



ACADEMY OF MANAGEMENT ODC NEWSLETTER

Organization Development and Change Division

R. Wayne Boss, Editor

Winter 2012

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CALL FOR PAPERS: 2012 AOM MEETINGS IN BOSTON

Jeffrey Ford
Program Chair

The ODC Division represents a community of scholars and practitioners who create and disseminate impactful and rigorous knowledge to enrich constructive change management and organization development. The domain of ODC includes the development of theory and innovative practice relevant to organization change. Major topics include: change processes within organizations, with or without assistance by change agents; active attempts to intervene in organized systems to improve their effectiveness, and scholarly studies of such interventions; multi- or cross-cultural dynamics of systems change in the global context; the roles of change leaders and agents; and issues surrounding self-awareness and responsibility of ODC theory and practice.

Special Instructions: The ODC division invites submission of innovative empirical or conceptual papers and symposia that develop theory and practice relevant to strategic and organizational change, development, transformation, and leadership. Topics and explorations specifically oriented to the 2012 all-Academy theme of “The Informal Economy” are especially encouraged. This year’s focus calls for attention to the structure and dynamics of informal economies—commercial activities that occur at least partially outside a governing body’s observation, taxation, and regulation. Management scholars have traditionally examined research questions that focus almost exclusively on organizations and individuals located in the formal economy. But, as the size, scope, and significance of the informal economy grows throughout the world, it raises the question of how, and in what ways, does the leadership and management practices of organizations in the informal economy differ from those in the formal economy? Do our theories and empirical findings regarding organization change and development translate directly to the informal economy? If not,

(See Ford, page 2)

THE EFFECTS OF VIRTUOUS LEADERSHIP ON ORGANIZATIONAL PERFORMANCE

Kim Cameron
University of Michigan
2011 ODC Distinguished Speaker

I became interested in Positive Organizational Scholarship (POS) as a result of studying organizational downsizing in the United States during the 1980s and 1990s. In those research projects, I discovered that a large majority of organizations that abolished jobs, eliminated employment, consolidated activities, and retrenched operations also experienced 12 negative, dysfunctional outcomes. I referred to them as “the dirty dozen,” and they included factors such as increased conflict, restricted communication, escalating politicking, scapegoating leaders, the threat-rigidity response, destruction of trust, worsening morale, and so forth. As you would expect, the emergence of these factors

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(From Ford, page 1)

how do they need to be modified or do we need new ones altogether? How can understanding organization change in the informal economy improve our understanding of change in the formal economy? This year's theme invites us to explore a previously ignored area of organized activity and to use our scholarship as constructive contributors to understanding what works and doesn't work and why in the informal economy.

Division Awards: Awards, some with an honorarium, will be given for the best paper in the following categories:

- Best Paper Overall
- Rupe Chisolm Best Practical Theory Paper
- Best Paper based on a Dissertation
- Best Student Paper (written exclusively by students, individually or with other students, no faculty or practitioner co-authors permitted)
- Best Action Research Paper

Please refer to our website for more detail on these awards (<http://division.aonline.org/odc>). Papers based on a dissertation, written exclusively by students (individually or with other students), or written about action research should be clearly identified as such at the time of submission (make a note on the title page and also in the accompanying email indicating the award for which you want the paper to be considered). The ODC Division also recognizes a Best Reviewer Award. All award winners are recognized at the ODC business meeting.

(From Cameron, page 1)

produced deteriorating performance in the vast majority of downsizing organizations.

A key finding from those research projects was not surprising—almost all organizations deteriorate in performance after downsizing. On the other hand, I observed a few organizations that thrived. Despite the fact that employees were involuntarily terminated, that the organization experienced contraction and consolidation, that unpleasant decisions were made by senior executives, these organizations flourished. Whereas I had little empirical data to

back up my hunch at the time, I began forming an impression that the organizations that flourished after a downsizing experience were characterized by virtuousness—institutionalized compassion, forgiveness, gratitude, trustworthiness, optimism, integrity, and so forth.

This hunch was one of the factors that eventually led me and some of my colleagues at the University of Michigan to form a research center focused on what we now refer to as Positive Organizational Scholarship (POS). POS is unapologetic about having a distinctive affirmative bias. The positive takes priority over the negative in organizations. The emphasis is on the best of the human condition, or on the highest aspirations that humankind holds for itself. The original Greek word *eudaemonism* captures the essence of virtuousness—an inspirational level of excellence. POS is also unapologetic about studying the best of the human condition and its relationship to performance.

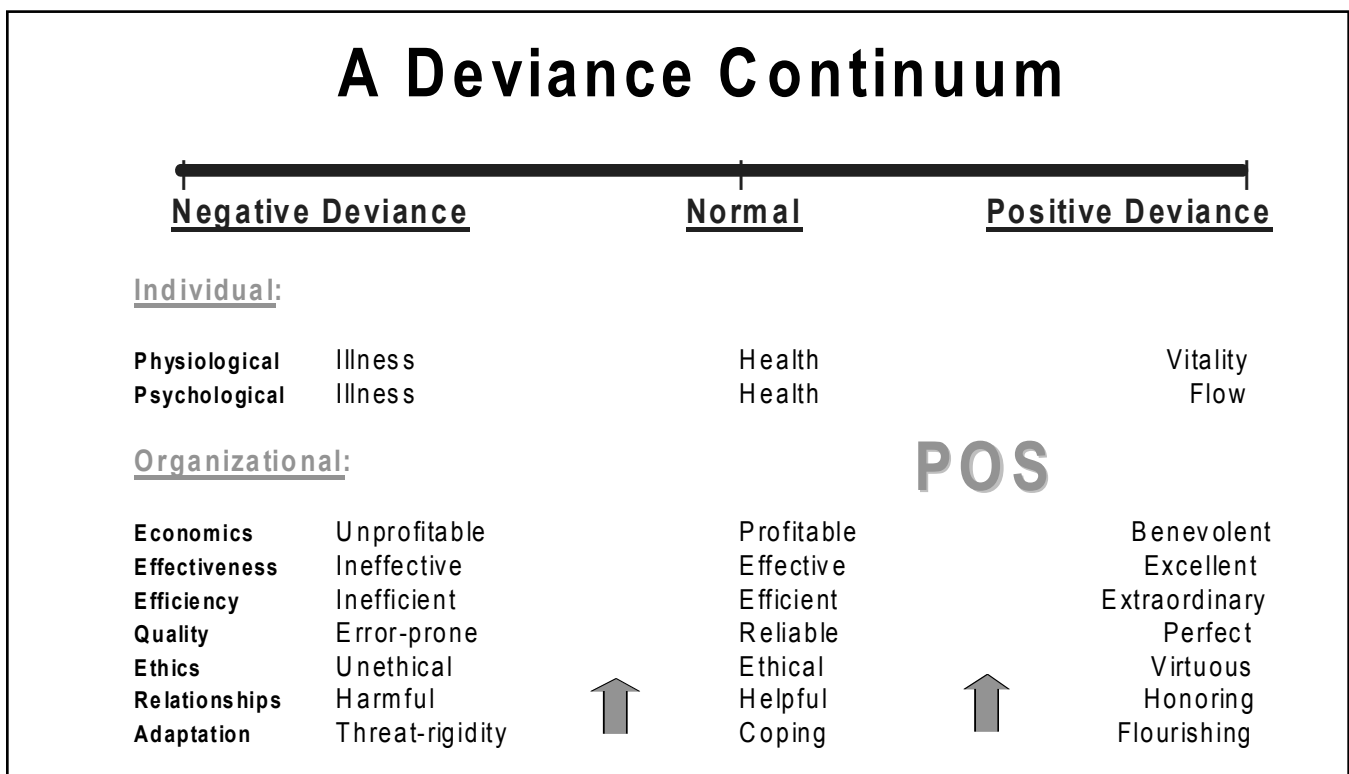
POS also examines extraordinarily successful performance and tries to explain why it occurred—what are the enablers, what are the indicators, and what are the explanatory factors when spectacular and unexpectedly positive performance occurs?

To illustrate what I mean by positively deviant performance, consider the line in Figure 1 as repre-

senting a deviance continuum. Think of the left hand point of line as representing negative deviance, the middle representing normal or expected performance, and the right hand point representing positive deviance. These points are not so much a continuum as they are qualitatively different states.

We know much more about the left side of the continuum than the right side. About 90 percent of medical and psychological research focuses on the gap between the left hand point—illness—and the middle point—basic health. In organizational scholarship, the bias is not quite as strong, but it is similar. When most students attend a traditional business school, the instructor assigns a case study and students are challenged to identify the threats, the potential mistakes, the challenges, the obstacles, or the problems. They mainly focus on making recommendations about how to cope with threats and problems. Most of the focus is on the left hand side of the continuum.

The right hand side of the continuum, on the other hand, is qualitatively different. I refer to it as a positively deviant, or a virtuous, condition. The terms we use to represent this positively deviant state are not well-developed—terms such as gratitude, flourishing, honor, virtue, and compassion are examples—and they are often dismissed or denigrated by



critics as saccharine, naïve, or substanceless. Positive organizational scholarship doesn't ignore the left hand side, but the focus—because so little work has been conducted—is on the gap between the middle and the right hand side of the continuum.

My observations about flourishing in organizations after downsizing led me to pursue investigations embedded in positive organizational scholarship. The research questions in which I have been interested for the past several years have to do with identifying, measuring, and predicting positively deviant performance. For example, how do I know positive deviance when I see it in organizations? What are the attributes? What are the predictors of this performance? What are the effects of virtuous practices on organizations? Are organizations more or less effective when they focus on virtuous practices?

I will summarize several of my own studies which have addressed these kinds of questions. I will not describe the research designs and statistical procedures, but I will highlight findings from investigations across a variety of industries—from airlines to financial services—and a variety of sectors—including government, not-for-profit, and private sector organizations. The initial studies were quite simple and exploratory, merely trying to determine whether or not positivity and virtuousness are related at all to organizational performance. Later studies explored somewhat more in-depth and comprehensively. Unfortunately, more research questions are yet to be answered than have been verified to date.

One of my early studies was aimed at merely trying to answer the question: “Does a relationship exist between virtuousness—as measured by organizational practices that emphasize compassion, forgiveness, gratitude, trustworthiness, optimism, and integrity—and indicators of organizational performance—as measured by profitability, productivity, quality, innovation, customer satisfaction, and employee engagement?” The study assessed seven organizations in the same industry using correlational analyses.

A survey instrument was developed to assess the virtuous practices in organizations. For example, items assessing forgiveness asked respondents to rate the extent to which—when downsizing was

implemented, when harm occurred, or when people were really damaged by the organization—did employees hold grudges? Did the organization develop the negative and defensive attributes that usually accompany downsizing and deterioration, or was there an institutionalized way to look forward optimistically, to learn, to forgive mistakes, and to progress toward a positive future? Each of the six dimensions of virtuousness used in this study was measured with several survey items across a sample of organization members. We were especially interested in the questions: “Do these virtuous practices exist in the organization?” and “What are the relationships between these practices and the six indicators of performance?” This particular study only used panel data, so results are merely suggestive of a relationship, and no causality can be attributed. The results confirmed, however, that virtuousness and successful performance were significantly and positive related.

Given this preliminary support, a second investigation expanded the sample to include organizations across 16 different industries—profit and not-for-profit organizations as well as large and small firms. Organizations included large firms such as General Electric, National City Bank, OfficeMax as well as small and not-for-profit firms such as the YMCA, hospitals, and educational organizations. The question being investigated was whether the first study's findings were merely an aberration or a generalizable finding.

We measured the same dimensions of virtuousness as well as multiple outcomes, including objective indicators such as profitability and productivity and subjective indicators such as morale and engagement. Once again, strong and statistically significant relationships emerged across these various organizations ($p < .01$). Organizations that implemented positive practices were significantly more effective than organizations that did not. These findings led us to conclude that this relationship was worth pursuing. That is, if outcomes that organizations espouse as their primary objectives—such as profitability, productivity, and quality—are affected by virtuousness, then we had better get more precise about understanding what is going on.

A third study added further support to the relationship between positive practices and improvement in performance. This study looked in depth at two organizations that consciously tried to implement

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positive practices after suffering through downsizing and deterioration in outcomes. These two organizations were struggling financially, and they had engaged in at least one major downsizing as a result. They approached us and asked for some assistance. In essence they said, “We have learned about positive organizational scholarship. Help us implement some principles that may make a positive difference in our organization.”

Several interventions occurred that were directed at trying to change the organizations’ practices and culture included reflected best-self feedback, Everest goals, engagement, positive energy networks, high quality connections, and so forth. The turnaround in each firm was dramatic after the interventions. Again, we could not prove that the positive practices caused the performance improvements, but the results certainly seemed suggestive.

Another investigation was conducted in the U.S. airline industry after the tragedy of September 11th, 2001. We all know that as soon as the Trade Towers came down, people stopped flying in airplanes. The two airlines that were hurt the worst were the short-haul carriers, or the companies highly dependent on short routes—U.S. Airways and Southwest Airlines. U.S. Airways responded by downsizing more than 20 percent and by declaring financial exigency. This means that they could lay off employees with no benefits and no severance. Southwest Airlines, on the other hand, laid off no one!

Why would they adopt this stance when they were suffering more than the industry average? The CEO of Southwest said, “Look, we can’t continue to do this indefinitely. We are losing millions of dollars a day. But, we are willing to suffer some damage, even to our stock price, to protect the jobs of our people.” In my book, that represents a pretty virtuous approach to employees’ well-being.

Now, here is the problem: Wall Street doesn’t care. Stockholders and investors are impervious to how employees are treated. They do not care if the firm has layoffs or not—just provide a return on investment. Wall Street may be among the least virtuous places on the planet, because the goal is clear: “Show me the money.”

In this project we differentiated among ten U.S. airline companies in terms of the virtuousness of their approach to downsizing. All firms downsized

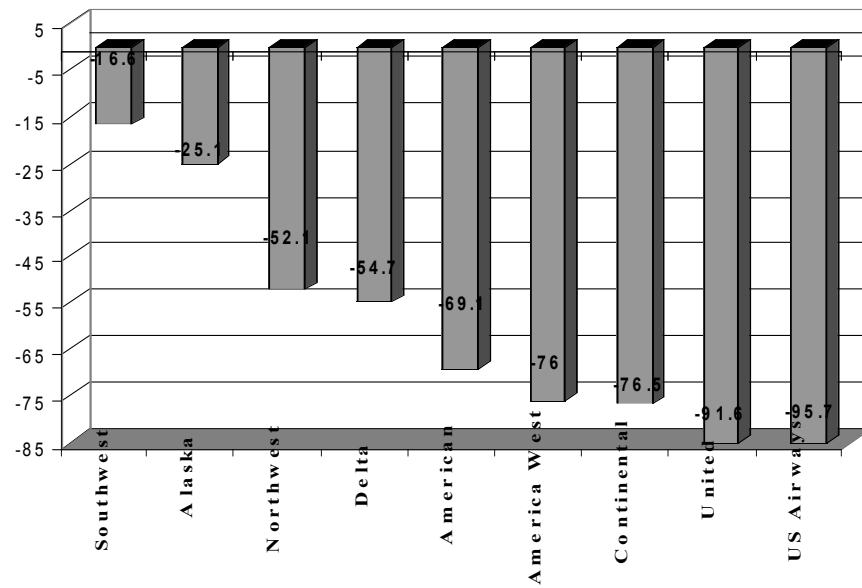
(except Southwest and Alaska), but some did so in a way that preserved the dignity, financial support, and safety nets of employees. Others did not. Some were more virtuous than others in implementing this strategy. As is illustrated in Figure 2, the correlation between stock price return, or financial investment in these companies in the following 12 months, and the virtuousness of the downsizing strategy is .86. Firms that approached downsizing virtuously made more money. Virtuous firms recovered more quickly. Wall Street investment followed virtuousness. The article we published reported the airline companies’ performance through the end of 2006, and the correlation only declines to .79. Obviously, there remained a very strong relationship between virtuousness and financial return over this five year period of time. If we could find an impact of virtuousness on financial service organization performance, we surmised, we could find it anywhere.

Another study included 40 different organizations. Most of them were explicit in wanting to improve their performance—in other words, financial performance. We exposed all of these organizations to the idea of positively deviant performance and to information about the association between performance and virtuous practices. We looked at change scores in these organizations between 2005 and 2006. The question of interest was, “If a firm improves in virtuousness scores, what happens to financial performance in the following year?” This begins to address the causality question of whether virtuous practices actually produce desired outcomes. Sure enough, evidence emerged that by improving virtuous practices, financial performance goes up. The size of the R2 statistic was astounding. It was .45. That is, almost half the variance in financial performance could be accounted for by improvement in positive practices in these financial services firms.

Taken together, these studies began to make a reasonably compelling case that virtuousness in organizations has a strong positive relationship with performance outcomes. But I will mention one additional study that helps solidify this conclusion. It is an in-depth study of the Rocky Flats Nuclear Arsenal, located 16 miles west of Denver, Colorado.

This is the place that produced most of the nuclear triggers found in the U.S. arsenal. Over a period of 40 years, this facility had become the

Stock Values – September 2001 to September 2002



$R = .86$

SOURCE: Gittel, Cameron, Lim, Rivas, 2006

best on the planet at what it did—producing the explosive devices for nuclear weapons. Unfortunately, the citizenry in the communities surrounding Rocky Flats—Denver, Boulder, Golden, and others—were skeptical and fearful that cancer-causing pollution was being emitted, or that ground water and air-borne pollutants were contaminating the entire region. ABC’s *Nightline* produced a television special on Rocky Flats in 1994 and entitled it “The Most Dangerous Building in America”—the most polluted, hazardous buildings on the continent.

The EPA sued in the federal courts to obtain jurisdiction over Rocky Flats and, in 1989, showed up with the FBI. And shut down the entire facility. Workers were changed over night from patriotic heroes to accused environmental criminals. The problem is, the cost of operating the facilities—running air conditioning, keeping the water on, maintaining security, and so forth—was \$700 million per year. Over the six year period, more than \$6 billion was spent to keep the lights on but with no production work and no clean-up occurring at all. Finally, a Blue Ribbon Commission produced an estimate of 70 years and \$36 billion to close and clean up Rocky Flats.

The company that won the contract found 21 tons of nuclear grade material and more than 258,000 cubic meters of low-level radioactive waste. Pollution in the form of dust and micro-pollutants was in everything—furnishings, equipment, concrete, duct work, fixtures—in many of the buildings, so workers had to strip the concrete, scour the duct work, and clean every square inch of 800 facilities and every piece of equipment that had been in them.

Now, why do I tell you this story? What does Rocky Flats have to do with virtuous practices and performance? Here is the reason.

The firm finished the job 60 years early, at a cost \$30 billion under budget. Most amazingly, the result was 13 times cleaner than required by federal standards. Adversaries and antagonists became advocates and lobbyists. Unions enthusiastically worked themselves out of a job as fast as they could. How in the world did they do that?

Over a four year period of the study, we discovered that the presence of virtuousness and positive practices accounted for the dramatic success. We wrote a book, *Making the Impossible Possible*, to document the 21 leadership lessons learned. At the very core was a culture that emphasized, virtuousness, and positivity.

The conclusion of this stream of research has become quite compelling: Virtuous practices in organizations are associated with, and may even produce, positive performance in organizations, even when the outcomes are traditional performance indicators such as profitability, productivity, quality, customer satisfaction, and employee engagement. Fostering virtuousness is inherently good, of course, even if no other organizational outcomes were achieved. But when faced with stockholder demands for measurable results, when trying to help organizations improve their mandated outputs, or when trying to lead an organization through trying times, an emphasis on abundance and virtuous practices provide an important and frequently-neglected opportunity to flourish.

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2012 ODC PROFESSIONAL DEVELOPMENT WORKSHOPS: CALL FOR PROPOSALS

Sonja Sackmann
University Bw Munich
PDW Chair

PDWs are a platform for colleagues to share knowledge and expertise and foster the development of workshop participants. Coordinated by the Academy's many divisions, interest groups, and theme committees, PDW sessions are different from regular academy sessions in that they can have a longer time frame and use a more interactive and participative format. PDW sessions will be held prior to the AOM regular program from 8 a.m. on Friday, August 3, to 8 p.m. on Saturday, August 4, 2012.

This year's theme, "The Informal Economy," invites academics and managers alike to explore various facets of this part of economic reality that is unregulated by the institutions of society, particularly as they relate to organization development and change. Despite its rather large size and scope, the informal economy has received little attention from scholars up to now. While some argue that it exploits human, social and natural resources, others point to the potentials that the informal economy may offer in terms of income and job generating opportunities. What can we learn from the informal economy in regard to organization change and development? What and how can we contribute from the field of ODC to help develop informal economies that have predominantly positive rather than negative effects? Which role do moral and ethical values play in our judgment about and work with information economies? What is the relationship between formal and informal economies and how could the field of ODC contribute to a "formalization" process so that the informal economy contributes and becomes a more acceptable part of our societies?

Note that PDW space is limited, so PDW proposals that would be of interest to several divisions or interest groups are encouraged, although a PDW can only be submitted to one division. (Any co-sponsors will be determined after submission.) If you are interested in submitting a proposal for a PDW session to be sponsored by the ODC Division, please visit the AOM submission site, <http://submissions.aomonline.org/2012>.

Also please note that the “Rule of Three” applies to PDW submissions. Therefore no one can submit or be a part of more than three PDW submissions (this is in addition to the Rule of Three for the main scholarly program).

Proposals must include:

1. The workshop title
2. Full description of the workshop and activities
3. Time requirements of the workshop
4. Submitter (contact person) and presenter(s) information, including name, affiliation, address, phone, fax, and e-mail for each person.
5. Division or interest group sponsor being solicited and why
6. Suggested division or interest group co-sponsors
7. How you intend to create healthy audience interaction and participation

The submission deadline is **Tuesday, January 10, 2012, 5 PM EST** (earlier submissions are strongly encouraged). All submissions must be sent via the Academy of Management submissions system, <http://submissions.aomonline.org/2012>.

If you have any questions, please contact Sonja Sackmann at sonja.sackmann@unibw.de.

**PAST DIVISION CHAIRPERSONS:
42 YEARS OF OUTSTANDING
LEADERSHIP**

- 1971 Wendell L. French, University of Washington
- 1972 Wendell L. French, University of Washington
- 1973 Wendell L. French, University of Washington
- 1974 Craig C. Lundberg, Oregon State University
- 1975 Dale E. Zand, New York University
- 1976 Robert T. Golembiewski, University of Georgia
- 1977 Frank Friedlander, Case Western Reserve University
- 1978 Newton Margulies, University of California at Irvine
- 1979 Larry E. Greiner, University of Southern California

- 1980 W. Warner Burke, Columbia University
- 1981 Michael Beer, Harvard University
- 1982 Thomas G. Cummings, University of Southern California
- 1983 Donald D. Warrick, University of Colorado at Colorado Springs
- 1984 Jerry I. Porras, Stanford University
- 1985 L. David Brown, Boston University
- 1986 William A. Pasmore, Case Western Reserve University
- 1987 Marshall Sashkin, U.S. Department of Education
- 1988 Robert E. Kaplan, Center for Creative Leadership
- 1989 Eric H. Neilsen, Case Western Reserve University
- 1990 Jean M. Bartunek, Boston College
- 1991 Robert E. Quinn, University of Michigan
- 1992 Susan A. Mohrman, University of Southern California
- 1993 Luke Novelli, Center for Creative Leadership
- 1994 Richard Woodman, Texas A&M University
- 1995 Gerald Ledford, University of Southern California
- 1996 David L. Cooperrider, Case Western University
- 1997 Bill Torbert, Boston College
- 1998 Caren Siehl, Thunderbird American Graduate School of International Management
- 1999 Kenneth L. Murrell, University of West Florida
- 2000 Rami Shani, California Polytechnic State University
- 2001 Ron Purser, San Francisco State University
- 2002 Peter Sorensen, Benedictine University
- 2003 Christopher Worley, Pepperdine University
- 2004 Gretchen Spreitzer, University of Michigan
- 2005 Gretchen Spreitzer, University of Michigan
- 2006 George Roth, Massachusetts Institute of Technology
- 2007 Ram Tenkasi, Benedictine University
- 2008 Michael Manning, New Mexico State University
- 2009 Frank Barrett, Naval Postgraduate School
- 2010 Ann Feyerherm, Pepperdine University
- 2011 Ronald Fry, Case Western Reserve University
- 2012 Inger G. Stensaker, Norwegian School of Economics and Business

**CALL FOR GRANT PROPOSALS: \$3,000
ODC RESEARCH AWARD**

Glenn Varney
Bowling Green State University

I would like to invite you to submit a grant proposal for the \$3,000 ODC Division Research Award, sponsored by the Organization Development and Change Division of the Academy of Management. The details for this award include the following:

Purpose: To encourage scholarly research and inquiry in the field of Organization Development and Change Management.

Eligibility: Any person(s) planning to and/or conducting scholarly research and study in Organization Development and Change Management with intent to publish.

Criteria: Submissions must be rigorous and designed to advance the body of knowledge in Organization Development and Change Management, especially research that enhances and promotes a science based change process.

Submission Requirements: Proposals should not exceed eight pages and must include the following:

1. Statement of objectives
2. Research design
3. Timeline for completion
4. Statement of intent to publish
5. Principal investigator(s) names with short resume(s) (graduate students should include their advisor's name with a short resume). The resumes are not included in the eight-page limitation.

Submission Deadline: June 1, 2012

All proposals will be blind reviewed by at least three members of the ODCRA Board, and decisions will be anonymous and final. After a proposal is approved, the award funds will be paid in two installments: \$1,000 at time of award approval and \$2,000 when research is completed in publishable form. The ODCRA Board members are Jim Ludeman, Ken Murrell, Peter Norlin, Deborah A. Neil, Gretchen Spreitzer, and Don Warrick

For more information contact Glenn Varney at gvarney@bgsu.edu or (419) 352-7656.

**CALL FOR PAPERS: THE JOURNAL OF
APPLIED BEHAVIORAL SCIENCE**

The *Journal of Applied Behavioral Science* (JABS) brings both scholars and professionals the latest discussion of efforts to understand the process of change in organizations and systems. The journal provides scholars with the latest research, theory, and methods, while also informing professionals and their clients of issues in group, organizational and system dynamics.

Please submit original work covering applied research, conceptual frameworks, and topics bridging the scholar-practitioner divide to JABS at <http://mc.manuscriptcentral.com/jabs>.

JABS is seeking qualified candidates to join the editorial board. If you are interested in joining this elite team and contributing to the scholarly work of the journal, please send an email to the editor, Bill Pasmore, at jabs@exchange.tc.columbia.edu.

**REFLECTIONS ON MY
TWO-YEAR TERM
AS A STUDENT REPRESENTATIVE**

Bob O'Neal
Student Representative

I was extremely fortunate to be invited to serve as the Student Representative to the ODC Division Executive Committee from 2009 until 2011. I owe this good fortune to Jim Ludema, a member of the ODC Committee, who nominated me and persuaded his fellow board members to give me the nod. Jim was one of my professors in the Benedictine University Ph.D. program in Organization Development, from which I graduated in 2011; hence, my qualification to serve as the Student Representative. I may have been a bit of an anomaly as a student representative, since I have had a twenty-plus-year career as an organizational development practitioner and completed my course work while serving as Vice President of Learning and Organizational Development at a Fortune 500 company. I was definitely an adult learner, mid-to-late career, and intending to return to my corporate pursuits post-degree. However, the ODC Division has deep roots in the practitioner world, as well as the academic world. Fortunately, my ambition to add scholarly pursuits to my practitioner background

was matched by ODC's openness to allow the student representative to have the calloused hands of one who has labored in the field for these many years, instead of a perhaps more traditional student representative fresh from a doctoral program and heading toward a bright career in academia.

My term as student representative overlapped my Ph.D. studies, as well as my corporate work, and all were, therefore, parallel journeys. I am no stranger to school—the Ph.D. being my third graduate level degree—and it brought to my fellow students and me great thinkers, authors and professors who introduced us to the world of knowledge they were exploring as scholars in the field. The ODC Executive Committee consists of these very same learned men and women, who are actively contributing to what we know about how the work of groups and organizations gets done in the context of the change that we constantly experience. It is easy to feel very much like the classroom has turned on its head when you are the only student in a room full of professors. The ODC student representative gets to witness the inner workings of the ODC Division, which speaks for scholars and practitioners who today do the research, the teaching and the consulting, and who also maintain a relationship with their fellow academics within the Academy of Management community, and most importantly the membership of the division.

In my brief tenure on the committee, I became aware of the impact of 30 years of history on the ODC Division and the current struggles it faces in reconciling its past with its future. The founders of the OD field, and later the OD Division of the Academy, were visionaries and social activists who were committed to a set of values defined by the challenges it faced to raise the level of human dignity and social justice for people who worked within organizations and larger social systems. These values include democracy, inclusion, and participation in their own destiny for people who are part of those organizations. For many students, these values of OD are what attracts them to the field and excites them about making their contribution to it. Without these values, students would find the ODC Division more like the other parts of the Academy—emotionally neutral.

However, the ODC Division must balance alignment of its values with the demands of evidence. If it does not do so, it becomes more of a belief system

than a field of research and discovery. The academic standing of the ODC Division and its influence depends also on the quality of its scholarship. This is, of course, also of interest to students who wish to build a career. The challenge then for the ODC Division is reconciling this paradox between being passionately committed to a set of values (deeply felt by those who identify with them) and the need to function as a highly respected academic research and practice division within the academy (which must be guided by the dispassionate rules of evidence). Having spent two years with the current leadership group, I am confident that the division is more than up to this challenge.

To conclude, I would like to thank the whole Executive Committee for the opportunity to serve as the student representative. You taught me many great things during our time together—things which I will value always.

JOURNAL ARTICLES BY ODC DIVISION MEMBERS 2007-2011

Yuchen Zang

University of Colorado at Boulder

David A. Alexander

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In an effort to continue measuring the research productivity of ODC members, we have compiled the following list of journal articles from January 2007 to December 2011. This list represents an exhaustive search of the Business Source Complete Database using the name of each ODC member as the criterion for an author search. Citations are presented in alphabetical order with one entry for each article.

We recognize that despite our best efforts, our work is certainly not comprehensive. While there are many reasons for this, two are worth mentioning. First, we made the decision to omit book reviews, special issue introductions, and other work that was not primarily research-based. Second, some common author names made searches more difficult, and at times it proved impossible to determine which articles belonged to ODC members. In all cases, we erred on the side of caution. If you know of any publications that have been omitted from this list, we request that you send these citations to the editor (wayne.boss@colorado.edu), and he will include them in the next issue of the ODC newsletter.

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FEEDBACK TO THE EDITOR

We welcome your feedback and would appreciate your comments below. Selected comments on articles in the *ODC Newsletter* may be published in the next issue, so please indicate if you prefer your comments to be withheld. Please address all correspondence to:

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

PUBLICATIONS

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