

Michael Beer

Cahners-Rabb Professor of Business Administration, Emeritus
Harvard Graduate School of Business Administration
Chairman, TruePoint Partners
Chairman, Center for Higher Ambition Leadership

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Education

Queens College, B.A., 1957
Psychology
North Carolina State University, M.S., 1958
Organizational Psychology and Statistics
Ohio State University, Ph.D., 1964
Organizational Psychology and Business
AB, Harvard University, Honorary, 1982

Professional Experience

Corning Glass Works
Director of Organizational Research
and Development, 1971-1975
Manager of Personnel Research, 1966-1970
Research Associate, 1964-1966
United States Air Force
Research Psychologist (1st Lieut.), 1958-1962
Chairman and co-founder TruePoint Partners, 1997-Present
Chairman and co-founder Center for High Ambition Leadership,
2012-Present

Academic Experience

Harvard Graduate School of Business Administration
Cahners-Rabb Professor of Business Administration, 1995
Professor of Business Administration, 1981-1995
Lecturer 1975-81
Michigan State University
Adjunct Lecturer, Business Administration, 1973

Teaching:

Harvard Business School MBA Program

Human Resource Management, Founding Faculty Chair

Organizational Behavior, Faculty Chair

Human Behavior in Organizations

Organizational Problems and Decision Making and Ethical Values

Harvard Business School Executive Education Programs

Advanced Management Program

International Senior Managers Program, Switzerland

Managing Change, Founding Faculty Chair

Program for Management Development

Strategic Human Resource Management, Founding Faculty Chair

Harvard Business School Corporate Custom Programs

Harvard Business School Publishing custom programs

Merck Top Management Program

Becton Dickinson Top Management Program

Daimler Chrysler Management Development Program

Massachusetts General Hospital, Top Management

Yale School of Management Custom Programs

Underwriters Laboratory

PPG

Founders Corporation

In Company Executive Development Programs (selected)

Xerox Leadership Development Program

Experian Annual Management Meeting

Nomura Executive Education School, Tokyo

E. W. Scripps Leadership Institute

Owens Illinois, Senior Executive Development Programs

Gap Inc. Leadership Institute

Bose Leadership Institute

Owens Illinois Key Manager Development Program

IBM, Client Executive and Sales Management Program

Home Depot Senior Executive Leadership Program

Hartford Steam Boiler, Management Development Program

Cabot Company, Executive development Program

American Century, Senior Management Meeting

Discovery Communication, Senior Management Meeting

Fidelity Investments, Senior IT Management Meeting

John Lewis Partners (UK), Top Management Meeting

Whitbread PLC (UK), Senior Management Meetings

Steak n Shake, Senior Management Meeting
Alstom, Senior Human Resource Meeting
Naval Sea Command, Executive Development Program
Daimler Benz, Client Program
Hewlett Packard, client Program
Ernst and Young, Senior Partner Development Program
and Barbados Office Program
Stratus Computer, Senior Management Meeting
Veridian, Senior Executive Development Program
World Bank Senior Executive Program
Harvard Business School Publishing Customer Programs

Professional Development Programs

Human Resource Planning Society
Society for Industrial and Organizational Psychology
Academy of Management
Yale, CEO College 2001 - 2011
Higher Ambition Leadership Institute 2011-Present

Honors

Sigma Xi
Phi Kappa Phi
Psi Chi
Sigma Alpha
Fellow Academy of Management
Fellow, Society of Industrial and Organizational Psychology
Fellow, National Academy of Human Resources
Fellow, American Psychological Association, Division of
General Psychology

Awards

2013 Herbert Heneman Jr. Career Achievement Award, Human
Resources Division, Academy of Management
2011 Named to top 100 thought leaders by Trust America
2012 Emerald Lierati Outstanding Author Award for
“Developing an Effective Organization: Intervention
Method, Empirical Findings and Theory” in Research in
Organization Change and Development, Vol. 19, 2011
2007 Michael C. Losey Research Award from the Society for
Human Resource Management
2006 Harry and Miriam Levinson Award for Exceptional
Contributions to Consulting Organizational Psychology
from the American Psychological foundation
2006 Distinguished Scientist-Practitioner Award from the
Academy of Management
2006 Distinguished Professional Contributions Award from the
Society of Industrial & Organizational Psychology

1998 Organization Development Institute Award for invention, development, and application of Organizational Fitness Profiling

1991 Johnson, Smith & Kinsley Award for best book in Executive Leadership in 1991 for the *Critical Path to Corporate Renewal*

1990 Finalist for the Academy of Management's George R. Terry Book Award for the *Critical Path to Corporate Renewal*

1985 Top ten organization development consultants in U.S. Training and Development Journal

1963 William Green Fellowship, Ohio State University

Major Fields	Organization Effectiveness; Organizational Change; and Human Resource Management
Current Research And Teaching	Higher Ambition Companies and Leaders; Higher Ambition Boards of Directors; Strategic Alignment and Organizational Effectiveness; Strategic Human Resource Management.
Consulting Clients (Selected)	Agilent Technologies; A. Goldberg & Sons, PLC; Arthur Young & Company; Becton Dickinson; Chemical Bank; Cummins Engine; Deloitte Touche; Digital Equipment Corporation; Ericsson; Goodyear Tire and Rubber Company; Hewlett Packard; Honeywell; IBM; James River Corporation; Merck & Co; Milbank, Tweed, Hadley, and McCloy; Morgan Chase; NAV Canada; Owens-Illinois; Republic Bank – Dallas; Rockwell International; Scott Paper Company; Whitbread Plc., Canon Americas, IMS Health, Americas, Steak n' Shake
Visiting Professorships	Distinguished Visiting Scholar, Benedictine University Organization Development Program. 2001. Visiting Professor of American Management, Johann Goethe University, Frankfurt, Germany. 1989, 1992. Distinguished Visiting Scholar, George Williams College Organization Development Program, 1980.
Boards and Advisory	Chairman, Center for Higher Ambition Leadership, 2011-Present Applied Management Science Institute, Distinguished Fellow and Board Member, 2002 Chairman, TruePoint Partners, 1997-Present National Academy of Science, National Research Council, Committee on Performance Appraisal and Pay, 1991-1992 GTECH Corporation, Board of Directors, 1983-1989 Société Industrie Université, Research Advisory Committee on

Human Resources, Brussels, Belgium 1986-1987

Academy of Management
 Board of Governors, 1984-1986
 Organization Development Division, Chair, 1980-1981
 Program Chair, 1979-1980
 Executive Committee Member, 1977-1979

American Center for Quality of Work Life, Advisory
 Committee, 1976-1977

American Psychological Association
 Division of Industrial/Organizational Psychology,
 Program Chair, 1976, Executive Committee, 1971-1977,
 Representative to APA Council

US Army Research and Development Institute for Behavior
 Science, Research and Development Advisory
 Committee, 1972-1975

Community Service
 Corning Family Service Society, Corning, New York, Member of
 Board 1972-1975; President, 1973-1975
 Kennebunk Beach Improvement Association, Kennebunk Beach,
 Maine, Member of Board 1984-Present; Treasurer, 1984-
 1986; President 1986-1990; Chairman of the Board 1990-
 1992.

Professional Memberships
 Academy of Management, (Fellow)
 American Psychological Association,
 (Fellow of the Division of General Psychology)
 Society of Industrial and Organizational Psychology, (Fellow)
 National Academy of Human Resources, (Fellow)

Editorial Boards
 Journal of Organization Design, 2014 - Present
 Journal of Change Management, Advisory Board 2009 - Present
 Journal of Applied Behavioral Science, 2005 - Present
 Journal of Organizational Design, 2014 - Present
 Action Research, Advisory Board, 2004 - Present
 Human Resource Development Quarterly - 2005-2010
 Human Resource Management, UK, 1994 - 2003
 Human Resource Management Journal, US, 1991-2003
 Group and Organizational Studies, 1989-1992
 Human Resource Planning Journal, 1989-1992; 2004-2007
 Academy of Management Executive, 1986-1989
 Organizational Dynamics, 1980-1989
 Personnel Psychology, 1974-79
 Academy of Management Journal, 1972-1975

Publications
Books

- Higher Ambition: How Great Leaders Create Economic and Social Value*, Harvard Business School Publishing, Boston, MA (2011)
- High Commitment High Performance Organization: How to Build an Organization Capable of Sustained Advantage*, Jossey-Bass, San Francisco, CA. (2009)
- Breaking the Code of Change*, edited with Nitin Nohria, Harvard Business School Press, Boston, MA 2000
- Critical Path to Corporate Renewal*, senior author, Harvard Business School Press, Boston, MA, 1990
- Human Resource Management: A General Manager's Perspective*, senior author, The Free Press, New York, NY, 1985
- Readings in Human Resource Management*, senior editor, The Free Press, New York, NY, 1985
- Managing Human Assets*, senior author, The Free Press, New York, NY, 1984
- Making It Happen: Designing Research with Implementation in Mind*, co-author, Sage Publications, Beverly Hills, CA, 1982
- Organization Change and Development: A Systems View*, Scott, Foresman, Glenview, IL, 1980
- Matrix*, with senior authors Stanley Davis and Paul Lawrence, Addison-Wesley Publishing, Reading, MA, 1977
- Leadership, Employee Needs, and Motivation*, Bureau of Business Research, Ohio State University; Columbus, Ohio, Monograph No. 129, 1966

Publications
Chapters

- "Silent Killers of Team Performance: How Honest, Collective and Public Conversations Can Overcome Them" in Salas, E., Tannenbaum, S.I., Cohen D. & Latham, G., *Developing and Enhancing High Performance Teams: Evidence-Based Practices and Advise*, (2013) San Francisco, CA, Jossey-Bass
- "Developing an Effective Organization: Intervention Method, Empirical Evidence and Theory, in Abraham B. (Rami) Shani, Richard W. Woodman, William A. Pasmore (eds.) *Research in Organizational Change and Development*, (2011) Volume 19, Emerald Group Publishing Limited, pp.1-54
- "Making a Difference and Contributing to Useful Knowledge" in Lawler, E. and Mohrman, S.(eds.) *Useful Research: Advancing Theory and Practice* (2011) Berrett-Koehler, San Francisco, CA.
- "Sustain Organizational Performance Through Learning, Change and Realignment," in *The Blackwell Handbook of Principles of Organizational Behavior*, Edwin Locke, ed.,

- Blackwell Publishers Inc., Malden, MA., 2008 (revision)
- "Collaborative R&D in Management: The Practical Experience of Fenix and TruePoint in Bridging the Gap Between Scientific and Managerial Goals," in *Handbook of Collaborative Research*, Shani, R., Adler, N, Mohrman, S., Pasmore, W. and Bengt, S. (eds.), Sage, 2007.
- "Transforming Organizations: Embrace the Paradox of E and O," in *Handbook of Organizational Development*, Cummings, T., (ed)., Sage, 2007
- "Building Organizational Fitness in the 21st Century," in *Organization 21C*, Subir Chowdhery ed., Financial Times/Prentice Hall UK, 2002
- "Strategic Change: How to Realign the Organization to Implement Strategy," with R. Eisenstat, in Fahey, L. and Randall, R. M. (eds.) *The Portable MBA in Strategy* (second edition) New York, NY, John Wiley and Sons, 2001
- "Lead Organizational Change by Creating Dissatisfaction and Realigning the Organization with New Competitive Realities," in *The Blackwell Handbook of Principles of Organizational Behavior*, Edwin Locke, ed., Blackwell Publishers Inc., Malden, MA., 2000
- "Resolving the Tension Between Theories E and O of Change," in *Breaking the Code of Change*, N. Nohria & M. Beer, eds., Harvard Business School Press, Boston, MA 2000
- "Research That Will Break the Code of Change: The Role of Useful Normal Science and Usable Action Science, A Commentary on Van de Ven and Argyris," in *Breaking the Code of Change*, N. Nohria & M. Beer, eds., Harvard Business School Press, Boston, MA 2000
- "Leading Learning and Learning to Lead," in *The Leader's Change Handbook*, J. Conger, G. Spreitzer, and E. Lawler, eds., Jossey-Bass Publishers, San Francisco, CA, 1999
- "Organization Behavior and Development," *Encyclopedia of Psychology*, 1998
- "American Medical Technologies Inc.: Learning the Capabilities Needed to Implement Strategic Change," co-author (with Russell A. Eisenstat), in *Blackwell Cases in Human Resource and Change Management*, John Storey, ed. , Blackwell Publishers, Inc., Cambridge, MA, 1996
- "The Organization Change Imperative: A Personal Journey," in *Relevance of a Decade: Essays to Mark the First Ten Years of the Harvard Business School Press*, P. Duffy, ed., Harvard Business School Press, Boston, MA, 1994
- "Strategic Change: A New Dimension of HRM," in *Handbook of Human Resource Management*, J. Ferris, ed., Blackwell,

- London, 1994 (with Russell Eisenstat and Ralph Biggadike)
- “Managing Strategic Alignment,” in *The Change Management Handbook: A Roadmap to Corporate Transformation*, L. Berger and M. Sikora, eds., Irwin/Dow Jones, Homewood, IL, 1993
- “Strategic Change: How to Realign the Organization to Implement Strategy,” co-author, in *The Portable MBA in Strategy*, L. Fahey and R. Randall, eds., John Wiley & Sons, Inc., New York, NY, 1993 (with Russell Eisenstat).
- “The Critical Path for Change: Keys to Success and Failure in Six Companies,” in *Corporate Transformation: Revitalizing Organizations for a Competitive World*, Ralph Kilmann, Teresa Joyce Covin, & Associates, eds., Jossey Bass, San Francisco, CA, 1988 (with Russell Eisenstat and Bert Spector)
- “Organization Change and Development,” in *Annual Review of Psychology*, M. Rosenzweig and L. Porter, eds., Annual Review Inc., Palo Alto, CA., Vol. 38, 1987 (with Anna Elise Walton)
- “Performance Appraisal,” in *The Handbook of Organizational Behavior*, J. Lorsch, ed., Prentice-Hall, New York, NY, 1986
- “Corporate wide Transformations in Human Resource Management,” in *HRM Trends and Challenges*, Richard E. Walton and Paul R. Lawrence, eds., Harvard Business School Press, Boston, MA, 1985 (with Bert Spector)
- “Human Resources Management: The Integration of Industrial Relations and Organization Development,” in *Research in Personnel and Human Resources Management*, Vol. 2, JAI Press, Greenwich, CT, 1984 (with Bert Spector)
- “A Social Systems Model for Organization Development,” in *Systems Theory for Organization Development*, T. G. Cummings, ed., John Wiley & Sons, NY, NY, 1981
- “The Longevity of a Systems Approach to OD,” in *Planned Change: Organization and Community Consultation*, Bernard Lubin and Leonard Goodstein, eds., University Associates, Inc., La Jolla, CA, 1980
- “Strategies for Change,” senior author, in *Improving Life at Work: Behavioral Science Approaches to Organizational Change*, J. R. Hackman and J. L. Suttle, eds., Goodyear, Glenview, IL, 1977
- “The Technology of Organization Development,” in *Handbook of Industrial and Organizational Psychology*, M. D. Dunnette, ed., Rand McNally College Publ., Chicago, IL, 1976

- "The Effects of the Managerial Grid Lab on Organizational and Leadership Dimensions," senior author, in *Readings on Behavior in Organizations*, E. Huse, ed., Addison Wesley, Reading, MA., 1975
- "Organization Development," in *International Encyclopedia of Neurology, Psychiatry, Psychoanalysis and Psychology*, B. D. Wolman, ed., New York, 1975
- "Improving Organization Effectiveness Through Planned Change and Development," co-author, in *Humanizing Organization Behavior*, H. Meltzer and F. R. Wickert, eds., C. C. Thomas, Springfield, IL, 1975
- "Individual and Organizational Correlates of Pay System Preference," senior author, in *Managerial Motivation and Compensation*, H. L. Tosi, R. J. House, and M.D. Dunnette, eds., Michigan State University Business Studies, East Lansing, MI, 1973

Publications
Articles

- "Back to the Future: Implications for the Field of HRM of the Multistakeholder Perspective Proposed 30 Years Ago (with Paul Boselie and Chris Brewster)." *Human Resource Management*, May-June 2015, Vol. 54, No 3. Pp. 427-438
- "HRM at a Crossroads: Comments on the 'Evolution of Strategic HRM Through Two Founding Books: A 30th Anniversary Perspective on Development of the Field,'" *Human Resource Management*, May-June 2015, Vol. 54, No. 3. Pp 417-421
- "Organization Development at a Crossroads, OD Practitioner Special Issue, 2014
- "The Strategic Fitness Process: A Collaborative Action Research Method for Developing and Understanding Organizational Prototypes and Dynamic Capabilities," *Journal of Organization Design*, Volume 2, No. 1, 2013
- "The Uncompromising Leader," *Harvard Business Review*, July-August 2008
- "Strategic Management and Organizational Learning: Developing Fit and Alignment Through a Disciplined Process," *Long Range Planning*, April 2005 with Sven Volpel, Marius Leibold and Eden Teckie
- "Why Good Innovations Don't Get to Market," *Strategy and Innovation*, 2005, with Russell Eisenstat and Derek Schrader; Reprinted in Harvard Management Update, October 2007.
- "How to Have an Honest Conversation About Your Strategy," *Harvard Business Review*, February, 2004, with Russell Eisenstat

- “Promise and Peril in Implementing Pay-for Performance,”
Human Resource Journal, Vol. 43, No. 3, 2004, with Mark Cannon
- “Do Incentives Work? The Perception of A Worldwide Sample of Senior Executives,” *Human Resource Planning*, Vol. 26, No. 3, 2003, with Nancy Katz
- “The Silent Killers: Overcoming the Silent Killers to Organizational Fitness,” *Ledmotiv*, No. 1, 2003, with Russell Eisenstat
- “How to Develop an Organization Capable of Sustained High Performance: Embrace the Drive for Results - Capability Development Paradox,” *Organizational Dynamics*, 29:4, 2001. p233
- “Why Management Research Findings are Unimplementable: An Action Science Perspective,” *Reflections*, 2:3, 2001
- “Get Honest,” *INSIGHT*, a publication of British Telecom by Redwood, London England, Winter 2001.
- “Cracking the Code of Change,” Co-author, *Harvard Business Review*, May-June 2000
- “The Organizational Fitness Profiling Process,” Co-author, *Comportamento Organizacional E. Gestao*, 6:1 2000
- “The Silent Killers of Strategy Implementation and Learning,” Co-author, *Sloan Management Review*, 41:4, 2000
- “Looking Inward,” co-author, *World Business*, Nov.-Dec. 1996
- “The Transformation of the Human Resource Function: Resolving the Tension between the Administrative and Strategic Roles,” *Human Resource Management Journal*, special issue, 1996
- “Developing an Organization Capable of Implementing Strategy and Learning,” co-author, *Human Relations (UK)*, 1996
- “Beyond TQM Programs,” co-author, *Journal of Organizational Change Management*, 7:2, 1994
- “Organizational Diagnosis: Its Role in Organizational Learning,” co-author, *Journal of Counseling and Development*, 71:6, Jul.-Aug. 1993
- “Strategic-Change Research: An Urgent Need for Usable Knowledge Rather Than Useful Knowledge,” *Journal of Management Inquiry*, 1:2, June 1992
- “Making Change Stick,” *ICME Perspectives*, Winter 1991/1992
- “Critical Path to Corporate Renewal: Developing Human Resources While Focusing on the Business,” *Proceedings of the 1991 Corporate Sponsor Forum: Delivering the Future Organization – Key Levers for Success*, The Human Resource Planning Society, New York, 1991

- "Why Change Programs Don't Produce Change," co-author, *Harvard Business Review*, Nov.-Dec. 1990
- "Developing the Competitive Organization: Interventions and Strategies," co-author, *American Psychologist*, 45:2, February 1990
- "Towards a Redefinition of OD: A Critique of Research Focus and Method," *Academy of Management: OD Newsletter*, Winter 1988
- "Corporate Change and Quality," *Quality Progress*, March, 1988
- "Revitalizing Organizations: Change Process and Emergent Model," *Academy of Management Executive*, Vol. 1, Feb. 1987
- "Managing Human Assets – It's Time for New Thinking," co-author, *Office Administration and Automation*, March 1985
- "The Evolution of Japanese Management: Lessons for US Managers," co-author, *Organizational Dynamics*, Winter 1983
- "Performance Appraisal: Dilemmas and Possibilities," *Organizational Dynamics*, Winter 1981
- "A Performance Management System: Research, Design, Introduction and Evaluation," senior author, *Personnel Psychology*, 31:3, Autumn 1978
- "Creating a Global Organization: Failures Along The Way," co-author, *Columbia Journal of World Business*, Summer 1976
- "Employee growth through Performance Management," senior author, *Harvard Business Review*, Jul.-Aug. 1976
- "A Systems Approach to Organization Development," senior author, *Journal of Applied Behavioral Science*, Jan.-Feb. 1972
- "Eclectic Approach to Organizational Development," co-author, *Harvard Business Review*, Sept.-Oct. 1971
- "Pay System Preferences and Their Correlates," senior author, *Proceedings, American Psychological Association*, 1968
- "Needs and Need Satisfaction Among Clerical Workers in Complex and Routine Jobs," *Personnel Psychology*, 21:2, Summer 1968
- "Match Your Motivating Strategy," *The American Engineer*, May 1968
- "Building Cohesiveness Within an Organization," *National Industrial Conference Board Record*, January 1967
- "Managing and Motivating Engineers," *Managing Engineering Manpower*, Joint Engineering Management Conference, NY, 1967
- "How To Use Feedback to Develop Managers," *Employee Relations Bulletin*, No. 997, April 20, 1966
- "Organizational Size and Job Satisfaction," *Academy of*

Management Journal, March 1964

"Some Perceived Properties of the Difference Between Leaders and Non-Leaders," co-author, *The Journal of Psychology*, Vol. 47, 1959

Publications
Miscellaneous

Forward to "*Creating Sustainable Work Systems: Emerging Perspectives and Practice*," by P. Dockerty, J. Forslin and A.B. Shani, London, Routledge: An Imprint of Taylor & Francis Books, Ltd, 2000

Review of *Organizing for the Future* by J. R. Galbraith & E. E. Lawler, *International Business*, January 1994

"Rethinking Rewards," (an analysis of Alfie Kohn's article "Why Incentive Plans Cannot Work") (co-author), *Harvard Business Review*, Nov.-Dec. 1993

Response to "Women as a Business Imperative" by Felice N. Schwartz," Letter to the Editor, *Harvard Business Review* May-June 1992

An analysis of Tom Ehrenfeld's "The Case of the Unpopular Pay Plan," *Harvard Business Review*, Jan.-Feb. 1992

Review of *The New Managerial Grid*, in *Journal of Applied Behavioral Science*, Fall 1978

"Comments on the Preceding Articles: On Gaining Influence and Power for OD" *Journal of Applied & Behavioral Science* 44-51.

"Comments on the Role of Change Agents During Periods of Economic Stress," *Academy of Management OD Newsletter*, March 1975

Review of *Organizational Change: An Exploratory Study & Case History*, in *Sloan Management Review*, Spring 1975

Publications
Working Papers

"Strategic Management as Organizational Learning," co-author, Harvard Business School, 2004

"Transforming Organizations: Embrace the Paradox of E and O," Harvard Business School 2003

"Ensuring Your Survival by Leading an Organization Wide Conversation that Matters," co-author, Harvard Business School, 2003

"Promise and Peril in Implementing Pay for Performance: A Report on Thirteen Natural Experiments," Harvard Business School, Boston, MA 2002

"Building Organizational Fitness in the 21st Century," Harvard Business School, Boston, MA 2002

"How to Develop an Organization Capable of Sustained High Performance: Embrace the Drive for Results - Capability Development Paradox," Harvard Business School,

- Boston, MA, 2001
- “Organizational Behavior and Development,” Harvard Business School, Boston, MA, 1998
- “Do Incentives Work? The Perceptions of Senior Executives From Thirty Countries,” Harvard Business School, Boston, MA, 1998
- “Why Management Research Findings Are Unimplementable: An Action Science Perspective,” Harvard Business School, Boston, MA, 1997
- “Leading Learning and Learning To Lead: An Action Learning Approach To Developing Organizational Fitness,” Harvard Business School, Boston, MA, 1997
- “The Transformation of the Human Resource Function: Resolving the Tension Between a Traditional Administrative and a New Strategic Role,” Harvard Business School, Boston, MA, 1996
- “The Silent Killers: Overcoming the Hidden Barriers to Organizational Fitness,” Harvard Business School, Boston, MA, 1996
- “Developing Organizational Capability to Compete,” Harvard Business School, Boston, MA, 1995
- “Developing an Organization Capable of Implementing Strategy and Learning,” Harvard Business School, Boston, MA, 1995
- “Strategic Change: A New Dimension of Human Resource Management,” co-author, Harvard Business School, Boston, MA, 1994
- “Developing an Organization Capable of Implementing and Reformulating Strategy: A Preliminary Test,” co-author, Harvard Business School, Boston, MA, 1992
- “The Critical Path: Revitalizing American Corporations,” Harvard Business School, Boston, MA, 1987
- “Managing Change – Beyond Quick Programs,” Harvard Business School, Boston, MA, 1985
- “HRM: The Integration of Industrial Relations and Organizational Development,” Harvard Business School, Boston, MA, 1984
- “Report on the First Year Human Resource Management Course,” Harvard Business School, Boston, MA, 1982

Teaching
Manuals

- The Organizational Fitness Manual*, with Russell Eisenstat, The Center for Organizational Fitness, Waltham, MA 1998
- Human Resource Management, A General Manager’s Perspective*, with senior author Bert Spector, The Free Press, New York, NY, 1985

Organization Change and Development – A Systems View, co-author, Goodyear, Glenview, Santa Monica, CA, 1980

Technical Reports “The State of the Art in Management Education,” Dart & Kraft internal publication
“Survey of Escape Training in the Air Force,” co-author, Wright Air Development Division, Air Research and Development Command, United States Air Force, Technical Report 60-792, March 1961

Publications ASDA (A), (A1), (B), & (C)
Cases (written or supervised): A. Goldberg and Sons, Ltd. (A) & (B)
Air Traffic Controllers and Air Traffic Controllers (Condensed) Al Westerfield
Allentown Materials Corp.: The Electronic Products Division (A) (B) & (C)
Apple Computer (A): Industry, Strategy and Organization
Apple Computer (B): Managing Morale and Corporate Culture
Apple Computer (C): The Human Resource Function
Apple Computer (C₁): Reorganizing The Human Resource Function
Apple Computer (D): Epilogue
Apple Computer Abridged
Assessing Managerial Talent at AT&T (A), (B), (C), & Assessing Managerial Talent at AT&T Condensed
Baxley Railroad (A), (B), (C)
Becton Dickinson (A): Corporate Strategy
Becton Dickinson (B): Global Management
Becton Dickinson (B₁): Global Management Update
Becton Dickinson (C): Human Resource Function
Becton Dickinson (D): Strategic Human Resource Profiling
Becton Dickinson (D₁): Strategic Human Resource Management Process, Update
Becton Dickinson (E): An Assessment of Strategic Human Resource Management
Becton Dickinson (G): Strategy & Organization – 1995
Becton Dickinson: Opportunities and Challenges on the Road to the Envisioned Future
Bethoney Manufacturing (A), (B) & (C), and Bethoney Manufacturing (A) & (B) (Condensed)
Champion International
Colonial Food Services Company
Eugene Kirby (A) & (B)
James Cranston
Comcast New England: A Journey of Transformation

Comp Graf: A Case of Research with Implementation in Mind
 Conducting a Performance Appraisal Interview
 Corning Glass Works : The Electronic Products Division (A), (B)
 & (C)
 Dana Corporation, The Richmond Camshaft Plant (A), (B) &
 (Condensed)
 Datavision (A), (B) & (C)
 Giant Corporation
 Hewlett-Packard's Santa Rosa Systems Division (A): The Trials
 and Tribulations
 Hewlett-Packard's Santa Rosa Systems Division (A1): Profiling
 Process and Creating the Future Model
 Hewlett-Packard's Santa Rosa Systems Division (A2): Response
 to the Employ
 Hewlett-Packard's Santa Rosa Systems Division (A3): Effects of
 the Reorganization
 Hewlett-Packard's Santa Rosa Systems Division (A4): Progress
 of a Journey
 Hewlett-Packard's Santa Rosa Systems Division (B): The
 Profiling Iteration
 Hewlett-Packard's Santa Rosa Systems Division (B1): The Top
 Team Assessment
 Hewlett-Packard's Santa Rosa Systems Division (B2): The
 Action Plans
 Hewlett-Packard's Santa Rosa Systems Division (B3): Assessing
 Organizational Fitness
 Highland Products, Inc. (A), (B), (C) & (D)
 Honeywell Commercial Aviation Division (A), (A1), (B) & (C)
 Human Resources at Hewlett-Packard [1982]
 Human Resources at Hewlett-Packard (A) & (B) [1995]
 Lawson and Jones Ltd. (A) & (B)
 Madison Rubber Corporation (A), (B) & (C)
 Charles Stillman, Peter Cook
 May Department Stores (A) & (B)
 McDonnell Aircraft Company (A) & (B)
 Medical and Environmental Electronic Devices Corporation (A)
 & (B)
 Merck Latin America (A), (B), (C), & (D)
 Nippon Steel Corporation (A) & (B)
 Office Technology (A) & (B)
 Otis South Africa (A), (B), (C) & (C1)
 Pennsylvania Pharmaceutical (A) & (B)
 People Express Airlines: Rise and Decline
 Progressive Corporation (B)
 Public Service Company of Oklahoma (A) & (B)

Sedalia Engine Plant (A) & (B)
SMA: Micro-Electronic Products Division (A), (B), & (C)
TRW Information Systems Division
The Vermont Decision
The Whitbread Hotel Company (A) & (B)
United Stationers: Enabling Our Partners to Succeed
Westinghouse Commercial Nuclear Fuel Division

Publications
Notes (written or supervised)

Assessment Centers
The Challenge of Commitment
Developing an Effective Living Group
Human Resource Management – Course Overview Note
Job Posting
Job Evaluations
Leading a Discussion in AMP
Leading Change
Learning in the Harvard Business School's Advanced Management Program
Living Group Effectiveness in Harvard Business School's Advanced Management Program
Managing Organizational Effectiveness Applications Exercise
1982 Auto Negotiations
Note: An Introduction to Team Building
Note on Japanese Management and Employment Systems
Note on Labor Relations in the United States
Note on Organizational Effectiveness
Note on Performance Appraisal
Note on Rewards Systems
Note on Why Employees Join Unions
Organizational Behavior II: An Overview
Overview of Organizational Behavior: Diagnosis and Action
Air Traffic Controllers
Alcon Laboratories (Condensed)
Allentown
ASDA (A) (A1) (B) & (C)
Assessing Managerial Talent at AT&T
Bethoney Manufacturing (A), (B) & (C)
Coal Strike of 1977-78
Colonial Food Services Company
Corning Glass Works (A), (B) & (C)
Dana Corporation, Richmond Camshaft Plant
Datavision (A) (B) & (C)
First Federal Savings
First National Bank of Lake City
General Motors and the United Auto Workers (Condensed)

Highland Products, Inc. (A), (B) & (C)
 Human Resources at Hewlett-Packard (A) & (B)
 Kalamazoo Plant
 LEP Corporation (A), (B), (C) & (D)
 Marlene Hoffman (A) & (B)
 May Department Stores (A) & (B)
 Medical and Environmental Electronic Devices Corporation (A)
 and (B)
 Megalith Inc. – Hay Associates (A), (B) & (C)
 Nippon Steel Corporation
 Office Technology, Inc. (A) & (B)
 Sedalia Engine Plant (A) & (B)
 Steak n’ Shake (A) (B) (C)
 The Vermont Decision
 Whitbread Hotel company (A) (B)
 Whitbread PLC (A) (B)
 Workers’ Councils: Hobbema and Van Rijn, N.V. (revision of
 original case)

Teaching Films
& Videotapes

ASDA: Allan Leighton
 ASDA: Interview with Archie Norman and Allan Leighton
 Becton Dickinson Profiling Videos
 Colonial Foods: Cranston and Kirby Performance Appraisal
 Interview
 Change Management, Harvard Business School Press
 Managing in a High Commitment Work System
 Matrix Organization at Hewlett-Packard's Santa Rosa Systems
 Division (Now Agilent Technologies)
 McDonnell Aircraft Company
 Merck & Co: Interview with Grey Warner
 Office Technology, Inc.: Members of the LMP Group
 Office Technology, Inc.: Members of the OEM Group
 Organizational Fitness Profiling at Hewlett-Packard's Santa
 Rosa Systems Division (Now Agilent Technologies)
 Otis South Africa
 People Express Decline: Interview With Don Burr
 People Express Philosophy: Interview With Don Burr
 Progressive Corporation (B)
 Sedalia Engine Managers
 Stouffer Hotels and Resorts
 The Vermont Decision

Academic Papers, “Career s that enabled making a difference and contributing to

Symposia and
Presentations

- knowledge" Organization Change and Development
Division Doctoral Consortium, Academy of Management
Meetings, 2011
- "Research on Organization Change and Development"
Presentation by authors of volume 19, Academy of
Management Meetings, August 2011
- "Transcending the Divide" Symposium on Developing Useful
Knowledge, Academy of Management Meetings, August
2011
- "Making a Difference and Contributing to Knowledge:
Principles Derived a Life as a Scholar-Practitioner,"
Center for Effective Organizations Conferecne on "Doing
Research that is Useful for Theory and Practice, 2009
- "High Commitment, High Performance: Toward an Actionable
Systemic Theory of Organization Development," Keynote
Speaker, Organization Development and Change
Division, Academy of Management Meetings, 2010
- "Aligning for Commitment and Performance," Keynote address
to Division of Consulting Psychology, August 2008
- "Management Consultants: From Translators to Creators of
Management Knowledge?" Academy of Management
Meetings, Philadelphia, 2007
- "Culture Change in Healthcare Organizations," Academy of
Management Meetings, Atlanta, 2006
- "Overcoming the Silent Killers to High Commitment and
Performance: Toward a Theory and Method of
Organization Development," Invited Address, Concordia
University, Montreal Canada, April, 2005
- "Publishing Collaborative Research," Symposium presenter,
Academy of Management Annual Meetings, New
Orleans, 2004
- "Using Practice to Create Knowledge," Symposium presenter,
Academy of Management Annual Meeting, New Orleans,
2004
- "Why Isn't Most Organizational Research Actionable,"
Symposium presenter, Academy of Management Annual
Meetings, New Orleans, 2004
- " Strategic Management as Organizational Learning:
Developing Fit Through A disciplined Process, " with
Voelpel, Leibold and Tekie, paper presented in
"Leadership, Strategy and Vision in Organizational
Change," Symposium, Academy of Management Annual
Meetings, New Orleans, 2004
- "Creating Actionable Knowledge Through Collaborative
Research: The Scientific Challenge, Symposium Presenter,

- Academy of Management Annual Meetings, New Orleans, 2004
- Developing an Organization Fit to Compete, Workshop Leader, Society for Industrial and Organizational Psychology Annual Meeting, Chicago, April 2004
- Mergers and Acquisitions: Employee Impact and Creating Smooth Integration, Discussant, Practitioner Forum, Society for Industrial and Organizational Psychology Annual Meeting, Chicago, April 2004.
- Developing an Organization Fit to Compete, Symposium, Society for Industrial and Organizational Psychology Annual Meeting, Orlando Florida, April 2003
- “Developing and Organizational Fit to Compete: A strategic Organizational Development Process and Its Underlying Theory,” presentation, Conference Board, May 2003
- “Aligning Culture and Strategy: Diagnosis of a Service Organization,” symposium discussant, Society of Industrial and Organizational Psychology Annual Meetings, Toronto, 2002
- “Linking Organizational Culture to Bottom Line Business Performance,” symposium discussant, Society of Industrial and Organizational Psychology Annual Meeting, Toronto, 2002
- “The 30th Anniversary of the ODC Division: Exploring the Future Role of the ODC Division,” session presenter, Academy of Management Annual Meetings, Washington, DC, 2001
- “Building Organizational Fitness,” invited presentation, Benedictine University, 2001
- “Knowledge Creation and Knowledge-Grounded Research,” symposium presenter, Academy of Management Annual Meetings, Washington, DC, 2001
- “Developing and Organization Fit to Compete,” Invited Speaker, Organization Development Network of New York, Fall 2001
- “Consulting to Build Organization Fitness,” Professional Development Workshop Leader, Academy of Management Annual Conference, Toronto, 2000
- “Developing an Organization Fit to Compete: How to Overcome Barriers to Alignment,” Workshop Leader, Society of Industrial and Organizational Psychology, Boston, MA 2000
- “Developing Organizational Fitness: Toward a Theory and Practice of Organizational Alignment,” Invited Address, Society for Industrial and Organizational Psychology

- Annual Meeting, Chicago, 1999
- “Developing an Organization Capable of Implementing Strategy,” workshop presenter, Society of Industrial and Organizational Psychology Annual Meeting, Chicago, 1999
- “Developing and Critiquing Action Research Projects,” keynote speaker, Academy of Management Annual Meetings, Chicago, 1999
- “Launching an Academic-Practitioner Research Group,” panel member, Academy of Management Annual Meetings, Chicago, 1999
- “Do Incentives Work: The Perception of Senior Executives from 30 Countries,” with Nancy Katz, paper presented at Academy of Management Meetings, San Diego, CA, 1998.
- “Organizational Fitness Profiling: A Diagnostic Process that Meets the Criteria for an Effective Method of Organizational Diagnosis,” with Russell Eisenstat, in symposium “Organizational Diagnosis, Academy of Management Annual Meetings, Boston, 1997
- “Why Management Research Findings Are Unimplementable: An Action Science Perspective,” symposium presenter, 58th National Conference, American Society for Public Administration, Cincinnati, Ohio, 1997.
- “Building An Organization Fit to Compete: Avoid Human Resource Programs and Focus on Management,” Institute of Labor and Industrial Relations Conference, University of Illinois at Urbana-Champaign, October 24-25, 1996.
- “Understanding the Structure of Employment Practices and HR: Where Do We Go From Here?,” discussant at conference on Understanding the Structure of Human Resources, Center for Human Resources, Wharton School, University of Pennsylvania, Philadelphia, October 1995
- “Managing Organizational Fitness Profiling,” invited address, New Jersey Human Resource Management Planning Society, October 1995
- “Developing an Organization Capable of Implementing Strategy and Learning,” the Australian Institute of Management, Perth, Australia, August 1994
- “Developing an Organization Capable of Implementing Strategy and Learning,” Center for Organizational Learning, Massachusetts Institute of Technology, Cambridge, Massachusetts, 1994
- “Developing an Organization Capable of Implementing and Reformulating Strategy,” invited paper presented at the Change Management Conference, University of New

- South Wales, Sydney, Australia, August 1994
- “Developing an Organization Capable of Implementing and Reformulating Strategy, ” The Conference on Resource Based View of the Firm, Center for Human Resources, Wharton School, University of Pennsylvania, Philadelphia, October 1994
- “Our Fitness to Develop Managers: Diagnosis and Proposed Vision for the MBA Program,” Harvard Business School, Boston, Massachusetts, 1993
- “Beyond Change Programs: Developing Sustained Corporate Change and Renewal,” Harvard Business School Reunion, Boston, Massachusetts, Fall 1992
- “Strategic Change and Innovation,” The Minnesota Conference on Strategy Process Research: Strategic Change and Innovation Panel, Minnesota, 1992
- “Revitalizing Corporations: Transformations in Human Resource Management,” Session Chair, Joint Organizational Behavior/Organization Development Symposium, Academy of Management Meeting, 1986
- “Corporate-Wide Transformations in Human Resource Management,” co-speaker, Harvard Business School 75th Anniversary Colloquium on Human Resource Futures, May 1984
- “Research and Organization Development: A Systems View,” Eastern Academy of Management Meeting, Philadelphia, Pennsylvania, May 1973
- “Organizational Diagnosis: An Anatomy of Poor Integration,” Division of Industrial and Organizational Psychology, American Psychological Association symposium on Improving Integration Between Functional Groups – A Case in Organization Change and Implications for Theory and Practice, Washington, DC, September 1971
- “Organizational Climate: A Viewpoint From the Change Agent,” American Psychological Association, Washington, DC, September 1971
- “The Effects of the Managerial Grid Lab on Organizational and Leadership Dimensions,” co-speaker, American Psychological Association Symposium, September 1971
- “Evaluating Organizational and Management Development Programs,” Bowling Green State University, December 1970
- “A Systems Approach to Organization Development,” Executive Study Conference, Educational Testing Service, New York, November 1968
- “Pay System Preferences and Their Correlates,” 76th Annual

Convention, American Psychological Association, 1968

Selected Speeches

- “The Leadership Challenge: How to Build a High Commitment, High Performance Organizations,” Harvard Alumni Club of Huston, 2010
- “Recession Lessons: Principled Leadership for Building a Stronger Corporate America,” Harvard Alumni Club of San Diego, 2010
- “High Commitment, High Performance: How to Build A Reliant Organization for Sustained Advantage,” Harvard Alumni Club of Cincinnati, 2009
- “Building a High Commitment, High Performance Organization,” The Economist Human Potential Conference, New York, 2010
- “High Commitment, High Performance: Toward an Actionable Systemic Theory of Organization Development,” Distinguished Speaker, Organization Development and Change Division, Academy of Management Meetings, Montreal 2010
- “Building High Commitment and Performance Organizations,” Keynote Address, Linkage OD/HR Conference, Chicago, April 2007
- “Overcoming Silent Barriers to High Commitment and Performance,” Yale, Leadership Analysis and Exchange Program 2005
- “Strategic Alignment: A Strategic Human Resource Perspective,” Keynote Address, Human Resource Planning Society Conference, Boca Raton, Florida, 2004
- “Building Organizational Fit and Fitness: Creating a Company Capable of Implementing Strategy and Learning,” Westchester Country Society of Human Resource Management, October 2003
- “Developing an Organization Fit to Compete: A Strategic Human Resource Perspective,” Keynote Address, Linkage Conference on Human Resources, 2000
- “Leading Strategic Change: Avoiding the Fallacies of Large-Scale Programs,” keynote address, The Conference Board’s 16th Annual Strategic Management Conference, New York, January 1994 & Los Angeles, February 1994
- “Leading Strategic Change: Why Change Programs Do Not Produce Change,” Conference Board meeting on strategy implementation, New York, January 1992
- “Critical Path to Corporate Renewal: Developing Human Resources While Focusing on the Business,” the annual

Corporate Sponsor Forum: Delivering the Future Organization – Key Levers for Success, The Human Resource Planning Society, Scottsdale, Arizona, October 1991

- “The Critical Path: Revitalizing American Corporations,” keynote address, Organization Development Network National Meeting, Seattle, Washington, October 1987
- “Quality and Corporate Change,” Quality Forum III, American Society for Quality Control and Fortune Magazine, New York, October 1987
- “Managing Change,” IBM Government Customer Conference, Colonial Williamsburg, Virginia, 1987
- “Revitalizing Corporations Through Human Resource Management,” keynote address, American Society of Personnel Administration Convention, New York, 1983
- “Motivation Through Job Design,” Urban Research Corporation, Conference on the Quality of Working Life, Chicago, Illinois, 1972
- “Job Enrichment and Motivation,” keynote address, American Work Simplification Society Convention, Québec, Canada, 1970
- “Building Cohesiveness in the Organization,” National Industrial Conference Board Meeting on Employee Motivation, New York, 1967

Publications
Reprints

- “Transforming Organizations: Embrace the Paradox of E and O,” in *Ledarskap för fria medarbetare* Casten von Otter, (Ed.) Swedish Publication
- “Cracking the Code of Change,” with N. Nohria in *Harvard Business Review on Turnarounds*, HBS Publishing’s Annual Collection, 2001 (reprinted from *Harvard Business Review*, May-June 2000)
- “The Transformation Of The Human Resource Function: Resolving The Tension Between A Traditional Administrative and a New Strategic Role (reprinted in *Tomorrow's HR Management: 48 Thought Leaders Call for Change*, D. Ulrich, M. Losey, and G. Lake editors. John Wiley & Sons, Inc., 1997)
- “Strategic Change: How to Realign the Organization to Implement Strategy,” co-author, in *The Portable MBA in Strategy*, L. Fahey and R. Randall, eds., John Wiley & Sons, Inc., New York, NY, 1993 (with Russell Eisenstat). Reprinted in Indonesia as “The Portable MBA Strategic,” Binarupa Aksara, Jakarta, 1996.
- “Why Change Programs Don’t Produce Change” (co-author),

- Management of Change and Innovation*, K. Bradley, ed., Dartmouth Publishing Company, Hampshire, England, 1994 (reprinted from the *Harvard Business Review*, Nov.-Dec. 1990)
- “Why Change Programs Don’t Produce Change” (co-author), *The Learning Imperative: Managing People for Continuous Innovation*, R. Howard, ed., Harvard Business School Publishing Corp., Boston, MA, 1993 (reprinted from the *Harvard Business Review*, Nov.-Dec. 1990)
- “Towards a Redefinition of OD: A Critique of Research Focus and Method,” *OD Practitioner*, Vol. 21, No. 3, September 1989 (reprinted from the *Academy of Management: OD Newsletter*, Winter 1988)
- “Reward Systems and the Role of Compensation,” *Managing People and Organizations*, J. J. Gabarro, ed., Harvard Business School Publications, Boston, MA, 1991 (reprinted from a Harvard Business School case study, 1984)
- “Making Performance Appraisal Work,” *Managing People and Organizations*, J. J. Gabarro, ed., Harvard Business School Publications, Boston, MA, 1991 (reprinted from a Harvard Business School Note, 1977)
- “Leading Change,” *Managing People and Organizations*, J. J. Gabarro, ed., Harvard Business School Publications, Boston, MA, 1991 (reprinted from a Harvard Business School Note, 1988)
- “Reward Systems and the Role Of Compensation” (co-author), *Managing People, Not Personnel: Motivation and Performance Appraisal*, V. H. Vroom, ed., Harvard Business School Press, Boston, MA, 1990 (reprinted from a Harvard Business School Note, 1984)
- “Employee Growth Through Performance” (co-author), *Managing People, Not Personnel: Motivation and Performance Appraisal*, V. H. Vroom, ed., Harvard Business School Press, Boston, MA, 1990 (reprinted from the *Harvard Business Review*, July-Aug. 1976)

Articles about

M. Beer’s Work

- “High Commitment, High Performance: How to Build a Resilient Organization for Sustained Performance,” *Creelman Human Resource Newsletter*, 2010
- “Building high commitment, high performance organizations,” *Working Knowledge*, Harvard Business School, 2009
- Beer’s work on overcoming silent killers through honest conversations, *The Working Manager*, 2007

- "The Paradox of E and O," *Strategy + Business*, Booze Allen and Hamilton, Issue No. 40
- "High Performance Through honest Conversations," *Twin Cities Business Monthly*, Minneapolis MN, August 2005
- "Selbstbestimmung Statt Organigramm," *Blue line*, Das Executive Magazin von HP, February 2005
- "Pay for Performance Doesn't Always Pay Off," by Martha Legace, *Working Knowledge*, A Research Publication of the Harvard Business School, April 2003
- "Breaking the Code of Change," a review by Michael Johnston in *Long Range Planning Journal*, Vol. 34, 4, August 2001 pg 516-522
- "Theory E or Theory O," HR Atlanta, published by the W.T. Beebe Institute of Personnel and Employment Relations, J. Mack Robinson College of Business, Georgia State University. April 2001
- "How Does Change Management Need to Change," *Harvard Management Update*, January 2001
- "Taking Charge of Change with Michael Beer, Ph.D., co-editor of *Breaking the Code of Change*," *EXEC Online*, November-December 2000
- "A Perfect Fit - Research by Michael Beer," by Judith A. Ross in *Working Knowledge* Vol. 2, No. 3, Harvard Business School, Summer 1998
- "Profile – Michael Beer: An Interview With One Of the Leading Thinkers on Corporate Renewal and the Management of Change," *The Organization Frontier*, #2, 1993
- "Gegen Patentrezept" (an interview with Michael Beer), C. Demmer, *Management Wissen*, January 1993
- "OD's Top Ten: Who They Are, How They Got There," J. M. Hillman and G. H. Varney, *Training and Development Journal*, Feb. 1985
- "Managing Human Assets: The Groundbreaking Harvard Business School Program," (a review of the book), M.E. Gordaon, *Personnel Psychology*, 1984
- "To Move an Organization: The Corning Approach to Organization Development," W. F. Dowling, *Organizational Dynamics*, Vol. 3, No. 4, Spring 1975
- Published Citations
- Mobilizing the Organization*, G. Litwin et al, Prentice Hall, London, 1996
- "Mastering the Art of Change," *Chief Executive*, June 1995
- "Management advice available in book form," *Business First*, 11/7/94
- "Producing Change That Lasts," J. Ramos, *Across the Board*, Vol.

31 No. 3, March 1994

- "Brave New Workplace: Change Requires More Than Just Having a Vision," R. W. Stump, *HR Focus*, January 1994
- "How Do You Rate?", H. Gaines, *Sky: Delta Airlines*, 9/1/93
- "Two HBS Books Win Awards," *Harvard Business School Bulletin*, June 1991
- "Bridging the developmental research gap: Corning Glass Works," *Behavioral Science: Concepts & Management Application*, 10th printing, The Conference Board, 1976
- "What's Wrong With Our Organizations?" *Industrial and Labor Relations Report*, The New York State School of Industrial and Labor Relations, Cornell University, Ithaca, New York, Vol. X, No. 1, Fall 1973
- "An Instrument Plant Puts Decisions Up To Employees," D. R. Francis, *The Christian Science Monitor*, April 26, 1968