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CALL FOR PAPERS

by Dave Brown

The 1984 Meeting of the Academy of Management will be held in Boston, August 12-14. I would like to cordially invite all present and potential members of the OD Division to propose papers and symposia for that program. Past meetings have offered information about new developments in OD theory, research, and practice; opportunities to engage, support, and challenge your colleagues; and chances to meet new or renew contacts with old friends from all over the world. The more broad and diverse the participation of people from many approaches to organizational development, the more interesting and stimulating the meeting will be for all of us.

The Program will include papers and symposia on many topics relevant to OD. The Executive Committee particularly wants to encourage presentations relevant to:

-The revitalization of U.S. industries

-The management of environmental turbulence and dependence

-More effective service organizations

-Cultural change in organizations

-Large-scale social problem-solving and planned change

-The integration of action and inquiry in planned change.

I also want to encourage symposia that present multiple perspectives to promote dialogue. I would like to see different conceptual views (e.g. "micro" and "macro" treatments), diverse ideologies (e.g. conservative, reformist, and revolutionary analyses), and different experiential bases (e.g. academic, managerial, worker views), brought to bear on a single problem or set of events. If you propose a symposium, please think of ways to get the audience involved in the discussion. Perhaps it is inevitable the many Academy symposia are deadly dull, but in this division we ought to be able to engage audience resources as well as those of panel members.

We have sometimes received intriguing ideas for symposia that we have been forced to reject because they were too brief for reviewers to be able to seriously compare them with other proposals. In fairness to those who comply with stated criteria for proposals, we need enough information to understand your proposal, even if you have recruited superstars as participants. So please follow the guidelines of the Academy Call for Papers (sent out in September and also duplicated in this Newsletter so your proposal is not unfairly handicapped by lack of information for reviewers. Several reviewers will assess each paper and symposium. We can use all the help we can get in this process so please let me know if you are willing to help review proposed papers and symposia.

The deadline for papers and proposals is January 12. 1984. To be accepted they must be in my hands by that date, or the tight schedule on which the whole operation depends will come crashing down. Please send all proposals to me at the following address: Dave Brown, School of Management, Boston University, 621 Commonwealth Avenue, Boston, MA 02215.

THE CASE STUDY IN RESEARCH
by Marshall Sashkin

As editor of Group & Organization Studies for the past few years, I initiated a policy shift in manuscript selection, away from conceptual articles and toward applied research studies, articles that incorporate good research but center on practice. One type of manuscript still seems to fall into a crack between the above two types. I refer to the case study. Let us first, however, recognize that this discussion will explicitly exclude consideration of teaching cases, cases that are either focused vignette-like on a specific point or that are intended to describe the breadth and context of an organizational situation without evaluation, as is true of most Harvard-type cases. Such cases are quite different from research cases, which have four basic attributes that I will briefly define.

Organized Data Collection

A research case must include data that have been obtained in an acceptable manner. This does not mean that research cases must be heavy on tables of numbers and statistical analyses. It is quite possible to design and effectively carry out an essentially qualitative data collection process. This does not make data collection any less carefully planned and organized, nor does it relieve one of the responsibilities of analyzing the data in a manner that can be understood by the expected readers. Although the sort of quantitative data tables one expects in experimental research may not be used in a data-based case report, there will still usually be some sort of tabular presentation. For example, a report of perceived changes as a result of a particular OD action intervention might include a table listing the perceived changes that interviewees reported, along with the percent of those interviewed who reported each change. There would, of course, have been some description of how the interview sample was obtained, what proportion of the population was included, and how the interview was structured, along with an outline of the standard interview.

The good research case does not require number crunching, but it does necessitate carefully planned and carried out data collection, just as in any research study.

Insights and Analysis

The reason for the sort of data gathering and analysis described above is to provide a sound basis for uncovering important or meaningful insights. The aim is not usually to test a specific formal hypothesis, as in an experiment (though this is possible). Rather, the aim is to understand and document what happened so as to be able to pick out any important (not necessarily to statistically significant) insights into, for example, the change process. Perhaps more often than an overemphasis on a specific hypothesis, a case winds up making vast unsupported and global generalizations; this too, must be avoided.

With respect to OD, of course, our basic questions of interest will usually be, "Did the intervention work, and if so to what extent?" However, one of the real advantages of case data is the opportunity to explore some issues in depth and to develop some basic insights around those issues. For example, one might have discovered that the intervention only "worked" for certain types of groups. One could then examine in some depth why this was so, what differentiated the "success" from the "failure" groups. This is not really a legitimate experimental question, as it comes after the facts but it is a perfectly sound case analysis approach.

Again, the dangers of over-broad generalization cannot be warned against too strongly. All too often a good case analysis is overextended when the author concludes that the findings must apply to all organizations or to all OD activities. Recall that case analyses are truly limited to the one of few organizations that were involved and that <u>any</u> generalizations must be tentative at best.

Finally, remember that the development of specific insights is one of the two important reasons for doing a research case, and is what makes this type of case so different from one intended for teaching use. The latter will avoid specific focus on a particular insight or issue; its value is often in providing "raw data" for discussion. In contrast, the research case analysis is intended specifically to extract focused insights from case data.

Application Inferences

A difference that makes no difference <u>is</u> no difference. Thus, if there are no implications for OD action that can be derived from the research case, it becomes a purely academic exercise and is probably not worth reporting. A case explores the boundary between concepts and practice, with a focus on outcomes. If there are no relevant implications regarding the effects of actions on results, there is little point to reporting a detailed, in depth analysis (though the case might be worth a very brief note). The emphasis on application inferences is, the second major reason for doing a research case.

Style and Clarity

Like any written report for general dissemination, research cases must communicate to their audiences. This is, however, especially difficult when the case may involve both technical detail about the organization and its work and technical detail about OD activities. A reader can easily get lost in jargon. Style should be as free of jargon--even of the simplest type of terms--as possible. For example, in the above discussion I tried to show that an "intervention" is some change-related OD action, by using these terms in similar contexts. I could have just used "intervention" throughout, but I chose not to, in order to add clarity. The rule is "Never use a more complex term when a simpler one will do." Its corollary is, "When using a complex term, do so in a way that illustrates its meaning as clearly as possible."

Sometimes one becomes so involved in a case that it is hard to see the forest for the trees. One hint that this is true is the overall length of the report. When it is over twenty typed (double-spaced) pages, this is a clue that the case is too long to get across a few clear major points and that it is probably much longer than it should be or needs to be. The author must then decide to either prepare a book or monograph, or to "cut up" the case into more digestible chunks. Often, the reason for excessive length is not the meaningful detail but simply the author's being too close to the subject to say, "This is really unnecessary detail." When one begins to say, too often, "The reader just has to know about ‘X’ in order to really understand," this is a sure sign of clarity problems, and it is a good bet that the reader will neither need to know or care about "X." A good research case can be summarized in a paragraph or two, including the major insights and application inferences.

Summary

To conclude, an effective research case is characterized by

-Organized data collection and analysis;

-Important specific insights;

-Application inferences;

-Clarity of style;

My suggestions may not guarantee a publishable research case, but they will make sure that the case author and any readers will get as much out of the research case as is possible.

QUALITY OF WORK LIFE FOR CONSULTANTS

by Tom Isgar

What is quality? Repeat the title of this article to yourself five times, changing the inflection and cadence each time. Which one sounds appropriate for you? If the answer is, "Quality of work life?!? For consultants!?!" You are in the majority. What would quality look like for you?

-Two people sitting in an office. One is leaning forward, speaking with emotion and force. The other is leaning back listening and making notes. After an hour the conversation ends. Most of the energy and talk came from one of the parties. S/he seems relieved at the end. The other person smiles, tiredly, shakes hands and leaves the room.

-Or, traffic is a mess. The cab will take at least another fifteen minutes to get you to the airport. You glance at your watch for the tenth time. What percent of your time do you travel? Have you seen your spouse or children or close friends enough to meet your needs in the last mouth? Enough to meet their needs?

This article is about the quality of work life--or lack of it--for consultants. I have been involved in the consulting business for more than sixteen years. I have seen colleagues rise to important positions in government and industry. Some of them have received the highest honors that are bestowed by academic and professional organizations. I have also seen them get divorces, have heart attacks, become alcoholics, and not be able to remember when they relaxed last.

Check off as many of the following as apply.

WORK IS:

fun play stuffy tired energy hotels friends colleagues peace boring healthy dead end meaningful relaxed chosen disjointed draining material spiritual

LIFE IS:

fun play stuffy tired energy hotels friends colleagues peace boring healthy dead end
meaningful relaxed chosen disjointed draining material spiritual

Well? Maybe qualities of work and of life are compatible. They could be, but, for many consultants, they are not.

There are two areas of concern I want to address. The first is the way in which a consultants work consumes her/his personal life. The second is particular environmental and material aspects of the work that lead to quality or to its absence.

Developing a Practice: Personal Costs.

I have seen many consultants begin a practice with little or no assurance that they would be able to pay the bills. Most new consultants, even those who are leaving an organization have to make contacts and develop a set of marketable skills. Typically this means that the person's energy is aimed at getting work. In this process the new consultant may take work that is ill conceived, underpaid and non-stimulating.

During this period (the start-up) other, more serious, problems begin. The consultant is developing a set of norms that will guide his/her practice for years to come. One of the norms is the inability to say "no" to work. Another is placing personal desires and needs second to client needs and desires: recreation, relaxation, and personal health can wait until the work is finished. Norms are developed for getting work at the cost of personal life.

It's nearly five P.M. The phone rings and a voice says, "I'm Joan from XYZ Corp. We have a skill workshop next week and need a trainer. Are you available?" You consult the calendar. Two of the days are blocked out for skiing. You say, "Yes, I can do it."

At the early stages giving up personal time isn't obvious because there are times when there is no work. These times can be spent relaxing, playing, etc. After a while the bustling begins to pay off and the consultant attains a reasonable level of work. But the consultant still feels insecure about income and continues busily generating new business. The result is that old business is continuing and turning into additional work, and the consultant is saying yes to new opportunities. At this point the practice begins to run the consultant.

HELP!!! Many consultants get relief by being sick. Others find more time by leaving marriage or other significant relationships. Still others take second apartments in far-away cities to have a sense of home away from home. Most, however, just carry on!

Most of the necessary technology exists to extricate the consultant from the situation (time management, life planning, value clarification, goal setting, etc.) There is one additional element necessary to get free of the work chains, which is not in the repertoire of most consultants: financial analysis and planning. Having attained an adequate income, most consultants forget about money. They have enough cash, some work is booked, and they feel confident that they will not starve; thus money seems less important.

Answer the following questions: How much money do you currently have in your bank accounts? What is the current value of your estate? How much money/work do you have booked in the coming six months? How much money do you need to meet basic monthly expenses? What saving and retirement goals do you have? Are your past year's income taxes paid? Which clients are bad for your health?

I suspect that you are not able to answer a small number of these questions. But without clear answers you have no practical way to decide to seek or reject work. My experience suggests that regardless of the clarity of the consultant's values or the pressures of personal life, consultants do not make "self-responsible" choices until they are clear about their current financial status and their future financial plans.

Regaining Control: I suggest you do the following:

First begin to gather the financial data requested above. Purchase some income protection insurance as well as life and health. While this information is being gathered, review your earnings history for the last three years. This in conjunction with current bookings will provide a base to project future income.

Second, spend one day analyzing your current clients and the work you are doing. Look for work that is exciting vs.

boring work, high income vs. low income work, congruent with your personal values vs. work that creates value conflicts. Use this analysis to decide which clients are appropriate for you.

Third, spend a day thinking about your future in terms of goals, accomplishments, quality of life, dreams, etc.

Fourth, assess your current level of health and health practices. You may need to have a stress test taken as well as to assess your current amount of exercise, alcohol intake, smoking, weight, etc.

Fifth, use all of the above to begin a series of meetings with the relevant others in your environment to reshape your work/life in a way that is more consistent with your goals and values. The financial analysis will help you prepare quarterly income needs and budgets to work toward. When this level is reached you should not book more work that quarter but instead push the work into the next quarter.

The Consulting Environment: Its Impact on Quality Work: What follows is a discussion of the elements that make the daily work of the consultant more satisfying. Let's begin with some scenarios:

- It's a beautiful clear blue and white Colorado winter day. The skiers are basking in new powder and bright sun. Two skiers slip into the lift-line and are whisked upward for another run.

- Night falls on the wave-battered northern California coast. A man and a woman walk out to a rock outcropping overlooking the ocean as the sun sinks below the horizon.

- Some university students hurry between classes while others whiz by on roller skates and skateboards. Two people are gathered around a fountain in the central plaza, engaged in earnest conversation.

-Two volleyball teams spike, dive, and sweat on a sand court. Spectators, siding with neither team, applaud the effort as well as the results. The players are female/male, young/old, black/white, excited.

What images come to mind for you? Vacation? Lovers? University days? --or work, consulting, problem solving?

The scenarios all describe paid consulting experiences. What is more important, they describe the consultation, not the recreation at the end of the consultation. Where was the work? The flip chart pages, the telephone, the desk etc? The client and consultant observations were that the consultations were not only successful but also FUN!

Regardless of the degree to which we enjoy, our work we all have a set of experiences ("not-work") which we, distinguish from work. For most of us there are not enough of these experiences and, in fact, we work more so that someday we'll be able to have the not-work experiences. One possibility is that we can make our work more like the not-work experiences we strive for. We can redesign some of our work so that it is fun.

For many consultants, while there isn't other work we would rather be doing, what we are doing isn't as much fun as it could be.

This brings me back to some of the images used earlier. Take a minute to categorize them for yourself in terms of fun or not-fun.

1.walking in the park

2.sitting at a desk

3.skiing

4.standing at a flipchart

5.being by the ocean

6.listening to others argue

7.playing volleyball

8.hurrying to catch an airplane

Well? Look at the list above and see which images more accurately describe your work. If you are like most of us, the even-numbered items are more like your work than the odd-numbered ones. We have, as consultants, mimicked the work style of our clients without looking at both the needs and possibilities that are uniquely ours.

Building in Fun: How can you make your practice more fun? There are some easy ways to begin. First, the next time you are asked to go somewhere to work with one member of a client system, ask him or her to come see you.

Or, suggest that you meet at a museum, the theatre, on the racquetball court or ... I think you will be pleasantly surprised at the amount of work that is accomplished as well as the increased quality of the consultation.

What about that team building session next week? As we all know, the notion of team has its strongest roots in either the military combat team or in an athletic team. So why do we lock human beings in a poorly lit and poorly ventilated room for three days to build a team? We could have them in the outdoors on a raft, in the woods, on a volleyball court, in the kitchen, or any of a dozen other places where the team is engaged in an activity that is real, has a product, requires actual interaction, etc.

There are some personal criteria I use that have helped to make my consulting more fun and healthier. I attempt to focus more on my own needs. How do I get pleasure? This seems obvious, but many consultants work with organizations that irritate, frustrate, and drain them of energy. I like to play tennis, so I look for places with tennis courts. I design workshops with tennis time and look for participants and clients who are tennis players. I like fresh fruit, so I ask that we have fruit and juice with the coffee and rolls.

Without exception I have experienced a positive response from clients. By acting on the item that make work more fun for me, I suggest ways in which others can make their own work more fun. Most importantly, in so doing I improve the quality of my own working life while working with clients to improve the quality of theirs.

All correspondence should be addressed to the author at Seluera, Inc., 8761 Baseline Rd., Lafayette, CO 80026.

This year, in addition to these examples, I have done personal growth work on a tennis court, career counseling in a museum, and team-building on a raft.

JOURNAL OF OCCUPATIONAL BEHAVIOR

The Journal of Occupational Behavior is an international publication of John Wiley & Sons, and is devoted to theory and research associated with the psychosocial aspects of work and occupational life. The scope of the journal is relatively wide, including such topics as quality of work life, implications of work for leisure, family, and public life, social and industrial change, human occupational futures, and the legal and socioeconomic context of work. The journal is receptive to both conceptual and empirical studies, and is especially supportive of longitudinal field research.

The Journal of Occupational Behavior is in its third year of publication and has a growing readership in North America, Great Britain, Europe, and Asia. The journal is published quarterly, with one of those issues being devoted to a special topic, such as occupational stress or participatory research. Current turnaround time on review of manuscripts is about 5-7 weeks from receipt of submission. Once a paper is accepted for publication, it appears in the journal 6-8 months.

The editor of the Journal of Occupational Behavior is Cary L. Cooper from the University of Manchester; he is responsible for all manuscripts submitted outside of North America. The associate editors are Douglas T. (Tim) Hall from Boston University and Thomas G. Cummings from the University of Southern California. Tim handles the special issues, and Tom is responsible for North American submissions.

The editors encourage submission of high-quality manuscripts in areas related to work and occupational life. The review process is fair and relatively quick, and considerable time is spent providing authors with the kind of feedback that is helpful for improving manuscripts and developing writing and research, presentation skills.

The guide for preparation of manuscripts appears in the journal, and Tom Cummings will gladly send you a-copy of that guide if you need one. Correspondence for subscriptions should be sent to: Subscriptions Department, John Wiley & Sons, Baffins lane, Chichester, Sussex, U.K. North American submissions should be sent to: - Thomas G. Cummings, Associate Editor, Journal of Occupational Behavior, Graduate School of Business Administration, University of Southern California, Los Angeles, CA 90089.

ORGANIZATIONAL DYNAMICS

Organizational Dynamics is "a quarterly review of organizational behavior for professional managers." The journal is more than this, however, it also serves academicians who teach organizational behavior, students of organizational behavior, staff professionals inside organizations who must deal with the substance of organizational behavior on a daily basis, and organizational consultants who specialize in behavioral issues in the organizational context. Each article attempts to address the needs of both the practitioner and the scholar.

All fields and disciplines have their jargon, and organizational behavior is no exception. In Organizational

Dynamics, however, we make an effort to publish articles that are written in plain English. We prefer essays that emphasize prose to pedantry.

The scope of content suitable for Organizational Dynamics is broad. The common denominator, of course, is behavior in an organizational context. We therefore seek articles dealing with such subjects as human resource development and management, organization change, motivation, leadership, unionization, the applicability of behavioral science theory and research, interpersonal and inter-group relations, general management and executive behavior, and organizational culture, climate, strategy, roles, jobs, communication, decline, growth, conflict, rewards, design, productivity, effectiveness, innovation, power, planning, and quality of working life.

Last, and perhaps most important, Organizational Dynamics staunchly refuses to favor any one theory or cause over another. We believe our readers are experienced and intelligent enough to draw whatever conclusions they like from lucid writing presented to them in every quarterly issue.

Manuscripts should be double-spaced, and three copies should be sent to W. Warner Burke, Editor, Organizational Dynamics, American Management Association, 135 West 50th Street, New York, N.Y. 10020

ACADEMY CALL FOR PAPERS CRITERIA

You are invited to submit an original paper or symposium to one of the Professional, Division or Interest Group Program Chairpersons listed in this call.

SUBMISSION RULES

In order to be considered, your submission must follow these rules:

(a) Type double-spaced with normal margins and a separate reference list at the back.

(b) Names, complete addresses, affiliations, and telephone numbers of all authors must be listed on the title page. The division/interest group should be listed at the bottom of this title page.

(c) A separate abstract page on each paper or symposium should report the title and an abstract of no longer than 100 words.

(d) Papers must be no more than 15 pages of text and no more than 20 pages total, including abstract, text, exhibits, footnotes, and references. This gives more flexibility than in the past and will be strictly enforced.

(e) Symposium proposals must comply with (a) through (c) above and also must have a 5-7 page overview statement, as well as a 3-5 page statement from each participant.

(f) Four copies of the paper or symposium and two additional copies of the title and abstract pages described in (b) and (c) must be submitted.

(g) Papers, symposia, etc., should be sent directly to one of the Division or Interest Group Program Chairpersons listed in this call. Papers should be submitted to a single chairperson. If the content is judged more suitable for another division or interest group, the paper will be forwarded to the appropriate chairperson and the authors notified.

(h) In the special case of a joint symposium proposal (a symposium to be sponsored by two divisions or interest groups), the items listed in (f) above should be sent to both of the relevant Professional Division or Interest Group Program Chairpersons with a cover letter identifying the submission as a joint symposium proposal.

(I) The deadline for receipt of all submissions is January 12, 1984. No papers or symposia will be accepted after this date.

TO INSURE EQUITABLE TREATMENT, PAGE LIMITATIONS AND SUBMISSION DEADLINES WILL BE STRICTLY ENFORCED.

SUBMISSION EVALUATION

Submissions will be judged by Program Committees on the basis of: (a) originality (it is the policy of the Academy that only original papers and symposia can be presented); (b) overall quality; and (c) interest to Academy members.

ARTICLES BY MEMBERS

Ford, David L., "Effects of Personal Control Beliefs: An Exploratory Analysis of Bargaining Outcomes in Intergroup Negotiations." <u>Group and Organization Studies</u>, 1982, 81 (March), 113-125.

Ford, David L. "Negotiated Bargaining Outcomes as Influenced by Personal Control Beliefs: An Exploratory Analysis". <u>Group and Organization Studies</u>, 1983, <u>8</u>, 113-125.

Ford, David L., Murphy, Charles J., Edwards, Karen L. "Exploratory Development and Validation of a Perceptual Job Burnout Inventory: Comparison of Corporate Sector and Human Services Professionals." <u>Psychological Reports</u>, 1983, 52, 9951006.

Gavin, James and Krois, Paul. "Content and Process of Survey Feedback Sessions and Their Relation to Survey Responses: An Initial Study", <u>Group and Organization Studies</u>, 1983, <u>8</u>, Mo. 2 (June) 221-247.

McCormick, Don and Kahn, Michael. "Barnraising Collaborative Group Process In Seminars", <u>Exchange: The Organizational Behavior Teaching Journal</u>, 1982, 7, 16-20.

Scarpello, Vida. "Who Benefits From Participation in Long-Term Human Process Interventions?" <u>Group and Organization Studies</u>, 1983, 8, 21-44.

Shirom, Arie. "Toward a theory of Organization Development Interventions in Unionized Work Settings". <u>Human Relations</u>, 1983, 36 (in press).

Thompson, John. "In Search of Excellence--A Conversations with Tom Peters". Training & Development Journal, August 1983, pp. 16-22.

BOOKS BY MEMBERS

Levine, Edward L. Everything You Always Wanted to Know About Job Analysis ... And More! A Job Analysis Primer. Tampa, Florida: Mariner Publishing, 1983.

Perkins, D., Nieva, R. & Lawler, E. Managing Creation: The Challenge of Building a New Organization. Wiley & Sons, Interscience, New York, 1983.

Seashore, S., Lawlor, E., Mirvis, P. & Cammonn, C. Assessing Organizational Change. Wiley & Sons, Interscience, New York, 1983.

Ulschak, Francis L. Human Resource Development: The Theory And Practice of Need Assessment, Reston Publishing Company, Inc., A Prentice-Hall Company, Reston, Virginia, 1983.

Tichy, Noel M. Managing Strategic Change: Technical, Political and Cultural Dynamics. New York: John Wiley & Sons, Inc., 1983.

Tichy, Noel M. Human Resource Management. Edited by Noel M. Tichy, John Wiley Sons, Inc. Spring/Summer, 1983.

Vogt, Judith F., Cox, John L., Velthouse, Betty A., & Thames, Barbara, Retaining Professional Nurses: A Planned Process. Mosby Times Mirror, March 1983.

Weiss, Dimitri. Les Relations Du Travail, 5th Edition entirely rewritten, Paris. Dunod Editeur, 1983.

Ziegenfuss, James T. Patients Rights & Organizational Models: Sociotechnical Systems Research on Mental Health Programs. Lanham, Maryland: University Press of America, 1983

NEWS ABOUT MEMBERS

David L. Ford Jr., has been promoted to full professor in the School of Management at the University of Texas at Dallas. Dave, who is black, spent three weeks in South Africa in July 1983, attending a conference on black advancement and lecturing at several universities.

Tony Schumacher has been named executive director of the World Council of Credit Unions, an international body uniting organizations in 70 countries promoting credit unions as vehicles for social and economic development at the individual, local, community, national, and international levels.

Don McCormick presented a paper at the Joint National Meeting of the Institute of Management Science/Operations Research Society of America, April 2527, 1983, Chicago. It was called "Evaluating Hospital Quality Circles."

Taylor Cox. Jr. Ph.D., has been appointed Head of the Department of Business Administration and Economics at Johnson C. Smith University, Charlotte, North Carolina.

Joel Goldstein has been promoted to Group Manager of Organization Development for Computer Systems Manufacturing at Digital Equipment Corporation, Westford, Mass.

Edward L. Levine Ph.D., has been promoted to Full Professor and Director of the Industrial/Organizational Psychology Ph.D. program at the University of South Forida, effective August 1983.

James Gavin, Professor, is currently engaged in a research project on the process of adaptation by individuals and their communities to unemployment. He would be interested in sharing information with others involved in psychosocial processes related to unemployment.

Virginia Schein Ph.D., presented a two day seminar in July on "Power and Politics in Organizations" to British managers in London, England, and spent a day with managers from General Electric Company at theirRugby, England Center, also discussing power. She also presented a seminar to British insurance and banking executives on productivity.

THE INTERORGANIZATION GROUP
by Herb Shepherd

The Interorganization Group, a consortium of thirteen professional associations in the field of applied behavioral science, had its beginnings at the Academy of Management meeting in the summer of 1982. Its purposes are to further collaborate in areas that would be of mutual benefit and to build a stronger professional community.

Following the ASTD conference in June 1983, the Interorganization Group Planning Committee met for a day and a half. The Planning Committee consists of about 30 representatives from the associations, and a representative of the Canadian Interorganization Group.

A number of projects were launched at the June meeting. One of the most significant was an agreement to develop a combined mailing list. The committee recognized that if the concept of professional community is to acquire any substance, it must be developed at the local level. The combined mailing list will be sorted geographically and made available to local professional leaders, who can use it for such purposes as convening and arranging professional development activities.

WHAT IS HAPPENING IN OD

NTL Institute And the OD Network held their "Ecology of Work" conference at the Stouffers Hotel in Cleveland. Stouffers is owned by Nestles. Nestles is being boycotted worldwide because of its aggressive marketing of infant formula in developing countries. NTL and the OD Met found out about the Stouffers boycott too late to change the conference location. NTL has come out in support of the boycott and pledged not to hold any conferences at a Nestles-owned hotel until the boycott is over. The OD Network has not taken a position on the issue.

University of Michigan Conference Employee Participation in Conservation: The U.S. and Japan Experience. September 22 and September 23, 1983 at the University of Michigan, Ann Arbor, Michigan. Contact Andree Naylor or Roger Kerson, (313) 764-0492.

OD/OB Teaching Opportunity in ASIA: SIDO (Societe Internationale pour le Developpement des Organisations) - a nonprofit research and education institution - established in Geneva with active representatives in Dubai, Hong

Kong, Kuala Lumpur and Jakarta are seeking visiting faculty (Professors, Teachers or Trainer's in OD/OB for their series of part-time Executive Diploma and Degree courses (Diploma of Behavioral Science in Management and MEA programs).

SIDO needs people who have such Teaching/Training experience in 3rd world countries, especially with exposure to the Arab and East Asian cultures. Medium is English. Students are mature practicing Managers/Supervisors.

SIDO will offer a US$500.00 contribution towards your travel expenses, free private accommodation of 3 nights for each 2 teaching days (6 1/2 hours per day) initially in Dubai, Hong Kong, Penang, Kuala Lumpur (in first half of 1984) and later in Jakarta, Bombay and Singapore. An honorarium of US$150.00 per day is also paid and meals provided. Write to: Dr. Peter Shephard, Executive Vice President, SIDO, No 7 Jalan 1 6/3, Petaling Jaya, Selangor, Malaysia (Telex MA 30440 "WOHIXI'; Cable CREDOSIDO or Telephone (03) 531130 Malaysia).

THE ELEVENTH ANNUAL ORGANIZATIONAL BEHAVIOR TEACHING CONFERENCE May 22-25, BOISE STATE UNIVERSITY

The 1984 OBTC offers an exceptional opportunity for the continued exploration of concepts, issues, trends and developments in the teaching of management and organizational behavior.

We are inviting members of the Division to submit proposals, for group or individual sessions. The last submission date is January 6, 1984, and submitters will be notified by the end of February. Presentations should be directed at theoretical and practical applications having contemporary relevance. A variety of 30-to-90 minute time blocks will be available for symposia and individual sessions. We encourage presentation formats that maximize audience participation.

The conference fee of $225 includes, numerous conference sessions, three nights' residence on the Boise State University campus, all meals, all materials, and a one-year subscription to The Organizational Behavior Teaching Journal. In order to maintain the informality of past conferences, registration is again restricted to 200 participants. If you have questions and/or suggestions for the conference, please contact: Kate Kirkham, Department of Organizational Behavior, Brigham Young University, 787 N. Eldon Tanner Building, Provo, UT 84602 (801) 378-

6829 or John Bigelow, School of Business, Boise State University, 1910 University Drive Boise, ID 83725 (802) 385-1267