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Call for Papers: Learning from Unusual Events

by William R. Torbert

The 1996 national meeting to be held in Cincinnati will be based on the theme "Learning from Unusual Events." This theme should be particularly attractive to, and provocative for, members of this division who study precisely how to change what is usual for a human or organizational system.

Last year was without a doubt the most energized ever for our division, with a record number of submissions for the Academy meeting and a whole additional conference sponsored by the division at Case Western on "The Organization Dimensions of Global Change." I hope this year's theme catalyzes another submissions record. We now have three distinct Best Paper Awards: Best Practice-Related Paper; Best Graduate Student Paper, and the traditional Best Paper Award.

The call that accompanied the Academy-wide Newsletter from National Program Chair Bill Starbuck contains a whole series of questions about what kind of learning is generated by unusual events and how it can be transferred to other events. Exceptionally high performance is itself an unusual event. How do we make it more usual? American policy makers learned not to appease from the 1939 Munich summit and then applied that learning to another unusual event: The Vietnam War; but the Vietnam War was unusual in a different way.

What makes an event unusual, or unusually impactful, may have little or nothing to do with the event itself, and much more with the perceiving person's or organization's readiness for transformation. Put differently, any event can be assimilated in terms of its general characteristics (how it is like other events, hence unusual), or in terms of its unique spatio-temporal-aesthetic flavor which may be better represented by novelistic, poetic, or theatrical writing than by the discursive and technical prose typical of most social science writing.

In short, this year's Program theme seems to invite paper submissions that represent artful edge work and the blurring of genres. Moreover, I hope this theme invites your creativity about how to structure symposia proposals as unusual events from which the participants can learn; such process creativity will increase the chance for acceptance. Also, don't forget that symposia can be submitted to more than one division, which can increase our audience and our interdisciplinary linkages.

Follow the guidelines for submissions in the all-Academy call. The deadline for receipt of papers is January 9, 1996. Send them to Professor William R. Torbert, Carroll School of Management, Boston College, Chestnut Hill, MA 03267.

THE LEGITIMATE CHANGE AGENT: A VISION FOR A NEW PROFESSION

by Robert E. Quinn

1993 Distinguished Speaker Address

Imagine the following headline in the Wall Street Journal: "Kodak Obtains Services Of Well Known Change Agent: Stock Value Jumps By Two Billion Dollars."

From the perspective of Organizational Development (OD), most of us will find such a scenario as quite beyond belief. The hiring of an OD change agent does not make headlines nor does it impact stock value, certainly not by two billion dollars.

Yet, in February of 1993, the event did occur. A man by the name of Chris Steffen, an individual with a strong record as a change agent (although not an OD change agent), was hired away from Honeywell by Kodak. He was hired to

be the new CFO. As soon as the announcement was made, the stock value did jump by two billion dollars. Eleven weeks later he indicated that Kodak was not ready for change and left. The stock value fell by 9.8%. Clearly, Wall Street saw Chris Steffen, the change agent as a person of value.

Who is this man? What accounts for such value? The following is a brief description of Steffen as written in Business Week. The article is entitled, "Is Chris Steffen Too Tough For His Own Good:" Wherever Chris Steffen has worked, the burly, deep-voiced executive has garnered raves for his intellect and keen financial skills. He is a master at squeezing profits from disparate assets and is a voracious cost-cutter. While his methods are brutally effective, critics charge that his take-no-prisoners style relies too heavily on numbers. And his driving ambition has led to a history of clashes with colleagues (June 7, 1993:80)."

Here is an interesting set of phrases: voracious cost cutter, brutally effective, take no prisoners style, reliance on numbers, driving ambition, clashes with colleagues. In the OD Division these are not the characteristics we immediately think of when describing an effective change agent. Indeed there is something about this assertive, left brain story that offends our supportive, right brain value system. We might even reject this story as one more example of what is wrong with the world.

The Condition Of OD

Today I want to suggest that when it comes to thinking about change agents, something is wrong. I do not believe that the problem is with story of Chris Steffen. In fact, Steffen is a man I have come to greatly respect. There is much I have to learn from such people. I believe that the problem is located elsewhere. In searching for the problem, I would like to begin very close to home.

Never in history have organizations more struggled to make change. OD is a discipline focused on organizational change, and it therefore must be flourishing. In every business school, OD departments must be growing rapidly. The job market for OD scholars must be red hot. Likewise, MBAs must be standing in line to take the courses offered by these scholars. The ODC Division of the Academy of Management must be at the center of all divisions.

This of course is not the case. There is no growth in OD departments because there are only a few such

departments. None of them are in the twenty major business schools. In addition, the field is invisible to the vast majority of executives. After forty years of opportunity to impact the world's population of MBAs, OD has failed to generate any interest. If I mention OD to the average corporate manager, the person sincerely nods, believing that he or she knows the meaning of the term. If I pursue the conversation, however, it becomes clear that the person knows little about OD or its most basic assumptions and techniques. There is a very slow market for OD scholars, and the ODC Division is not at the center of the Academy.

We are in an interesting situation. We live in a world where organizations are struggling as never before to make change. The demand is enormously high. Meanwhile we have a discipline supposedly centered on the issue of how to make change, and we seem to have little influence. Something is wrong.

A Paradigm Problem

In the parking lot at the University of Michigan, I recently voiced this concern to C.K. Prahalad. C.K., a strategy professor, is perhaps one of the most effective and influential change agents in the world today. I am always impressed by his capacity to combine hard nosed analysis, clear communication and sincere concern.

This day he pondered the problem I presented, and then he said, "OD people do not understand business."

I could have been offended by such a statement. My entire career has been spent in contact with "real" organizations; surely I know business. Many people in this room would make the same claim.

We would do well, however, to not so readily dismiss C.K.'s accusation. What he was telling us is that we have a paradigm problem. We are blinded by our values. We readily reject the image of an executive who brings transformation by means of a voracious, number driven, cost-cutting, and take-no-prisoners style. We likewise become offended when such people reject our right-brained values, assumptions and concepts. Our anger leads us to blame them for our inability to communicate. We are so busy being right that we have not noticed, or perhaps do not want to notice, that we have become irrelevant in a world that desperately needs the tools we possess. That is not an easy thing to accomplish.

Paradigm Wars

There are two general paradigms of leadership. The first reflects a description of the classic corporate hero. Indeed, it reads much like the Business Week a description of Chris Steffen. It is the journey of the achievement driven warrior who envisions victory and provides clear direction, while demanding unrelenting progress towards the stated goal. In contrast, the second script is a description of the supportive sage who, in the spirit of loving service, seeks to aid a group in developing and pursuing their own vision. Here commitment, cohesion, trust, participation, openness and feedback are critical elements of the script. It reads like a core statement of OD values.

These two very different orientations to leadership and change are probably not superficial, but instead are deeply held world views. Because they appear to be contradictory, the people holding one tend to reject the other.

In OD we tend to hold the latter while rejecting the former. In failing to learn from the former, we remain incomplete. We fail to understand the value of the hard side of the change process. In failing to communicate with those who hold the former, we cut ourselves off. In cutting ourselves off, we become irrelevant. It is this characteristic that leads to the conclusion "OD people do not know business."

The irony of all this is that we tend to fail at that activity that we claim as a core competency, the ability to transcend differences. It is a kind of hypocrisy that tends to destroy vitality.

A Vision For A New Profession

The bad news is that OD is without vitality. The good news is that there is an opportunity for rebirth, but as a part of a new and larger enterprise. Let me be clear about this. I am not saying OD is dead. The OD Division will continue for a long time, good OD papers will continue to be written and general progress will continue. This fact makes me happy because I have heavily invested in the OD Division. I am saying, however, that from an external perspective, the overall endeavor is not very relevant. I am not out to save or reinvent OD. I see it as simply making one of many key contributions to a new profession that is very much needed by the world.

My vision for the new profession is based on three points. First, there is a need for a legitimized change agent profession that does not yet exist. Second the new change agent is a person capable of crossing paradigms. Third, a new kind of educational program is necessary.

1. The Need For A Legitimate Profession

It is clear that organizations need people who have vision, integrity, courage and the skills to bring change. Yet, my experience suggests that the corporate world is flooded with fearful conformists who lack such skills. Organizations need assistance from a new profession, a highly legitimized profession that can bring transformation. The key word here is legitimate. Today there is no legitimate, organizational change agent profession. There needs to be.

2. The New Change Agent

The Kind of change agent I envision goes beyond the assertive transformational leader or the supportive OD practitioner. This person is trapped in neither of the two paradigms. This person is trained to have high cognitive complexity in thinking about change and high behavioral complexity in the realm of making change. This person understands both the world of business and the world of human relationships. This person understands that there are times for tough action and times for caring support. In fact, this person can bring about an interpretation of the two paradigms and engage in both tough and caring behaviors at the same time. Such mastery of paradoxical demands is a central characteristic of high performance, and it defies understanding on the part of those trapped in a single paradigm.

This vision may seem unrealistic. I think it is both necessary and possible. It is necessary in order to move beyond the problems discussed above. It is possible through rigorous selection and pedagogy.

I foresee an educational program that selects from a pool of applicants who "know business." They will have completed MBAs, will have successfully risen in well known corporations, and will have shown clear abilities in the area of change. They will already understand and have mastered the administrative art of blending across those disciplines that are clearly separated in business schools.

These highly qualified and experienced people will then spend two or three years in a very rigorous educational program in a prestigious educational institution. They will graduate with a degree in the new profession. They will then move to any of a number of roles.

Why would a successful executive be willing to leave the corporate life to attend such a program? My experience suggests that successful executives, like successful academics, often entertain the thought of leaving their present path in favor of something that they might find more meaningful. I believe that there would be little difficulty generating applications for the new program. In fact, if designed correctly, the new program might be so attractive that corporations might be willing to fund the people who come.

3. The Nature Of The Program

The new profession is a field of practice. In thinking about pedagogy, the medical model is very appropriate.

The first portion of the program involves an intense exposure to action oriented content. The knowledge base for the new profession is cross disciplinary. It draws from all disciplines that contribute to an understanding of the change process, clinical psychology, individual creativity, group development, group decision support systems, transformational leadership, system dynamics, organizational development and transformation, strategic change, global leadership and others. Notice that the list includes very technical and mathematical approaches such as group decision support systems and system dynamics, as well as the softer areas. Also notice that OD would only be one of many change disciplines represented.

In the second portion of the program the student engages in practice. Here there is an intimate relationship with faculty who are deeply involved in the process of large-scale organizational change. A number of such faculty are necessary to the program, which suggests that only a few universities would be capable of offering such a program. It might be useful for several universities to engage in a joint program with students moving between them. One could imagine, for example, a consortium of three or four prestigious schools located around the globe with a shared faculty of sixteen to twenty people deeply experienced in large scale organizational change.

In leaving the program, it would be necessary to start a new professional association. Each year's graduates would need to bond into a cohesive group providing mutual support and envisioning needed changes for a more effective and legitimate profession. The early years would involve an intensive effort to obtain visibility. Eventually there would be a wide network of practitioners and there would be programs in many places.

The First Step

This vision is sketchy at best. It needs both criticism and support from a network of interested people. The new profession needs a name. The vision requires an initial strategy for resource acquisition. In short, a wide variety of thoughtful input is needed. Perhaps the first step is to hold a small event to obtain such input and develop an initial strategy.

The Issue Of Practicality

Finally, let me note that visions are often fun but impractical. There is always that old hobgoblin known as resistance to change. I think that resisting change is one thing that universities do even better than corporations, and this does not bode well for the vision.

There are, however, some features that work in favor of the vision. My colleagues tell me that a good vision is both simple and motivational. In closing then, I want to suggest that "two billion dollars in value added" is a concept that even a dean could understand.

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NEWS ABOUT MEMBERS

Miriam Lacey, Ph.D. at Pepperdine University was invited to serve a second term on the Panel of Judges for California Governor's State Quality Award in Sacramento for Governor Pete Wilson.

Donald McCormick accepted an invitation to join the editorial board of the *Electronic Journal of Radical Organisation Theory*, an international electronic journal available on the World Wide Web. He also recently found an unpublished manuscript by Carl Rogers ("What Empathy and Understanding Mean to Me"), and arranged to have it published in the Fall, 1995 issue of the *Journal of Humanistic Psychology* (Vol. 35, No. 4, pp. 7-22), and wrote an introduction for it.

SOUTH AFRICA: MY JOURNEY ON THE RIVER OF TRANSFORMATION

by Joanne C. Preston

Over the years, South Africa has been a professional obsession. I have experienced the strong emotions of fear, frustration, anger, impatience, terror, and more recently - hope as the brave people of South Africa create what they now call the New South Africa. I envision this change as a river rushing towards somewhere, and this river has very dynamic terrain through which it passes within its internal and external environment. My goal for this article is to paint for the reader two brief pictures of this river - South Africa as it was earlier and South Africa today. In discussing today, I close with describing a felt need that cries to be met.

Old South Africa

I became involved with South Africa after meeting the charismatic Louw DuToit (1987), a white male Afrikaner, who so strongly believed in the non violent change in his country that he sold his beach house to gain the funding for his Leadership for the Future program. At this time, Louw saw the hopelessness of apartheid and the potential violence that would destroy all of the people who lived in South Africa. As an OD consultant, he believed that OD might be a tool to prevent this destruction. He identified business, community and educational leaders who wished to see apartheid eliminated but preserve life and families. He approached 25,000 individuals, many of those went through the unfreezing seminar, and became involved in an organization called the Community Development and Management Association of Africa.

It is with this organization that I became actively involved in creating change. Terry Armstrong and myself were asked to be the keynote speakers on creating cultural synergy for a 1986 meeting. By government standards, this meeting was legal but had major social ramifications in encouraging South Africans to confront apartheid (Preston & Armstrong, 1991). The people in that room were aware of the risks but felt that the goal of changing their country non violently was imperative. We described in that article the incredible power created by the participants. They came to the keynote as strangers from different tribes (including the two white tribes) and left two and a half days later with action plans that united them as change agents. They motivated others to become actively involved. For me as a consultant, it was a natural rush to know that I had played a part here. I became hooked on wanting to make things happen. I am not alone. There are many who independently have been involved in this change and some of you reading this will shake your head with understanding.

What I did not expect to find in 1986 was a large number of people who wanted change from the old system. These people wanted the tribes to work together, and their children to play together. This picture was not painted in the US newspapers at this time. Yes, there was plenty of violence; and through my continued involvement there, I experienced some of this violence. Yet, non violent change could bloom by cultivating this silent majority.

As I continued my involvement in South Africa, I learned more about the people; how they were different from those in the USA. I discovered that all of the tribes seem to be authoritarian in nature (Preston, DuToit, Van Zyl & Holscher, 1993). This authoritarian culture resulted in several systemic problems that seemed to lead to the occurrence of

violence which I fully describe in the publication. South Africans were poor problem solvers. They saw problems as having one answer rather than a range of possibilities. This inflexibility was coupled with violence being a way of life there. There is little respect for the values of others and rigid, conforming behavior that leads to conventionality. This culture is extremely masculine and believes in power and toughness. The ends justify the means while the use of force and aggression is acceptable. The tribes see each other as separate and stereotype the other tribes as being inferior. This leads to rigid in-group/out-group classifications. Ultimately, all tribes project human failings onto others.

If this picture seems bleak to you, I can understand. But the one thing that we firmly believed in was the strength of OD technology (Preston et al, 1993). We continued identifying potential leaders through out the country and taught them change agent skills. We developed proto teams of people who could intervene in community conflict so that violence would less likely happen. There were interventions made with colleges, schools in townships and teenagers. All focused on values clarification, flexibility training, and problem solving techniques.

One of the very interesting interventions during this time was with the South Africa police. After watching videotapes of legal and illegal riots, we noticed a correlation between violence either by demonstrators or the police with the flexibility and problem solving capabilities of the police individual in charge. A major intervention was developed for the police academy that included training officers in flexibility, problem solving, listening techniques, and negotiation techniques. We established support groups for these trained individuals to continue their growth and began training those who had graduated years before.

Though we were doing grass roots work and clearly scattered efforts, we felt that what we were doing was of value and needed to continue even though there was potential for the tragedy of death, loss of property, and threat of imprisonment for the active South Africans in this change effort. Some of this picture has changed today.

New South Africa

I can remember the tension that I felt while I was in South Africa earlier. It was everywhere. That tension is gone; and there is hope, and an excitement over the transition in power. There is clear support for the Mandela government; and from an OD perspective, this culture is in a fluid state. Change happens rapidly and with little thought for consequences because the future state is quite unpredictable.

In a paper that I gave in Cleveland at the Academy of Management's Global Change Conference, I argued that the transition in government has been made but the transformation of the people to accept this new reality has stalled in earlier stages (DuToit, Preston & Barber, 1995). The people are positive for now but are confused. They see only the white water of rapids in this river. Change happens on the job, in government, and at home. Stability is not part of this picture at all. Some senior level officials laughed when I talked about having a strategic plan. Their feeling was why try plan five years or even one year away when you can not predict what will happen next week.

Within corporations, this ambiguity is forcing the top, middle and lower levels to break apart (DuToit et al, 1995). Those in the top levels of the organization having lost their political referent power are aware of the demands that the transition in government places on them. The top level depends on the middle to not only manage the transition demands but must also help the transformation of the people. The lower levels are inspired by the promises inherent in the transition of power and have gained the political referent power. The lower levels push on the middle management to gain quickly these transitional promises. These groups see themselves as separate and adversarial with no facilitators at this time (DuToit et al, 1995).

The felt need in South Africa today is Transformational Leaders. Those individuals at all levels of organization and community who could manage transformational change. This will mean creative strategic alliances between numerous groups, individuals and organizations within and outside of South Africa that have the expertise to co-develop with South Africans the tremendous human resource potential. This means massive efforts for education, training, and creative problem solving loom around the next curve of this dynamic river. The challenge is exciting and yet the potential for violence runs deep because there was only a transition of the power and not a transformation of the people's reality. How long will the people wait patiently? What I described earlier about violence and their authoritarian culture still exists. Leaders are critical!

I have tried in this piece to give you a quick glimpse of the journey that I have traveled so far; what I've discovered and the present need. This paper lies somewhere in the journey of this dynamic river. I do not know where this river ends or how far I will be allowed to go; but I do know that I will continue to be obsessed with this country's so far non violent transformation. If it is successful, it can be a model for all of Africa - maybe the world.

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EVOLUTION OR TRANSFORMATION: MODELING A PARADIGM OF SELF-ORGANIZATION

by Benjamin M. Lichtenstein

1995 Best Paper Award

Imagine this situation: A new product hits the market with unprecedented success. As demand for increased productivity rises, systems which used to work are breaking down; relationships that were stable become overworked and strained. The organization approaches the brink of chaos. Using the self-organization paradigm can help shift the stuff of turbulence into the inexorable steps of transformation.

Self-organization offers a radical shift in paradigm to those of us who seek to understand and support organizational transformation. Going beyond gradualistic models of evolution, including punctuated equilibrium theory, self-organization uses natural laws of physics and energy exchange to offer a complex, detailed analysis of change. It also gives many concrete tools for supporting groups and organizations in their natural development. Self-organized transformation increases the capacity of a system by many orders of magnitude (Swenson, 1992), dramatically increasing resources vital to a growing organization.

A THREE-STAGE MODEL OF SELF-ORGANIZATION

As a whole the self-organization paradigm examines the flow of energy-resources linking a system to its environment. In human systems these flows include vision and commitment, information and knowledge, time, money and other material resources. In combination, these flows are here termed "engency," signifying the generative energy and corresponding resources that give rise to organizations at all levels. The complex dynamics of self-organization can be integrated and summarized into three simple stages: dynamic resonance, instability at the threshold, and self-referenced self-organization.

Stage 1: Dynamic Resonance

Dynamic resonance describes how a system relates to its environment: organizations in this state have the capacity to self-organize. In dynamic resonance, flows of engency--i.e. dynamic utilizations of human generative energy and resources that serve to increase those resources--make up the essence of the organization itself. Such "engenic processes" are self-reinforcing loops that amplify human creativity and will. For example, when a team is internally self-motivated, the results of work-groups generate more enthusiasm and motivation for the individuals as a whole, producing greater results (Katzenbach & Smith, 1993). Similarly, when the productivity of departmental work groups is fed back to employees, productivity and motivation are often increased (Stack, 1982). A second criteria for dynamic resonance is that suggestions and new ideas are ongoingly solicited from and generated by employees and customers. These "fluctuations" in daily operations provide the base for spontaneous, creative transformation (Chappel, 1993).

Stage 2: Instability at the Threshold

If engency increases its flow over time, a threshold of capacity will be reached; as the engenic processing exceeds a critical threshold, the internal structure of the group or organization becomes unstable and turbulent. Here one or more fluctuations can become amplified, as a more effective way to handle the greater engenic flux through the system. This moment presages a full-scale transformation.

Leveraging threshold effects can be done in a variety of ways. One way is to increase the engency through the

system by expanding financial or market resources, personal commitments, or for example by bolstering vision and generativity within the group. Increasing engency can also be achieved by shortening timetables, upping expectations, or formulating greater risks and rewards in a project. A second way to leverage threshold effects is to examine the inertia or resistance in the system. Lowering the threshold of transformation by resolving resistance to change is an artful way to effect self-organization (Goldstein, 1986). A third way to accelerate and effect transformation is through embracing the natural turbulence that occurs at the threshold of change. By encouraging fluctuations and alternative ways of doing things, rather than rigidifying or constricting in the face of rapid change, a creative idea can mushroom and become the genesis of large-scale system change.

Stage 3: Self-Referenced Self-Organization

Once a novel fluctuation has emerged--a new idea, structure, or framework that radically increases the overall amount of engency that can flow through the system--the stage is set for self-organized transformation. This process can be supported in three ways. First, self-organization is always self-referenced, so a new idea will be effectively amplified only if it emerges from and is referenced to the organizational members or its culture (Nonaka, 1988). Thus, creating a supportive environment for changes from within may generate positive transformation more effectively than top-down or consultant-driven initiatives. (This may confirm why so many 'outside-in' TQM initiatives fail, and why benchmarking is difficult to implement unless the approaches fit within the focal organization's history and culture.)

A second way to support self-organization is by allowing a new idea to transfuse the group or organization in stages, by recognizing that a cyclic, iterative process extends the fluctuation throughout the system. As the entity cycles new levels of engency through itself the emergent structure, vision or project becomes more stable. Thus, a positive feedback loop is amplified, creating more resources to expand the fluctuation throughout the organization. Therefore, in addition to creating a supportive context for new ideas, organizations and their consultants must allow the necessary time and resources for a budding vision to take hold and flower (Kotter, 1995).

A third quality that supports self-organization is reflective, participatory learning that identifies obstacles while finding ways to lessen their power (Senge, 1990). If managed in a proactive way, obstacles can be seen as clues for deeper systemic learning that can increase a systems engency. For example, Fisher and Torbert (1995) describe a

transformation effort that became bogged down when the senior managers blamed one vice president for being too competitive. Upon reflection within the entire team, the CEO expressed his preference that all the managers perform like the V.P.--rather than being the problem, the V.P. was offering a clue for how a more complete transformation could develop. The re-framing that occurred--self-referenced through the V.P.'s modeling behavior--created more time and energy for the CEO, while providing more directed focus for each of the senior managers. Here, the obstacle became a lever for organizational learning, leading to increased energy and a transformation in the group.

When these three elements are managed well--self-reference, cyclic extension of a new idea, and reflective learning--a positive feedback loop is amplified, resulting in a new resonance within the system as a whole. Over time the fluctuation nucleates and takes over the entire organization, which then settles down toward a stage one dynamically resonant entity.

EVOLUTION: FROM TRANSFORMATION TO TRANSFORMATION

This final point is essential in understanding the self-organization paradigm: Stages 1, 2 and 3 exist as an ongoing developmental cycle in organizational evolution. After any organization initially self-organizes it will continue endogenic processing as a dynamically resonant system. At some point in the future--if energy increases beyond a critical threshold--a series of self-referenced experiments will commence, and the first one to satisfy the new requirements of the organization-environment will be amplified and coalesce into a new resonant structure. This ongoing process is considered a key assumption of the self-organization paradigm (Leifer, 1989): "The normal evolution of organizations proceeds from transformation to transformation." By following the natural pattern of transformation--dynamic resonance, instability at the threshold, and self-referenced self-organization--researchers and practitioners can move beyond the edges of chaos into the inexorable power of continuous change.

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BOOKS BY ODC DIVISION MEMBERS 1994-1995

by Eric A. Goodman

Prompted by the excellent response to the previous search of articles by ODC Division members, this article represents an effort to list the books published by our members. The listing was derived from three sources: books submitted by division members for inclusion in the Books by Members section, a search of Books in Print, and a call on the ODC Network for books published during 1994, 1995 and those in press. Unfortunately, Books in Print does not cover all publishers, so some cites are probably missing. In an effort to make it as easy as possible to locate books by ODC Division members, their names are listed first on the various entries, regardless of whether they are the senior authors. The number of books published since 1994 suggests a high level of productivity. Furthermore, our members are contributing also are reaching larger audiences, including practitioners in diverse fields.

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