

CURRICULUM VITA

Karl E. Weick

May 2007

Office Address

Stephen M. Ross School of Business
University of Michigan, Ann Arbor, MI 48109-1234
(734) 763-1339
Fax (734) 936-8716
email: karlw@umich.edu

Home Address

1509 Brooklyn Avenue
Ann Arbor, MI 48104
(734) 996-1716

Personal History

1. Born October 31, 1936, Warsaw, IN
2. Married Karen Lee (Eickhoff), December 13, 1957
3. Sons: Kirk (b. Dec. 16, 1960), Kyle (b. Oct. 4, 1962), Kris (b. April 2, 1964)

Academic History

1. Undergraduate work: 1954-1958, Wittenberg University, Springfield, OH. Degree: A.B., June, 1958.
2. Graduate work: 1958-1962, The Ohio State University, Columbus, OH
Degree: M.A. in Psychology, March, 1960. Advisor, Dr. Harold B. Pepinsky.
Degree: Ph.D. in Psychology, August, 1962. Advisors, Dr. Douglas P. Crowne and Dr. Milton Rosenberg.

Membership in Honorary and Professional Organizations

1. American Psychological Association, Fellow Div. 14, Fellow Div. 8
2. Academy of Management, Fellow
3. American Sociological Association
4. Society of Experimental Social Psychology
5. Macro Organizational Behavior Society
6. American Psychological Society, Fellow
7. Society of Industrial and Organizational Psychology, Fellow
8. Society for Study of Symbolic Interaction

Work History

1. Rensis Likert Distinguished University Professor of Organizational Behavior and Psychology, The University of Michigan, January 1, 2002 to present.
2. Rensis Likert Collegiate Professor of Organizational Behavior and Professor of Psychology, The University of Michigan, January 1, 1988 to December 30, 2001.
3. Harkins and Co. Centennial Chair in Business Administration, University of Texas, July 1984 - January 1988.
4. Thomas F. Gleed Professor of Business and Finance, Seattle University, September 1983 - July 1984.
5. Nicholas H. Noyes Professor of Organizational Behavior and Professor of Psychology, Cornell University, Ithaca, NY, July 1977 - June 30, 1984.
6. Professor of Psychology and Organizational Behavior, Cornell University, Ithaca, NY, July 1972 - June 1977.
7. Visiting Professor, Organizational Theory Program, Stanford University, Palo Alto, CA, July-August, 1974.
8. Professor of Psychology, University of Minnesota, Minneapolis, MN, June 1968 - June 1972.
9. Associate Professor, University of Minnesota, Minneapolis, MN, September 1965 - June 1968.
10. Director, Laboratory for Research in Social Relations, University of Minnesota, Minneapolis, MN, June 1968 - June 1972.
11. Visiting Professor of Psychology, Institute for Social Psychology, State University of Utrecht, Utrecht, THE NETHERLANDS, June 1969 - June 1970.
12. Co-director (with V. H. Vroom) of Ford Foundation Workshop on Organizational Behavior, Carnegie Institute of Technology, August 1-31, 1965.
13. Visiting Professor of Psychology (part-time), Wabash College, Crawfordsville, IN, September 1963 - February 1964.
14. Assistant Professor of Psychology, Purdue University, Lafayette, IN, September 1962 - August 1965.

Academic Honors

1. Charles E. Platt Award in Psychology, Wittenberg University, 1957-1958.
2. Winner of the Best Dissertation of the Year Award in Creative Talent Awards Program sponsored by the American Institute for Research 1961-1962.
3. Co-winner of American College of Hospital Administration 1972 Book of the Year Award (with J. Campbell, M. Dunnette, and E. Lawler).
4. Distinguished Career Award. Organization and Management Theory Division, Academy of Management, August 16, 1986.
5. Best Article of Year. Academy of Management Review. Presented at Academy of Management, San Francisco, CA, 1990.
6. Irwin Award for Distinguished Scholarly Contributions. Presented at Academy of Management, San Francisco, CA, 1990.
7. Elected to Michigan Society of Fellows, September 1990.
8. Senior Faculty Research Award. University of Michigan Business School, May 12, 1992.
9. Katz-Newcomb Lecture, Dept. of Psychology, The University of Michigan, April 23, 1993.
10. IBM Distinguished Research Lecture, Pennsylvania State University, April 20, 1995.
11. Mitstifer Lecture, University Council for Educational Administration, Salt Lake City, UT, October 28, 1995.
12. Distinguished Lecture, Division of Technology and Innovation Management, Academy of Management, August 1999.
13. Elected Fellow to British Academy of Management, February 1999.
14. Society of Learning Scholar of the Year, 1999-2000.
15. Award for Timeless Learning, Academy of Management in Conjunction with *Management Learning*, Toronto, ONT, Canada, August 5, 2000.
16. Appointed Robert W. Woodruff Visiting Scholar, Emory University, 2001-2006.
17. Management and Organization Scholar of the Year, August 12, 2002.
18. Best book of year award, HR.Com, for Weick and Sutcliffe, *Managing the Unexpected*, (2002).
19. One of three finalists for Accenture Article of the Year award, *California Management Review*, 2003.

20. First recipient, "MOC Scholar" award from Division of Management and Organization Cognition, Academy of Management, August 2002.
21. Honorary Degree, Doctor of Economics, The University of St. Gallen, on June 12, 2004.
22. Harry and Miriam Levinson Award from the American Psychological Foundation for "an APA [American Psychological Assn.] member who has demonstrated exceptional ability to integrate a wide variety of psychological theory and concepts, and to convert that integration into applications by which leaders and managers may create more effective, healthy, and humane organizations", May 17, 2004.
23. Appointed Wittenberg Fellow by Board of Directors, Wittenberg University. March 2005.

Professional Activities

1. Guest Editor, Special Issue Devoted to Organizational Experiments, *Administrative Science Quarterly*, 1969, 14(2).
2. NSF Visiting Scientist, Claremont Graduate School, Claremont, CA, March 1969.
3. Member of Social Science Research Review Committee, National Institute of Mental Health, 1969-1972.
4. Member of Scientific Affairs Committee, Division 14, American Psychological Association, 1969-1970.
5. Faculty member, American Accounting Association Doctoral Consortium, Salt Lake City, UT, 1972.
6. Chairman, Dissertation Award Committee, Society of Experimental Social Psychology, 1973.
7. Member of Project Consulting Committee, American Accounting Association, 1973.
8. Faculty member, American Accounting Association Faculty Course in Behavior Science, Virginia Polytechnic Institute, 1973.
9. Faculty member, American Accounting Association Faculty Course in Behavior Science, Louisiana State University, 1974.
10. Member of American Psychological Association Advisory Committee on Museum Exhibits, 1973-1976.
11. Member of Advisory Board, Economic Behavior Program, The University of Michigan, 1974-1978.

12. Chairman of National Institute of Education Research Planning Task Force on Organizations as Loosely Coupled Systems, 1975.
13. Member of National Science Foundation Review Panel for Social Psychology Program, 1974-1976.
14. Invited participant, 20th Annual National Security Seminar, Army War College, June 4-7, 1974.
15. Member of Executive Committee, Society of Experimental Social Psychology, 1974-1977.
16. Member of Grants-in-aid Review Committee, Society for the Psychological Study of Social Issues, 1973-1974.
17. Member of National Science Foundation, Subcommittee on Applied Social and Behavior Sciences, Division of Applied Research, 1978-1980.
18. Visiting Scholar, Cleveland State University, April 13-17, 1981.
19. Board of Directors, Organizational Behavior Teaching Society, 1979-1981.
20. National Fellow, University of Chicago, Educational Finance and Productivity Center.
21. Member of Division 14 (APA) Planning Committee on Innovations in Methodology, 1978-1981.
22. Chairman, Organizational Research Study Group, Program on School Capacity for Problem Solving, National Institute of Education, 1977-1979.
23. Member, Committee on Program Evaluation in Education, National Research Council of National Academy of Science, 1980.
24. Board of Directors, Eastern Academy of Management, 1981-1983.
25. Editorial Board, *Applied Social Psychology Annual*, Len Bickman (Ed.). A SPSSI Publication.
26. Editorial Board, *Small Group Behavior*, 1979-1981.
27. Editorial Board, *Administrative Science Quarterly*, 1970-1977.
28. Associate Editor, *Organizational Behavior and Human Performance*, 1971-1977.
29. Editorial Board, *International Journal of Small Group Research*, 1984-present.
30. Editorial Board, *Exchange*, 1984-1986.
31. Editorial Board, *Accounting, Organizations, and Society*, 1983-1994.

32. Editorial Board, *Journal for the Theory of Social Behavior*, 1977-present.
33. Appointed to Advisory Board, *Science* 85, Science of Business Department.
34. Advisory Editor, *Contemporary Psychology*, 1973-1992.
35. Editor, *Administrative Science Quarterly*, 1977-1985.
36. Editorial Board, *Communication Research*, April 1986-present.
37. Board of Advisors, Industrial Crisis Institute, New York University, October 1986-present.
38. International Council of Advisors, Institute for the Humanities at Salado, TX, elected April 1987.
39. Member, Award Review Panel for the Fritz Roethlisberger Memorial Award: Organizational Behavior Teaching Society.
40. Editorial Advisory Board, *Organization Science*, November 1987-1995.
41. Editorial Board, *Industrial Crisis Quarterly*, November 1987-present.
42. Editorial Board, *Academy of Management Review*, January 1988-1994.
43. Scientific Advisory Board, MIT Center for Coordination Science.
44. Member, Academy of Management Committee to Award Irwin Prize for Distinguished Lifetime Contributions to Scholarship of Management, 1991-present.
45. Member, Academy of Management Committee to nominate Best Book of Year, 1991-present.
46. Member, All Academy of Management Committee on Teaching.
47. Marketing Institute Research Board.
48. Editorial Board, *Organization and Environment*.
49. Committee on Human Performance, Organizational Systems, and Maritime Safety, Marine Board, National Research Council (Appointed 1995 to 3 year term).
51. Editorial Board, *Advances in Qualitative Organizational Research* (J. Wagner III, ed.), 1996-present.
52. Topic Editor on Human Factors, *Wildfire* (J. Greenlee, ed.).
53. Co-editor, Special Issue of *Organization Science* on "Improvisation in Organizations."

54. Appointed to International Advisory Board, PDI Global Research Consortia, December 1996.
55. Appointed to International Advisory Board of Network on Organizational Discourse, University of London, February 1997.
56. Founding Board, Institute for Research on Risk Mitigation, Berkeley.
57. Editorial Board, Human Communication Research.
58. Editorial Board, *Journal of Contingencies and Crisis Management*.
59. Expert Advisory Panel for Patient Safety System Design, Department of Veterans Affairs, 1997-1999.
60. International Advisory Board of Network on Organizational Discourse, University of London, February 1997-present.
59. Appointed to McGill-McConnell Academic Advisory Board: Programs for the Voluntary Sector, August 1998.
60. International Editorial Board, Management Learning.
61. Appointed to Patient Safety Committee, Office of Clinical Affairs, University of Michigan Health Center, March 2000.
62. Appointed to Expert Panel, Planning and Managing Wildland Fire, National Academy of Public Administration, 2000-2001.

Publications

A. Books

1. *Productivity in organizations: a metatheory of work and its assessment*. Columbus, OH: Ohio State Research Foundation, 1965. Offset (with H. B. Pepinsky, J. Riner, and M. Moll).
2. *The social psychology of organizing*. Reading, MA.: Addison-Wesley, 1969. Translated into Portuguese and published by Edgard Blucher, 1973. Translated into Japanese and published by Seishin Shobo Ltd., Tokyo, 1980. Translated into Spanish and published by Fondo Educativo Interamericano, 1980. Chapter 5 reprinted in *Colleagues in organization* by Ralph L. Blankenship, New York, NY: Wiley, 1977. Chapter 2 reprinted in *Organizational theory: a macro perspective for management* by J. H. Jackman and C. P. Morgan, Englewood Cliffs, NJ: Prentice-Hall, 1978, 66-72. What organizing looks like reprinted in *Organizations: structure and behavior* by J. A. Litterer (Ed.). New York, NY: Wiley, 1980, 428-440.
3. *Managerial behavior, performance, and effectiveness*. New York, NY: McGraw-Hill, 1970 (with J. Campbell, M. Dunnette, and E. E. Lawler).

4. *Social psychology of organizing*. Revised edition. Reading, MA: Addison-Wesley, 1979. Chapter 6 reprinted in *The sociology of organizations* by O. Grusky and G. A. Miller, (Eds.). New York, NY: Free Press, 1981, 265-279.
5. *Sensemaking in organizations*. Thousand Oaks, CA: Sage, 1995. *Senso E. Significato Nell 'Organizzazione*. Milano: Raffaello Contina, 1997. (Italian translation of "Sensemaking in Organizations").
6. *Making sense of the organization*. Oxford, UK: Blackwell, 2001.
7. *Managing the Unexpected: Assuring High Performance in an Age of Complexity*. San Francisco, CA: Jossey Bass, 2001. (Co-authored with Kathleen M. Sutcliffe).
8. *Managing the Unexpected: Resilient Performance in an Age of Uncertainty: 2nd Ed.*. San Francisco, CA: Jossey Bass, 2007. (Co-authored with Kathleen M. Sutcliffe).

B. Journal Articles

1. The simulation of productivity in organizations. *Personnel Administration*, 1961, 24, 18-24 (with H. B. Pepinsky).
2. The reduction of cognitive dissonance through task enhancement and effort expenditure. *Journal of Abnormal and Social Psychology*, 1964, 68, 533-539.
3. When prophecy pales: The fate of dissonance theory. *Psychological Reports*, 1965, 16, 1261-1275.
4. The concept of equity in the perception of pay. *Administrative Science Quarterly*, 1966, 11, 414-439. Reprinted in *Managerial motivation and compensation* by H. L. Tosi, R. House, and M. Dunnette (Eds.). East Lansing, MI: Michigan State University, University Press, 1971.
5. Triads: A laboratory analogue. *Organizational Behavior and Human Performance*, 1966, 1, 191-211 (with D. D. Penner).
6. Interrelations among measures of affiliation. *Journal of Social Psychology*, 1966, 69, 223-235 (with Deanne Knapp and D. Knapp).
7. Dissonance and the revision of choice criteria. *Journal of Personality and Social Psychology*, 1966, 3, 701-705 (with D. D. Penner and H. G. Fitch).
8. Dissonance and task enhancement: A problem for compensation theory? *Organizational Behavior and Human Performance*, 1967, 2, 189-208. Reprinted in *Managerial motivation and compensation* by H. L. Tosi, R. House, and M. Dunnette (Eds.). East Lansing, MI: Michigan State University Press, 1971.

9. The realignment of discrepant reinforcement value. *Journal of Personality and Social Psychology*, 1968, 8, 180-187 (with P. Prestholdt).
10. Preferences among forms of equity. *Organizational Behavior and Human Performance*, 1968, 3, 400-416 (with B. Nessel).
11. Laboratory organizations and unnoticed causes. *Administrative Science Quarterly*, 1969, 14, 294-303.
12. Discrepant membership as an occasion for effective cooperation. *Sociometry*, 1969, 32, 413-424 (with D. D. Penner).
13. Social psychology in an era of social change. *American Psychologist*, 1969, 24, 990-998. Reprinted in *Readings in Introductory Social Psychology* by H. Kaufman and L. Solomon (Eds.). New York, NY: Holt, Rinehart & Winston, 1971. Reprinted in *Readings in Social Psychology* by H. C. Lindgren (Ed.), 2nd Ed. New York, NY: Wiley, 1973. Reprinted in *Current Perspectives in Social Psychology* by E. P. Hollander and R. G. Hunt (Eds.), 4th Ed. New York, NY: Oxford, 1975. Reprinted in *Social Behavior and Experience* by H. Brown and R. Stevens (Ed.). London: University of London Press, 1975.
14. Fate of arbitrary traditions in a laboratory microculture. *Journal of Personality and Social Psychology*, 1971, 17, 179-191 (with D. P. Gilfillan).
15. Amendments to organizational theorizing. *Journal of Academy of Management*, 1974, 17, 487-502. Reprinted in *Readings in organizational behavior and management* by J. M. Ivancevich and A. D. Szilagyi (Eds.), Santa Monica, CA: Goodyear, 1977, 15-30.
16. The effect of composer credibility on orchestra performance. *Sociometry*, 1973, 36, 435-462 (with D. P. Gilfillan and T. Keith).
17. Middle range theories of social systems. *Behavioral Science*, 1974, 19, 357-367.
18. The sway and decay of tradition. *JSAS Catalog of Selected Documents in Psychology*, 1975, 5, 189-190 (with D. P. Gilfillan).
19. Educational organizations as loosely coupled systems. *Administrative Science Quarterly*, 1976, 21, 1-19. Reprinted in *Readings in managerial psychology* by H. J. Leavitt, L. R. Pondy, and D. M. Boje, (Eds.), 3rd Ed. Chicago: University of Chicago, 1980. Reprinted in *Organizations: Critical perspectives* by Mary Zey-Ferrell and M. Aiken (Eds.). Chicago, IL: Scott Foresman, 1981, 217-226. Reprinted in *The dynamics of organizational change in education* by J. V. Baldridge and T. Deal (Eds.). Berkeley, CA: McCutcheon, 1983, 15-37.
20. The management of stress. *MBA*, October 1975, 9, 37-40.
21. Careers as eccentric predicates. *Cornell Executive*, 1976, 2, 6-10.

22. The future of work: The reward for the individual. *Industrial and Labor Relations Report*, 1975, 12, (1), 26-28.
23. Reply to Ross Stagner comments on "The management of stress," *MBA*, February 1976, 10(2), 18-19.
24. The equity context. *Organizational Behavior and Human Performance*, 1976, 15, 32-65 (with M. Bougon and G. Maruyama).
25. Laboratory experimentation with organizations: A reappraisal. *Academy of Management Review*, 1977, 2(1), 123-128.
26. Cognition in organizations: An analysis of the Utrecht Jazz Orchestra. *Administrative Science Quarterly*, 1977, 22, 606-639 (with M. Bougon and D. Binkhorst).
27. Organization design: Organizations as self-designing systems. *Organizational Dynamics*, 1977, 6(2), 30-46. Reprinted in *The dynamics of organization theory* by J. Veiga and J. Yanouzas (Eds.). New York, NY: West, 1979, 208-216.
28. The metaphors of business. *Cornell Executive*, 1978, 4(2), 2-4.
29. Affirmation as inquiry. *Small Group Behavior*, 1982, 13, 441-450.
30. Unobtrusive measures in organizational theory: A reminder. *Administrative Science Quarterly*, 1979, 24, 620-659 (with E. Webb).
31. Blindspots in organizational theorizing. *Group and Organizational Studies*, 1980, 5(2), 178-188.
32. The management of eloquence. *Executive*, 1980, 6(13), 18-21. Reprinted in *Organizational behavior and the practice of management* by Hampton, Summer, Webber:.. Scott Foresman.
33. Interfaces between management accounting and organizational behavior. *Exchange*, 1981, 6(3), 25-33 (with Robert Swieringa).
34. Administering education in loosely coupled schools. *Phi Delta Kappan*. June 1982, 673-676. Condensed in *The Education Digest*, December 1982, 28-32.
35. Stress in accounting systems. *Accounting Review*, 1983, 58, 350-369.
36. An assessment of laboratory experiments in accounting. *Journal of Accounting Research*. Supplement, 1982, 20, 56-101 (with Robert Swieringa).
37. Contradictions in a community of scholars: The cohesion-accuracy tradeoff. *The Review of Higher Education*, Summer, 1983, 6(4), 253-267.
38. Small wins: Redefining the scale of social problems. *American Psychologist*, 1984, 39(1), 40-49. Reprinted in *Redefining social problems* by E. Seidman and J. Rappaport (Eds.). New York, NY: Plenum, 1986. Reprinted in *Evaluation*

studies review annual by W. Shadish and Charles Reichardt (Eds.). Newbury Park, Calif.: Sage, 1987, 12. Reprinted in *Readings in management* by D. Rubinstein and R. Griffin. Houghton-Mifflin, 1989.

39. Misconceptions about managerial productivity. *Business Horizons*, July-August 1983, 26(4), 47-52.
40. Toward a model of organizations as interpretation systems. *Academy of Management Review*, 1984, 9, 284-295 (with Richard Daft).
41. Action rationality in managerial accounting. *Accounting Organizations, and Society*, 1987, 12, 293-308 (with R. Swieringa). Reprinted in *Accounting control systems* by J. Bell (Ed), 2nd. Ed. Los Angeles, CA: Markus Wiener, 1989.
42. Arguments and narration in organizational communication. *Journal of Management*, 1986, 12, 243-259 (with L. Browning).
43. The concept of loose coupling: An assessment. *Dialogue*, American Educational Research Association, December 1986, 8-11.
44. Cosmos vs. chaos: Sense and nonsense in electronic contexts. *Organizational Dynamics*, Autumn 1985, 14, 50-64.
45. The fine tuning of graduate education. *Organizational Behavior Teaching Review*, 1987, 11, 44-47.
46. Academic journals in the classroom. *Organizational Behavior Teaching Review*, 1987, 11, 27-42 (with J. D. Orton).
47. Organizational culture as a source of high reliability. *California Management Review*, 1987, 29, 112-127.
48. Enacted sensemaking in crisis situations. *Journal of Management Studies*, 1988, 25(4), 305-317.
49. Can information loss be reversed? Evidence for serial reconstruction. *Communication Research*, February 1989, 16(1), 3-24 (with L. Kurke and E. Ravlin).
50. Mental models of high reliability systems. *Industrial Crisis Quarterly*, 1989, 3, 127-142.
51. Loose coupling: Beyond the metaphor. *Current Contents* (Citation Classic), 1989, 21(12), 14.
52. Theory construction as disciplined imagination. *Academy of Management Review*, 1989, 14(4), 516-531.
53. Styles of scholarship: "Tonight let's do Thompson". *Journal of Organizational Change Management*, 1990, 2(2), 18-21.

54. On relevance. *OBTS News and Commentary*, 1989, 6(3), 1-2.
55. The vulnerable system: An analysis of the Tenerife air disaster. *Journal of Management*, 1990, 16(3), 571-593.
56. Loosely coupled systems: A reconceptualization. *Academy of Management Review*, 1990, 16(2), 203-223 (with J. D. Orton).
57. Organized improvisation: 20 years of organizing. *Communication Studies*, 1989, 40(4), 241-248.
58. Social behavior in organizational studies. *Journal of the Theory of Social Behaviour*, 1990, 20(4), 322-345 (with Lloyd E. Sandelands).
59. The non-traditional quality of organizational learning. *Organization Science*, 1991, 2(2), 116-124.
60. Fixing with the voice: A research agenda for applied communication. *Journal of Applied Communication Research*, 1991, 19 (1 & 2), 1-19 (with Larry D. Browning).
61. Organizing on a global scale: A research and teaching agenda. *Human Resource Management*, 1990, 29 (1), 49-62 (with Paul W. Van Orden).
62. Fatigue of the spirit in organizational theory and organizational development: Reconnaissance man as remedy. *Journal of Applied Behavioral Science*, 1990, 26(3), 313-327.
63. Agenda setting in organizational behavior: A theory-focused approach. *Journal of Management Inquiry*, 1992, 1 (3), 171-182.
64. Collective mind in organizations: Heedful interrelating on flight decks. *Administrative Science Quarterly*, 1993, 38 (3), 357-381 (with Karlene Roberts).
65. Small Wins. *Dividend*, Winter 1993, 24 (1), 2-6.
66. The collapse of sensemaking in organizations: The Mann Gulch disaster. *Administrative Science Quarterly*, 1993, 38 (4), 628-652.
67. The role of renewal in organizational learning. *The International Journal of Technology Management*, 1996, 11, 738-746.
68. The interpretive problem in technical service work: A commentary. *Technology Studies*, 1995, 2 (1), 83-85.
69. South Canyon revisited: Lessons from high reliability organizations. *Wildfire*, 1995, 4(4), 54-68.
70. What theory is not, theorizing is. *Administrative Science Quarterly*, 1995, 40, 385-390.

71. Fighting fires in educational administration. *Educational Administration Quarterly*, 1996, 32, 565-578.
72. Drop your tools: An allegory for organizational studies. *Administrative Science Quarterly*, 1996, 41 (2), 301-313.
73. Speaking to practice: The scholarship of integration. *Journal of Management Inquiry*, 1996, 5, 251-258.
74. Prepare your organization to fight fires. *Harvard Business Review*, May-June 1996, 74 (3), 143-148. Reprinted in *The work of teams* by J. Katzenback (Ed.), Harvard Bus. School Press, 1998, 131-138.
75. An appreciation of social context: One legacy of Gerald Salancik. *Administrative Science Quarterly*, 1996, 41, 563-573.
76. Improvisation as a mindset for organizational analysis. *Organization Science*, 1998, 9 (5), 543-555.
77. Wildfire and wisdom. *Wildfire*, 1998, 7 (1), 14-19.
78. Organizational change and development. *Annual Review of Psychology*, 1999, 50, 361-386, Palo Alto: Annual Reviews Inc. (with R. L. Quinn).
79. Foresights of failure: An appreciation of Barry Turner. *Journal of Contingencies and Crisis Management*, 1998, 6 (2), 72-75.
80. Organizing and the search for excellence: Making sense of the times in theory and practice. *Organization*, 1999, 6 (1), 129-148 (with Ian Colville and Robert H. Waterman).
81. That's moving: Theories that matter. *Journal of Management Inquiry*, 1999, 8 (2), 134-142.
82. Mindful moments in a mindless organization: Becoming a learning community. *Reflections: The Journal of the Society of Organizational Learning*, 1999, 1 (1), 37-58.
83. The aesthetics of imperfection in orchestras and organizations. *Comportamento Organizacional e Gestao*, 1999, 5 (1), 5-22.
84. High reliability: The power of mindfulness. *Leader to Leader*, Summer 2000, 17, 33-38 (with Kathleen M. Sutcliffe).
85. Theory construction as disciplined reflexivity: Tradeoffs in the 90s. *Academy of Management Review*, 1999, 24 (4), 797-806.
86. Making better decisions. *Across the Board: The Conference Board Magazine*, June 2000, 37 (6), 16-22 (with Gary Klein).

87. Gapping the Relevance Bridge: Fashions Meet Fundamentals in Management Research. *British Journal of Management*, 2001, 12, S71-S75.
88. Real-time reflexivity: Prods to reflection. *Organization Studies*, 2002, 23 (6), 893-898.
89. Human factors in fire behavior analysis: Reconstructing the Dude Fire. *Fire Management Today*, 2002, 62 (4), 8-15.
90. On classical music and business-listening, leading, learning. *Reflections*, 2001, 2 (4), 55-56.
91. Puzzles in organizational learning: An exercise in disciplined imagination. *British Journal of Management*, 2002, 13, S7-17.
92. Leadership when events don't play by the rules. *Reflections*, 2002, 4 (1), 30-32.
93. Hospitals as cultures of entrapment: A re-analysis of the Bristol Royal Infirmary. *California Management Review*, 2003, 45 (2), 73-84 (with Kathleen M. Sutcliffe).
94. Organizational design and the Gehry experience. *Journal of Management Inquiry*, 2003, 12 (1), 93-97.
95. Commentary on Barbara Czarniawska "Forbidden Knowledge: Organization theory in times of transition." *Management Learning*, 2003, 34 (5), 379-382.
96. Mundane poetics: Wisdom in organizational theory. *Organization Studies*, 2004, 25 (4), 653-668.
97. Normal accident theory as frame, link, and provocation. *Organization and Environment*, 2004, 17 (1), 27-31.
98. Commentary on "Organizations in Action" by James Thompson. *Administrative Science Quarterly*, 2003, 48 (3), 505-506.
99. Gapping the relevance bridge: Fashions meet fundamentals in management research. *British Journal of Management*, 2001, 12 (supplement 1).
100. Organizing and the process of sensemaking. Karl E. Weick, Kathleen M. Sutcliffe, & David Obstfeld. *Organization Science*. 2005, 16 (4), 409-421.
101. Organizing and failures of imagination. *International Public Management Journal: Special Issue on 9-11 Commission Report*, 2005, 8 (3), 425-438.
102. Sport and organizational studies: Exploring synergy. R. Wolfe, K.E. Weick, J. Usher, J. Terborg, L. Poppo, A. Murrell, J. Dukerich, D. Core, J. Dickson, J. Jourdan. *Journal of Management Inquiry*. 2005, 14 (2), 182-210.
103. Mindfulness and the quality of organizational attention. *Organization Science*, 2006, 17 (4), 514-524. (With Kathleen Sutcliffe)

104. Organizing for mindfulness: Eastern Wisdom and Western Knowledge. *Journal of Management Inquiry*. 2006, 15 (3), 275-287. (with Ted Putnam).
105. The pragmatics of 'really mattering' on policy issues: William Ouchi as exemplar. *Academy of Management Journal*, 2005, 48 (6), 986-988.
106. Faith, evidence, and action: Better guesses in an unknowable world." *Organization Studies*. 2006, 27 (11), 1709-1721.
107. The generative properties of richness. *Academy of Management Journal*, 50 (1), 2007. Pp. 14-19.
108. Drop your Tools: On Reconfiguring Management Education *Journal of Management Education*, 31, 2007. Pp. 5-16.

Chapters in Edited Volumes

1. Laboratory experimentation with organizations. In *Handbook of organizations* by J. G. March (Ed.). Chicago, IL: Rand-McNally, 1965, 194-260. Reprinted in *Readings in organizational behavior and human performance* by L. L. Cummings and W. E. Scott (Eds.). Homewood, IL: Irwin-Dorsey, 1969, 68-88.
2. Organizations in the laboratory. In V. Vroom (Ed.), *Methods of organizational research*. Pittsburgh, PA: University of Pittsburgh, 1967, 1-56. Reprinted in *Research in organizations: Issues and controversies* by R. T. Mowday and R. M. Steers (Eds.). Santa Monica, CA: Goodyear, 1979, 164-197.
3. Systematic observational methods. In *Handbook of social psychology* by G. Lindzey and E. Aronson (Eds.), Rev. Ed. Reading, MA: Addison-Wesley, 1968, 357-451.
4. Task acceptance dilemmas: A site for research on cognition. In *Cognitive consistency* by S. Feldman (Ed.). New York, NY: Academic Press, 1966, 225-255.
5. Research team productivity. In R. Bower (Ed.), *Studies on behavior in organizations*. Athens, GA.: University of Georgia, 1966, 135-156 (with H. B. Pepinsky, J. Riner, and M. Moll).
6. Promises and limitations of laboratory experiments in the development of attitude change theory. In *Attitude, ego-involvement, and change* by Carolyn Sherif and M. Sherif (Eds.). New York, NY: Wiley, 1967, 51-75. Reprinted in *The social psychology of experimental situations: An essay and selected readings* by G. I. Schulman, B. C. Straits and P. L. Wuebben (Eds.). San Francisco, CA: Glendessary Press, 1974.
7. Processes of ramification among cognitive links. In *Theories of cognitive consistency* by R. Abelson, E. Aronson, W. McGuire, T. Newcomb, M. J. Rosenberg, and P. Tannenbaum (Ed.). Chicago, IL: Rand-McNally, 1968, 512-519.

8. The Panglossian world of self-justification. In *Theories of cognitive consistency* by R. Abelson, E. Aronson, W. McGuire, T. Newcomb, M. J. Rosenberg, and P. Tannenbaum (Eds.). Chicago, IL: Rand-McNally, 1968, 706-715.
9. Trans-level experimentation. In *Individuals, groups, and organizations* by B. P. Indik and K. Berrien (Eds.). New York, NY: Teachers College Press, 1968, 216-232.
10. The ess in stress: Conceptual and methodological factors issues. In *Social and psychological factors in stress* by J. McGrath (Ed.). New York, NY: Holt, Rinehart, and Winston, 1970, 287-347.
11. The twigging of overload. In *People and information* by H. B. Pepinsky (Ed.). New York, NY: Pergammon, 1970, 67-129.
12. Retrospect in tasks. In *Managing for accomplishment* by B. M. Bass, J. Haas, and R. Cooper (Eds.). Lexington, MA: D. C. Heath, 1970, 88-100.
13. Group processes, family processes and problem solving. In *Family problem solving* by J. Aldous, T. Condon, R. Hill, M. Straus, and I. Tallman (Eds.). New York, NY: Dryden, 1971, 3-32.
14. Improving organizational theory. In *New developments in management and organization theory* by M. W. Frey (Ed.). Amherst: University of Massachusetts, 1971, 11-26.
15. Critique. In T. S. Burns (Ed.), *Behavioral experiments in accounting*. Columbus, OH: College of Admin. Science, 1972, 257-273.
16. Conceptual tradeoffs in studying organizational change. In *Contemporary management: Issues and viewpoints* by J. McGuire (Ed.),. Englewood Cliffs, NJ: Prentice-Hall, 1974, 244-251.
17. Some challenges for future group research: Reflections on the experience in psychology. In *The small group in political science: The last two decades of development* by R. T. Golembiewski (Ed.). Athens, GA: University of Georgia Press, 1978, 482-504.
18. Enactment processes in organizations. In *New directions in organizational behavior* by B. Staw and G. Salancik (Ed.). Chicago, IL: St. Clair, 1977, 267-300.
19. Reward concepts: Dice or marbles? In *Reward systems and power distribution: Searching for solutions* by T. H. Hammer and S. B. Bacharach (Eds.). Ithaca, NY: NYSSILR, 1977, 33-55.
20. Spines of leaders. In *Leadership: Where else can we go?* by M. W. McCall and M. M. Lombard, (Eds.). Durham, NC: Duke University Press, 1978, 37-61.
21. On repunctuating the problem of organizational effectiveness. In *Organizational effectiveness* by H. Pennings and P. Goodman (Eds.). San Francisco, CA: Jossey-Bass, 1977, 193-225.

22. Cognitive processes in organizations. In *Research in organizational behavior: An annual series of analytical essays and critical reviews* by B. Staw (Ed.). Greenwich, CT: JAI Press, 1978, 1, 41-74.
23. Some thoughts on normal science and Argyris's Model I and Model II. In *Crosscurrents in leadership* by J. G. Hunt and L. L. Larson (Eds.). Carbondale, IL: Southern Illinois University Press, 1979, 88-96.
24. Overview of second conference on behavioral experiments in accounting. In *Behavioral experiments in accounting: II* by T. Burns (Ed.). Columbus, OH: Ohio State University Press, 1979, 413-422.
25. Middle range themes in organizational theorizing. In *Middle range theory and the study of organizations* by C. Pinder and L. Moore (Ed.). Boston: Martinus-Nijhoff, 1980, 392-407.
26. Psychology as gloss. In *Psychology's second century* by R. Kasschau and C. N. Cofer (Eds.). New York: Praeger, 1981, 110-132.
27. The effectiveness of organizational interpretation systems. In *Organizational effectiveness: A comparison of multiple models* by K. Cameron and D. Whetton (Eds.). New York, NY: Academic, 1983, 71-93 (with Richard Daft).
28. Evolutionary theory as a backdrop for administrative practice. In *Organization and the human services: Cross-disciplinary reflections* by H. Stein (Ed.), Philadelphia: Temple University Press, 1981, 106-141.
29. Systematic observational methods. In *Handbook of social psychology* by G. Lindzey and E. Aronson (Eds.), 3rd Ed. New York, NY: Random House, 1985, 567-634.
30. Management of organizational change among loosely coupled elements. In *Change in organizations* by P. Goodman (Ed.). San Francisco, CA: Jossey-Bass, 1982, 375-408.
31. Rethinking research on decision making. In *Decision making: An interdisciplinary inquiry* by G. Ungson and D. Braunstein (Eds.). Boston: Kent, 1982, 325-333.
32. Perspectives on action in organizations. In *Handbook of organizational behavior* by J. Lorsch (Ed.). Englewood Cliffs, NJ: Prentice-Hall, 1987, 10-28.
33. Utilization as reverse simulation: Making the world more like the laboratory. In *Producing useful knowledge for organizations* by R. H. Kilmann, K. W. Thomas, D. P. Slevin, R. Nath, and S. L. Jerrell (Eds.). New York, NY: Praeger, 1983, 494-520.
34. Organizational communication: Toward a research agenda. In *Communication and organization: An interpretive approach* by L. Putnam and M. Pacanowsky (Eds.). Beverly Hills, CA: Sage, 1983, 13-29.
35. Managerial thought in the context of action. In *The executive mind* S. Srivastava (Ed.). San Francisco: Jossey-Bass, 1983, 221-242.
36. A stress analysis of future battlefields. In *Leadership and future battlefields* by J. G. Hunt (Ed.). Washington: Pergamon-Brassey's, 1985, 32-46.

37. Sources of order in underorganized systems: Themes in recent organizational theory. In *Organizational theory and inquiry: The paradigm revolution* by Y. Lincoln (Ed.). Beverly Hills, CA: Sage, 1985, 106-136.
38. Theoretical assumptions and research methodology selection. In *The information systems research challenge* by F. Warren McFarlan (Ed.), Boston, MA: Harvard Business School Press, 1984, 111-129.
39. Editing innovation into Administrative Science Quarterly. In *Publishing in the organizational sciences* by L. L. Cummings and P. Frost (Eds.). Homewood, IL: Irwin, 1985, 366-376.
40. Editing a controversial manuscript: A case study. In *Publishing in the organizational sciences* by L. L. Cummings and P. Frost (Eds.). Homewood, IL: Irwin, 1985, 650-656.
41. Editing a rejection: A case study. In *Publishing in the organizational sciences* by L. L. Cummings and P. Frost (Eds.). Homewood, IL: Irwin, 1985, 774-780.
42. The significance of corporate culture. In *Organizational culture* by P. Frost, L. F. Moore, M. R. Louis, C. C. Lundberg, and J. Martin (Eds.). Beverly Hills, CA: Sage, 1985, 381-389.
43. Substitutes for corporate strategy. In *The Competitive Challenge* by D. J. Teece (Ed.). Cambridge, MA: Ballinger, 1987, 221-233.
44. Organizations as cause maps. In *Social cognition in organizations* by H. P. Sims, Jr., and D. A. Gioia (Eds.). San Francisco, CA: Jossey-Bass, 1986, 102-135 (with Michel G. Bougon).
45. Career improvisation in self-designing organizations. In *Handbook of career theory* by M. B. Arthur, D. T. Hall, and B. S. Lawrence (Eds.). New York, NY: Cambridge, 1989, 313-328 (with L. Berlinger).
46. Theorizing about organizational communication. In *Handbook of organizational communication* by L. M. Porter, L. J. Putnam, K. H. Roberts, and F. M. Jablin (Eds.). Beverly Hills, CA: Sage, 1987, 97-122.
47. How professional organizations work: Implications for school organization and management. In *Schooling for tomorrow* by T. Sergiovanni (Ed.). Rockleigh, NJ: Allyn and Bacon, 1989, 330-355 (with Reuben McDaniel).
48. Interpretation-based decision aids. In *Impact and potential of decision research on decision aiding* by M. A. Tolcott and V. E. Holt (Eds.). Washington, DC: American Psychological Assn., December 1987, 61-63.
49. Small sins and large evils. In *Facing evil* by P. B. Woodruff and H. A. Wilmer (Eds.). Peru, IL: Open Court, 1988, 83-92.
50. Area introduction and overview. In *New directions in creative and innovative management* by Y. Ijiri and R. L. Kuhn (Eds.). Cambridge, MA: Ballinger, 1988, 127-130.

51. One way transfers and organizational cohesion. In *Communication yearbook* by J. Anderson (Ed.). Beverly Hills, CA: Sage, 1989, 12, 675-687 (with J. Douglas Orton).
52. Technology as equivoque: Sense-making in new technologies. In *Technology and organizations* by P. S. Goodman and L. Sproull (Eds.). San Francisco, CA: Jossey-Bass, 1990, 1-44.
53. Cartographic myths in organizations. In *Mapping strategic thought* by A. S. Huff (Ed.). London: Wiley, 1990, 1-10.
54. The management of closeness in Jungian training societies: An organizational analysis. In *Closeness* by H. A. Wilmer (Ed.). Denver: Shambala, 1992, 181-202.
55. Jolts as a synopsis of organizational studies. In *Doing exemplary organizational research* by R. Stablien and P. J. Frost (Eds.). Newbury Park, CA: Sage, 1992, 99-104.
56. Turning context into text: An academic life as data. In *Management laureates: A collection of autobiographical essays* by A. Bedeian (Ed.). Greenwich, CT: JAI, 1993, 285-323.
57. Sensemaking in organizations: Small structures with large consequences. In *Social psychology in organizations: Advances in theory and research* by J. Keith Murnighan (Ed.). Englewood Cliffs, NJ: Prentice-Hall, 1993, 10-37.
58. Organizational redesign as improvisation. In *Mastering organizational change: Enhancing performance through redesign* by G. Huber and W. Glick (Eds.). New York, NY: Oxford, 1993, 346-379.
59. Sensemaking support systems. In *Group support systems: New perspectives* by L. M. Jessup & J. S. Valecich (Eds.). New York, NY: Macmillan, 1993, 230-252 (with David Meader).
60. Prosaic inspirations: The organizing of a vision. In *Advances in strategic management* by P. Shrivastava, A. Huff, & J. Dutton (Eds.). Greenwich, CT: JAI, 1992, 8, 307-316.
61. Conceptual options in the study of organizational learning. In *Learning in organization* by M. M. Crossnan, H. M. Lane, J. C. Rush, and R. E. White (Eds.). London, ONT, Canada: Western Business School, 1993, 25-49.
62. Creativity and the aesthetics of imperfection. In *Creative action in organizations* by C. M. Ford and D. Gioia (Eds.). Sage, 1995, 187-192.
63. Teaching as learning in public. In *Researchers hooked on teaching* by R. Andre and P. Frost (Eds.). Sage, 1997, 283-300.
64. Theory. In *Encyclopedic dictionary of organizational behavior* by N. Nicholson (Ed.). Cambridge, MA: Basil Blackwell, 1995, 563-565.
65. Organizational learning: Affirming an oxymoron. In *Handbook of organization studies* by S. R. Clegg, C. Hardy, & W. Nord (Eds.). Sage, 1996, 440-458 (with Frances Westley).

66. Learning in organizations. In F. M. Jablin & L. L. Putnam (Eds.), *The new handbook of organizational communication*. Thousand Oaks, CA: Sage, 2001, 704-731 (with Susan J. Ashford).
67. Swift trust and temporary systems. In *Trust in organizations* by R. M. Kramer and T. R. Tyler (Eds.). Thousand Oaks, CA: Sage, 1996, 166-195 (with Debra Meyerson and Roderick M. Kramer). Reprinted in *Classics in management thought* by C. Cooper (Ed.). Elgar (In Press).
68. Enactment and the boundaryless career. In *Boundaryless careers: Work, mobility, and learning in the new organizational era* by M. B. Arthur and D. M. Rousseau (Eds.). New York, NY: Oxford, 1996, 40-57.
69. The attitude of wisdom: Ambivalence as the optimal compromise. In *Organizational wisdom and executive coverage* by S. Srivastva and D. L. Cooperrider (Eds.). San Francisco, CA: Lexington, 1998, 40-64.
70. Sensemaking as an organizational dimension of global change. In *Organizational Dimensions of Global Change: No Limits to Cooperation* by D. L. Cooperrider and J.E. Dutton (Eds.). Thousand Oaks, CA: Sage Publications 1999, 39-56.
71. The essence of organizing. Introduction to Japanese translation of *The Social Psychology of Organizing*. Tokyo: Bunshindo, 1997.
72. Quality improvement: A sensemaking perspective. In *Process Improvement* by R. Scott and R. Cole (Eds.). Sage (In Press).
73. Organizational learning. In *The handbook of technology of management* by C. Dorf (Ed.). Berkeley, CA: CRC Press, 1999, 7-70 to 7-76 (with S. Sitkin and K. M. Sutcliffe).
74. Tool retention and fatalities in wildland fire settings: Conceptualizing the naturalistic. In *Naturalistic Decision Making* by G. Klein and E. Salas (Eds.). Hillsdale, NJ: Erlbaum, 2001, 323-338.
75. Sensemaking as a driving force in change at OilCo. In *Perspectives on Corporate Transformation: The OilCo Learning History* by A. Kleiner & G. Roth. Oxford University Press, 2000, 199-212.
76. Organizing for high reliability: Processes of collective mindfulness. In *Research in Organizational Behavior* by B. Staw & R. Sutton (Eds.). Greenwich, CT: JAI, 1999, 21, 91-123 (with K. Sutcliffe and D. Obstfeld).
77. Emergent change as a universal in organizations. In *Breaking the code of change* by M. Beer and N. Nohria (Eds.). Boston, MA: Harvard Business School Press, 2000, 223-243.
78. The neglected context of risk assessment: A mindset for method choice. In *Risk Management in the Marine Transportation System*. Washington, DC: National Academy Press, 2000, 17-23.
79. The reduction of medical errors through mindful interdependence. In *What do we know about medical mistakes?* by M. Rosenthal & K. Sutcliffe (Eds.). San Francisco: Jossey-Bass, 2002, 177-199.

80. Leadership as the legitimation of doubt. In *The Future of Leadership: Today's Top Thinkers on Leadership Speak to the Next Generation* by W. Bennis, G. M. Spreitzer and T. Cummings (Eds.). San Francisco, CA: Jossey-Bass, 2001, 91-102.
81. How projects lose meaning: The dynamics of renewal. In *Renewing Research Practice* by R. Stablein & P. Frost (Eds.). Stanford, CA: Stanford. 2004.
82. Enacting an environment: The infrastructure of organizing. In *Point/Counterpoint: Central debates in organisation theory* by R. Westwood & S. Clegg (Eds.). London: Blackwell, 2003 184-194.
83. Theory and practice in the real world. In *Organizational theory as science: Prospects and limitations* by C. Knudsen & H. Tsoukas (Eds.). New York, NY: Oxford, 453-475.
84. Making decisions in the Wildland Fire Program. In *New Tools for Managing Wildland Fire*. Washington, DC: National Academy of Public Administration, 2001.
85. Designing for thrownness. In R. Boland & F. Collopy (Eds.), *Managing as designing*. Stanford University. 2004.
86. Learning and knowledge management. In M. Easterby-Smith & M. A. Lyles (Eds.), *Blackwell Handbook of Organizational Learning and Knowledge Management*. Blackwell, 2003. Pp. xvii-xx.
87. The system imperative in medical error: Variety mitigates adversity. In Sue Bogner (Ed.), *Human error in medicine*. 2nd Ed. Erlbaum (In Press.)
88. Positive organizing foreshadowed in organizational tragedies. In Kim S. Cameron, Jane E. Dutton, and Robert E. Quinn (Eds.), *Positive Organizational Scholarship: Foundations of a New Discipline*. Berrett-Koehler, 2003. Pp. 66-80.
89. Wisdom and agility in medical escape fires. In D. Berwick, *Escape Fire: Designs for the Future of Health Care*. Jossey-Bass, 2003..
90. Managing as designing: Rethinking organizational design. In R. Boland & F. Collopy (Eds.), *Managing as designing*. Stanford University. 2004.
91. Managing the unexpected: Complexity as distributed sensemaking. In Reuben R. McDaniel, Jr., & Dean J. Driebe (Eds.), *Uncertainty and surprise in complex systems: Questions on working with the unexpected*. Springer-Verlag. 2005.
92. A bias for conversation: Acting discursively in organizations. In David Grant, Cynthia Hardy, Cliff Oswick, Nelson Phillips, & Linda Putnam (Eds.), *The Sage Handbook of Organization Discourse* (In Press).
93. Introduction to the sense of action. In B. Vidallet (Ed.), *Le sens de L'action*. Paris: Librairie Vuibert, 2003.
94. Making sense of blurred images: Organizing in STS-107. In M. Farjoun & W. H. Starbuck (Eds.), *Organization at the limit: Lessons from the Columbia disaster*. Blackwell, 2005. Pp. 159-177.

95. *Managing the unexpected in prescribed fire and fire use operations.* Paul Keller, Karl E. Weick, Kathleen Sutcliffe, Jim Saveland, Lisa Lahey, Dave Thomas, and Paula Nasiatka. USDA, Forest Service, Rocky Mountain Research Station, RMRS-GTR-137, October 2004.
96. The experience of theorizing: Sensemaking as topic and resource. In K. Smith & M. Hitt (Eds.), *Great minds in management*. Oxford. 2005.
97. The process of sensemaking. In S. Clegg and J. Bailey (Eds.), *International Encyclopedia of Organizational Studies*. Sage. (In Press).
98. The role of values in high risk organizations. In E. D. Hess and K. S. Cameron (Eds.) *Leading with values*. Cambridge Univer. 2006.
99. Kathleen M. Sutcliffe & Karl E. Weick. Information Overload Revisited. In W. Starbuck & G. Hodgkinson (eds.), *Handbook of Organizational Decision Making*. Oxford UK: Oxford University Press. In press.
100. The organizing of wisdom. In Eric H. Kessler & James R. Bailey (Eds.), *Handbook of Organizational and Managerial Wisdom*. Thousand Oaks, Ca.: Sage (In Press).
101. Romancing, following, and sensemaking: James Meindl's legacy. In Boas Shamir, Raj Pillai, Michelle Blight, Mary Uhl-Bien (Eds.), *Follower-centered perspective on leadership: A tribute to the memory of James R. Meindl*. New York: Information Age Publishing. 2006. Pp. 279-291

D. Book Reviews

1. Review of M. H. Jones, "Executive decision-making," 2nd Ed. *Personnel Psychology*, 1963, 16, 192-195.
2. Review of N. R. F. Maier, "Problem solving discussions and conferences." *Contemporary Psychology*, 1964, 9, 174-176.
3. Review of L. P. Bradford, J. R. Gibb, and K. D. Benne (Eds.), "T-group theory and laboratory method." *Contemporary Psychology*, 1965, 10, 244-245.
4. Brief review of O. Klineberg and R. Christie, "Perspectives in social psychology." *Contemporary Psychology*, 1966.
5. Review of H. Toch, "The social psychology of social movements." *Contemporary Psychology*, 1967, 12, 368-370.
6. Review of I. Heiskanen, "Theoretical approaches and scientific strategies in administrative research: A methodological study." *Administrative Science Quarterly*, 1968, 13, 338-342.
7. Review of H. Garfinkel, "Studies in ethnomethodology." *Contemporary Psychology*, 1969, 14, 357-360.
8. Review of E. P. Willems and H. L. Raush (Eds.), "Naturalistic view-points in psychological research," and R. Barker, "Ecological psychology." *Science*, 1969, 166, 856-858.

9. Review of R. A. Bauer and K. J. Gergen, "The study of policy formation." *American Journal of Psychology*, 1970.
10. Review of G. Katona, B. Strumple, and E. Zahn, "Aspirations and affluence." *Contemporary Psychology*, 1972, 17, 193-195.
11. Review of M. Natanson, "The journeying self," and W. Percy, "Love in the Ruins," *Contemporary Psychology*, 1972, 176, 1113-1114.
12. Review of H. Mintzberg, "The nature of managerial work," *Administrative Science Quarterly*, March, 1974, 111-118.
13. Review of D. Canter and T. Lee (Eds.), "Psychology and the built environment." *Contemporary Psychology*, 1975, 20, 686-687.
14. Review of N. W. Hiemstra and L. H. McFarling, "Environmental psychology." *Contemporary Psychology*, 1976, 21, 71. Briefly Noted.
15. Review of R. Steinberg, "Man and the organization." *Contemporary Psychology*, 1976, 21, 73. Briefly Noted.
16. Review of C. Lave and H. G. March, "An introduction to models in social science." *Contemporary Psychology*, 1975, 20, 914. Briefly Noted.
17. Review of J. Neulinger, "The psychology of leisure." *Contemporary Psychology*, 1976, 21, 312. Briefly Noted.
18. Review of R. Trappl and F. de P. Hanika, "Progress in cybernetics." *Contemporary Psychology*, 1976, 21, 313. Briefly Noted.
19. Review of P. G. Herbst, "Socio-technical design: Strategies in multi-disciplinary research." *Contemporary Psychology*, 1976, 21, 377. Briefly Noted.
20. Review of A. N. Nash and S. J. Carroll, "The management of compensation." *Contemporary Psychology*, 1976, 21, 756-757. Briefly Noted.
21. Review of J. S. Nirenberg, "Breaking through to each other." *Contemporary Psychology*, 1976, 21, 757. Briefly Noted.
22. Review of W. L. Brombeck and W. S. Howell, "Persuasion: A means of social influence." *Contemporary Psychology*, 1976, 21, 754. Briefly Noted.
23. Review of H. W. Simons, "Persuasion: understanding, practice, and analysis." *Contemporary Psychology*, 1976, 21, 759. Briefly Noted.
24. Review of W. Bennis, K. Benne, R. Chin, K. E. Corey (Eds.), "The planning of change," 3rd Ed. *Contemporary Psychology*, 1977, 22, 229. Briefly Noted.
25. Review of Levinson, "Psychological man." *Contemporary Psychology*, 1977, 22, 231. Briefly Noted.
26. Review of L. Wrightsman, "Social psychology," 2nd Ed. *Contemporary Psychology*, 1977, 22, 404. Briefly Noted.

27. Review of R. Rosnow and G. Fine, "Rumor and gossip." *Contemporary Psychology*, 1977, 22, 403. Briefly Noted.
28. Review of L. W. Porter and K. H. Roberts, "Communication in organizations." *Contemporary Psychology*, 1977, 22, 783. Briefly Noted.
29. Review of D. C. Pelz and F. M. Andrews, "Scientists in organizations." *Contemporary Psychology*, 1977, 22, 783. Briefly Noted.
30. Review of B. D. Brent (Ed.), "Communications yearbook. I." *Contemporary Psychology*, 1978, 23, 43. Briefly Noted.
31. Review of R. M. Stogdill, "Leadership: abstracts and bibliography." *Contemporary Psychology*, 1978, 23, 44. Briefly Noted.
32. Review of M. Sanford, "Making it in graduate school." *Contemporary Psychology*, 1978, 23, 43. Briefly Noted.
33. Review of F. G. Caro (Ed.), "Reading in evaluation research." *Contemporary Psychology*, 1978, 23, 40-41.
34. Review of P. G. Zimbardo, E. B. Ebbeson, and C. Maslach, "Influencing attitudes and changing behavior. 2nd Ed." *Contemporary Psychology*, 1978, 23, 44-45. Briefly Noted.
35. Review of R. W. Murphy, "Status and conformity." *Contemporary Psychology*, 1978, 23, 42. Briefly Noted.
36. Review of H. W. Sinaiko and L. A. Broedling (Eds.), "Perspectives on attitude assessment: Surveys and their alternatives." *Contemporary Psychology*, 1978, 23, 472-473. Briefly Noted.
37. Review of J. R. Hackman, E. E. Lawler, and L. W. Porter (Eds.), "Perspectives on behavior in organizations." *Contemporary Psychology*, 1978, 23, 469-470. Briefly Noted.
38. Review of D. Lerner, "Paper bullets: Great propaganda posters." *Contemporary Psychology*, 1978, 23, 273. Briefly Noted.
39. Review of C. H. Waddington, "Tools for thought." *Contemporary Psychology*, 1978, 23, 276. Briefly Noted.
40. Review of D. A. Dillman, "Mail and telephone surveys." *Contemporary Psychology*, 1978, 23, 1017. Briefly Noted.
41. Review of E. Cornish, "The study of the future." *Contemporary Psychology*, 1978, 23, 1002-1003. Briefly Noted.
42. Review of M. Mulder, "The daily power game." *Contemporary Psychology*, 1978, 23, 972. Briefly Noted.
43. Review of J. Katzer, K. H. Cook, and W. W. Crouch, "Evaluating information." *Contemporary Psychology*, 1979, 24, 435-436. Briefly Noted.

44. Review of L. Sproull, S. Weiner, and D. Wolf, "Organizing an anarchy." *Journal of Higher Education*, 1979, 51, 94-99.
45. Review of H. L. Nixon, "The small group." *Contemporary Psychology*, 1979, 24, 1053-1054. Briefly Noted.
46. Review of W. P. White (Ed.), "Resources in environment and behavior." *Contemporary Psychology*, 1979, 24, 879. Briefly Noted.
47. Review of A. McLean, "Work stress." *Contemporary Psychology*, 1979, 24, 940. Briefly Noted.
48. Review of E. Lindemann, "Beyond grief." *Contemporary Psychology*, 1979, 24, 940. Briefly Noted.
49. Review of D. P. Schultz, "Psychology in use." *Contemporary Psychology*, 1979, 24, 942. Briefly Noted.
50. Review of R. Forbes, "Corporate stress." *Contemporary Psychology*, 1979, 24, 938.
51. Review of Y. Elkana, J. Lederberg, R. K. Merton, and H. Zuckerman (Eds.), "Towards a metric of science: the advent of science indicators." *Contemporary Psychology*, 1979, 24, 875. Briefly Noted.
52. Review of M. Freed, et al., "Academic culture and faculty development." *Contemporary Psychology*, 1980, 25, (10), 875. Briefly Noted.
53. Review of Singleton, Spurgeon, & Stammers, "The analysis of social skill." *Contemporary Psychology*, 1980, 25, (11), 945. Briefly Noted.
54. Review of R. B. Lacoursiere, "The life cycle of groups." *Contemporary Psychology*, 1981, 26, (7), 562. Briefly Noted.
55. Review of H. Levinson, "Executive." *Contemporary Psychology*, 1982, 27, (3), 195-196.
56. Review of R. Steers, "Introduction to organizational behavior." *Contemporary Psychology*, 1982, 27, (2), 154. Briefly Noted.
57. Review of R. Kahn, "Work and health." *Contemporary Psychology*, 1982, 27, 578. Briefly Noted.
58. Review of J. Pfeffer, "Power in organizations." *American Journal of Sociology*, 1983, 83, 605-608.
59. Review of J. Hayes and P. Nutman, "Understanding the unemployed." *Contemporary Psychology*, 1982, 27, 823. Briefly Noted.
60. Review of W. Howell and R. Dipboye, "Essentials of industrial and organizational psychology. Rev. Ed." *Contemporary Psychology*, 1983, 28, 319. Briefly Noted.

61. Review of I. Janis, Groupthink. Second Ed. *Contemporary Psychology*, 1984, 29, 1, 78.
62. Review of J. G. Gordon, "A diagnostic approach to organizational behavior." *Contemporary Psychology*, 1985, 30, 77-78. Briefly Noted.
63. Review of A. W. McEachern, "Organizational illusions." *Contemporary Psychology*, 1985, 31, 153. Briefly Noted.
64. Review of W. Neff, "Work and human behavior. Third Ed." *Contemporary Psychology*, 1986, 31, 466. Briefly Noted.
65. Review of W. B. Eddy, "The manager and the working group." *Contemporary Psychology*, 1986, 31, 908. Briefly Noted.
66. Review of J. M. Pennings (Ed.), "Organizational strategy and change." *Contemporary Psychology*, 1987, 32, 384. Briefly Noted.
67. Review of W. F. Whyte, "Learning from the field." *Journal of Contemporary Ethnography*, 1987, 16, 106-110 (with L. Browning).
68. Review of M. Harrison, "Diagnosing organizations." *Contemporary Psychology*, 1988, 33, (7), 633. Briefly Noted.
69. Review of C. Moore, "Group techniques for idea building." *Contemporary Psychology*, 1988, 33, (10), 917. Briefly Noted.
70. Review of T. R. Mitchell and J. R. Larson, Jr., "People in organizations. Third Ed." *Contemporary Psychology*, 1988, 33, (11), 1004. Briefly Noted.
71. Review of B. M. Bass and P. J. D. Drenth (Eds.), "Advances in organizational behavior: An international review." *Contemporary Psychology*, 1988, 33, (12), 1097. Briefly Noted.
72. Review of R. W. Woodman and W. A. Pasmore (Eds.), "Research in organizational change and development." *Contemporary Psychology*, 1989, 34, (1), 82-83. Briefly Noted.
73. Review of S. Davis, "Future perfect." *Academy of Management Executive*, 1988, 2, (4), 333-334.
74. Review of J. Van Maanen, "Tales from the field." *Administrative Science Quarterly*, 1989, 34, (2), 307-311.
75. Review of R. G. Lord and K. J. Maier, "Leadership and information processing." *Leadership Quarterly*, 1993, 4 (1), 109-113.
76. Review of Diane Vaughan, "The Challenger Launch Decision." In *Administrative Science Quarterly*, 1997, 42, 395-410.

77. Review of "New Directions for Organizational Theory" by Jeffrey Pfeffer. *Administrative Science Quarterly*, 1999, 44 (3), 639-642.
78. Review of "Mission Impossible" by Lee Clarke. *Journal of Contingencies and Crisis Management*, (In Press).
79. Review of "Friendly Fire" by Scott Snook. *Administrative Science Quarterly*, March 2001, 46 (1), 147-151.
80. Review of "The Emergent Organization" by James R. Taylor and Elizabeth J. Van Every. *Contemporary Psychology*, April 2001, 46 (2), 166-168.
81. Review of "Managing the future: Foresight in the knowledge economy" by Hari Tsoukas and Jill Shepherd (Eds.). *Academy of Management Review*, 2005, 30 (4), 871-873.
82. Review of 'Whole world on fire: Organization, knowledge, and nuclear weapons devastation' by Lynn Eden, *Administrative Science Quarterly*, 2005, 50 (1), 136-140.
83. Essay review of C. Perrin, "Shouldering Risk". *Academy of Management Review*, 2006, 31 (3), 766-769.

E. Papers Presented (list available on request)