taste, repeating and elaborating the traditions of the past, causing much discussion and disagreement, and sometimes leaving material traces of their contributions!

We now extend suggest the introduction of the metaphor of organizational decoration may be fruitful as a way of thinking about and practising OD. In doing so, this contribution is both a response and as a provocation. First, it is a response to recent calls

for fresh and more interdisciplinary approaches to thinking about OD (Cummings & Worley, 2001, p. 621) and for stimulating its innovation and revitalization (Bunker, Alban & Lewicki, 2004; Greiner & Cummings, 2004). Second, it is a provocation, for our choice of the decoration metaphor is deliberate and is, in part, a call for greater humility in OD’s ambitions. Rather than seek a more strategic role for OD (Greiner & Cummings, 2004), one that brings OD closer to an organization’s core purpose, organizational decoration works, instead, in the realm of the aesthetic. And within that realm we have deliberately chosen “decoration” over “design” (a term far more familiar to OD), because decoration more closely represents the tentative, temporary, and often experimental contributions that we advocate.

Indeed, in the field of interior function and fashion, interior decorators are seen as holding somewhat lesser qualifications and status than interior designers (Jensen, 2001). While interior designers deal with both form and function, and include attention to health and safety requirements within their work, interior decorators are seen as somewhat lesser, concentrating only on surface, to appearance, to form. As we understand it, this attention to surface is at considerable variance with OD traditions. It is also reflective of aesthetic debates that place the decorative arts in a marginal position, one that has led to the placing of scorn on changes that are “only decorative.”

We are developing our argument in three stages. First, we are working to show how debates over the depth or organizational intervention have long permeated the field of OD, and argue that current calls for attention to deep change (e.g., Hammer, 2004; Kaplan, 1993) are perhaps neither as consistent nor as fresh as might be hoped. For example, in his influential work, *Choosing the depth of organizational intervention*, Roger Harrison (1970) argued that “the depth of individual emotional involvement in the change process can be a central concept for differentiating change strategies” (Harrison, 1995, p. 15). Concerned with potential damage to members of T-groups, and counter to the conventional, psychoanalytically derived, wisdom of the time, Harrison (1970) suggested two criteria for choosing the appropriate depth of intervention:

First, to intervene at a level no deeper than that required to produce enduring solutions to the problems at hand; and

Second, to intervene at a level no deeper than that at which the energy and resources of the client can be committed to problem solving and to change.

Over the intervening years there have been many refinements, both of the differences between OD strategies and OD interventions, and of further principles and considerations for intervention. Among these refinements, Harrison's criteria remained important in current OD literature and practice (see, for example, French & Bell, 1995, pp. 260-261; Narayanan & Nath, 1993, p. 435). However, by 1995 Harrison was concerned about the bias for action prevalent in contemporary business organizations, and with the need for "a gentler, more reflective approach to organization management, change, and problem solving" as an alternative to "the infinite regression of hasty action" (p. 31). Rather than intervening no deeper than necessary, he shifted his thinking toward "applying deep diagnosis, reflection, and appreciation, in advance of action" (p. 32; original emphasis). Whereas his earlier approach had been somewhat conservative (French & Bell, 1999), Harrison's concerns about the unintended consequences, shock, and damage of hasty action had led him to revise his earlier criteria, to change the rules, but to do so in the interests of organizational balance and integrity.

After reviewing such shifts in emphasis, we present the case for greater attention to surface, drawing on postmodern theorizing in contemporary organizational analysis and on related concerns with individualist and essentialist thinking. Third, we show how the notion of decoration has evoked both aesthetic condemnation and delight within the arts, responses that have resulted in institutional consequences and a hierarchy among the associated professions.

Decoration, we argue, is not to be dismissed. Like much of organizational life it has to do with interiors, is gendered, and has aesthetic impact (e.g. Gagliardi, 1996; Strati, 2000). As boundaries between public and private, work and home domains become increasingly more fluid, we suggest that it is timely for the metaphor of organizational decoration to be used

to freshen up the ways in which we think and act as OD practitioners.

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## EXPANSION OF ORGANIZATION DEVELOPMENT PRINCIPLES IN INTERNATIONAL SETTINGS

Gary N. McLean  
University of Minnesota

The ODC Division held an invitational meeting at Bowling Green State University in mid-April to explore the status of Organization Development and Change and its future. Interesting observations emerged during that meeting. It seemed that most of the efforts of the Division have been focused on ODC programs and courses offered through schools of business/management. Much of the conversation was focused on the impact of AACSB accreditation standards, decreasing numbers of courses in OD offered in MBA programs, and diminishing impact both within the Academy of Management and schools of business/management.

But some of the participants were surprised to hear about the size and vitality of the Organization Development program offered at the University of Pennsylvania in its College of Arts and Sciences, and the extensive inclusion of OD in the large undergraduate, masters, and doctoral programs in Human Resource Development at the University of Minnesota. Further discussion highlighted the extensive involvement of OD practitioners and scholars in the Academy of Human Resource Development, the Society of Human Resource Management, the Society of Industrial and Organizational Psychology, International Society for Performance Improvement, and ASTD (formerly, the American Society for Training and Development). All of these impact our field beyond the impact of ODC in the Academy of Management, The OD Institute, and the OD Network. And all of these organizations are U.S. headquartered. The Academy of HRD (India) has been in existence for almost 30 years and has been a major source of OD scholarship and practice in South Asia. If we truly want to understand the current state of Organization Development and its future, we must give consideration to this broad base of interest focused on OD.

Unfortunately, no organization has stepped forward to be the coordinating body for all of these professional organizations. A few years ago, Roland Sullivan, a well-known Minneapolis-based OD practitioner, and I proposed a summit of some 30 domestic organizations interested in OD to come together and discuss our common interests and, hopefully, through the application of our OD principles, to resolve some of the conflicts

that were keeping us apart. Unfortunately, as we moved forward in trying to bring this summit to reality, turf issues proved to be so strong that we were unable to gain the level of trust and collaboration that supposedly mark our field of practice, and the summit never occurred. I believe that such a summit remains a critical intervention for our field if we are to remain strong and continue to impact practice; but the vision must now expand to become a truly international summit.

As a result of other comments that I made during the BGSU meeting, I was asked to write this small piece for the Newsletter. Specifically, I was asked to share some of my insights into how OD is expanding in a global context in ways that may not be familiar to those of you whose focus has been on OD's applications in the corporate world. Thus, I will use this opportunity to suggest some areas, particularly being applied in international settings, where the application of OD principles is expanding.

### International Application of OD in Corporate Settings

Anyone who reads, for example, *The Organization Development Journal*, is aware that OD is alive and well across the globe. Many articles on the application of OD in countries other than the U.S. appear regularly, and at least one of the conferences each year of The OD Institute is held in a country other than the United States. I sent out a quick message to global contacts with the request that they send me a brief paragraph describing the application of OD principles in that country. Emails came back from Mexico, The Netherlands, Canada, the United Kingdom, Kenya, Korea, Saudi Arabia, United Arab Emirates, South Africa, Australia, New Zealand, Jamaica, Kyrgyzstan, France, Russia, Japan, Taiwan, China, Hong Kong, Thailand, Singapore, Malaysia, Sri Lanka, Jordan, Israel, and Pakistan. Without exception, the report was that OD was alive and well and growing in each of these countries, even when, as was the case in just a few of the countries, there were no academic programs. The emphasis was, by and large, what we would expect – culture change, team building, process improvement, mergers and acquisitions, conflict management, and collaboration were the interventions that were most often mentioned. While some of this was driven by transnational corporations, through joint ventures, partnerships, and international subsidiaries and facilities, increasingly domestic organizations were also applying OD.

However, the responses also confirmed some of the comments I had made at the BGSU gathering. In several countries, reference was made to the application of OD principles in community development, and in several of the countries, although applied differently, to the application of OD principles for national development, often under the labels of Regional and National Human Resource Development. The next two sections of this article will focus on a very brief overview of a few projects that have focused on community development and regional and national development in international settings.

### **International Application of OD Principles in Community Development**

Several countries reported that OD principles are regularly used in community development, especially in developing countries. India, Thailand, Pakistan, Central Asia, and Taiwan all reported such application. Because of my involvement in writing two papers on this topic, I can speak knowledgeably about two projects – one in Thailand and one in Pakistan – that fit into this category. Both papers have been presented at international conferences and have now been submitted to journals for review.

The Aga Khan Development Network (AKDN), an outreach arm for Ismailis, a sect within the Shia branch of Islam, is actively involved around the world in community development activities. Budhwani and McLean (2005) developed a case study of one specific community development activity. The case describes how the AKDN initiated and implemented a program in Gilgit, one of the northern areas of Pakistan that borders China, India, and Afghanistan. The article details how the Action Research Model (ARM) was used to support change in this poor rural area of Pakistan, with a specific focus on the development of women. The project was so successful, that the ARM has now been expanded to other villages throughout the northern areas of Pakistan. These areas now have schools for primary and secondary education, a micro-credit scheme for small businesses, women health visitors, and primary health care facilities. The AKDN programs cater to the needs of approximately 900,000 people living in 1,100 villages in the northern areas of Pakistan (World Bank Operations Evaluation Department, 2002).

Yamhill and McLean (under review) reported on the community development activities of a Buddhist temple, Wat Panyanantaram, in Amphu Kongloun,

Prathumtanee Province, Thailand. Because of its contributions to community development through education, training, and the application of OD principles – all consistent with Buddhist principles – this temple was awarded the Thai government's 2002 Award for Outstanding Buddhist Temple.

### **International Application of OD Principles in Regional and National Development**

Ahn and McLean (2005) reviewed the case of the Metropolitan Area of Busan, Korea, in the application of OD principles in the development of human resources and supporting infrastructures for the region. While much is yet needed in this area, what is currently in place is a beginning.

At a national development level, collaboration is the keystone to the application of OD principles. A 2004 publication (McLean, Osman-Gani, & Cho) highlighted the experiences of 13 countries and regions in applying various principles to national development, primarily through strategic planning, collaboration and partnerships, training and education, and conflict management. This is a movement that is growing rapidly, and plans are under way to convene a global summit in the application of national human resource development, based on OD principles, in Morocco in 2006.

### **Conclusion**

Organization Development principles are powerful in bringing about change in many contexts. While some worry about the future of OD, it is clear that there are emerging applications of OD that require all of us to take a global perspective. We need to expand our own horizons about how and where OD principles can be applied successfully and the academic homes where the development of OD professionals is occurring. Our future remains bright!

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## BOOKS BY ODC DIVISION MEMBERS 2000-2003

Erik Monsen

Max Planck Institute of Economics

Randal Ford

Colorado State University – Pueblo

Alan D. Boss

University of Maryland

In an ongoing effort to measure the productivity of research by ODC members, the following list of books from January 2000 to December 2003 was compiled. This list represents an exhaustive search of the PsycINFO database (EBSCOhost Research Databases) using each ODC member's name as criteria for an individual search. We have also included a number of books that were published during the period but not reported in the PsycINFO database, from our personal databases and using input from individual ODC members. The list is presented in alphabetical order with one entry for each book. Refer to the lead authors when searching for a book.

While we have attempted to make it complete as possible, this list is certainly not comprehensive. There are numerous reasons for an omission, but two are worth mentioning here. First, books published in the final months of 2003 might not have been cataloged on the PsycINFO database by the time of this compilation. Second, in searching for relevant books, some common author names resulted in lengthy search results, including books from both non-members and members. In these situations we endeavored to use all available resources (e.g. AOM membership database, Internet search engines, university web pages, etc.) to properly identify books written or

edited by our members. When in doubt, we erred on the side of caution and limited our results. Should you find either an omission or a listing that you did not publish, please forward corrections to the editor.

Argyris, C. (2000). *Flawed advice and the management trap: How managers can know when they're getting good advice and when they're not*. New York: Oxford University Press.

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## **FEEDBACK TO THE EDITOR**

We welcome your feedback and would appreciate your comments below. Selected comments on articles in the OD Newsletter may be published in the next issue, so please indicate if you prefer your comments to be withheld. After completing your comments, please return them to the editor at *wayne.boss@colorado.edu*.

### **LETTERS TO THE EDITOR**

1. Do you have any comments that you would like to share with the Editor (comments on articles from the last issue, comments on this issue, suggestions, etc.)?

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### **NEWS ABOUT MEMBERS**

2. Is there any important information about you or a colleague that you would like to have appear in the next issue?

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### **PUBLICATIONS**

3. Please list below any recent or forthcoming publications by you or a colleague. (Indicate full citation.)

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