

CURRICULUM VITAE

Ramkrishnan (Ram) V. Tenkasi

STATEMENT

Senior academic with over 30+ years of experience in organizational design and change, learning, knowledge, and innovation. Proven track record of blending rigorous academic research with high organizational impact. Recognized as a thought leader in Organization Development and Change. Known also for leadership in developing Ph.D. programs to train and mentor scholar-practitioners at mid to senior levels in organizations. Committed to leveraging academic excellence to generate real-world impact in organizations undergoing complex change.

EDUCATION

Ph.D. in Organizational Behavior, Weatherhead School of Management, Case Western Reserve University, Cleveland, Ohio (1994).

Dissertation: The Consequences and Antecedents of Cognitive Simplification Processes in New Product Development Teams (Thesis Advisor: William Pasmore)

M.S. in Management and Organization Development, College of Business Administration, Bowling Green State University, Bowling Green, Ohio (1990).

PROFESSIONAL EXPERIENCE

Senior Professor of Organization Change

(Awarded Advancement in Rank 2013 & 2019)

Ph.D. Program in Organization Development and Change

Department of Organization Studies

Goodwin College of Business Benedictine University (2013–2025)

Professor of Organization Change **(Promoted 2003)**

Ph.D. Program in Organization Development and Change

College of Business Benedictine University (2003 – 2013)

Associate Professor **(Tenured: March 2000)**

Ph.D. Program in Organization Development and Change,

College of Business

Benedictine University (1998 -2003)

Assistant Professor

Center for Effective Organizations Marshall School of Business University of Southern California (1993- 1998)

Instructor

Weatherhead School of Management Case Western Reserve University Cleveland, OH- 44106 (1990-1993)

Graduate Teaching and Research Assistant College of Business Administration Bowling Green State University

Bowling Green, OH- 42103 (1985-1987)

OTHER PROFESSIONAL EXPERIENCES

Visiting Professorships/Teaching: George Mason University, USA; Colorado Technical University, USA; Copenhagen Business School, Denmark; Monash University, Australia; Royal Melbourne Institute of Technology, Australia; University of Technology, Australia; Indian Institute of Management Bangalore, India; Work Research Institute, Norway; Indian School of Business, India; University of Dubai, Dubai; Cabrini University, USA; University of Virgin Islands, US Virgin Islands; University of Twente, Netherlands.

Research Based Consulting Experience: I have engaged in research-based consulting with over 30 multinational organizations such as Shell offshore oil, Procter & Gamble, Pratt & Whitney, Pfizer, Merck, McKinsey, and John Deere in arenas of Organizational Change, Learning, Knowledge, Innovation and the role of scholar-practitioners.

AWARDS/RECOGNITION/ACHIEVEMENTS

Fulbright Senior Scholar Research Award, 2007-2008: 1 of 150 Awardees across 42 disciplines including Medicine, Physical and Natural Sciences, Engineering, Economics, Philosophy, and Arts selected by the United States Department of State. (Award included travel, accommodation, research support and funds for travel and accommodation for spouse and family).

Elected Division Chair (5-year term-2002-2007): **Organization Development and Change Division, National Academy of Management**, based on voting open to approximately 2800 members.

Invited Faculty to multiple **Doctoral Consortiums, National Academy of Management Meeting**, 1996,2000, 2002, 2003, 2006,2008, 2010, 2012, 2016.

Competitively secured as Principal or Co-Principal Investigator over **3 million USD** from Federal Agencies such as NSF, DOD, and NIH and several private corporations.

Web of Science Social Science Citation Index count: 1228 citations for the period 1995-2025 in a wide range of Management, Systems, Information Technology, Social Science and Health related journals (for more details see appendix 2).

Google Scholar Citation count 6777 as of January 1, 2026 22nd most influential author and 27th most influential article for articles published in Organization Science for the period 1991-2001 based on citation index count

Honorable mention in Marquis "Who's Who in America", "Who's Who in Science and Engineering", "Who's Who in American Education", Who's Who in Finance and Business", and, "Who's Who in the World".

Mandel Research Scholar Award for the study of nonprofit organizations (1990- 1991). Awarded by the Mandel Center for Nonprofit Organizations, Case Western Reserve University, Cleveland Ohio.

Nominated to represent Weatherhead School of Management, Case Western Reserve University at the Organizational Behavior, Organizational Development and Change, and Organization Management Theory Divisions sponsored Doctoral Student Consortium, National Academy of Management, August 1991, Miami, Florida.

Elected to Beta Gamma Sigma Business Honor Society 1987

Selected to be the external research adviser to visiting Post doctoral fellow Ms. Lu Zhang from China University of Geosciences, Wuhan, China under the prestigious Peoples Republic of China scholarship program "The Project of Study Abroad at Public Expense to Construct High Level Universities in China" 2012-2013.

Awarded Advancement within Rank at Benedictine University 2013 and 2019 Benedictine University Researcher Award, 2005

Recognized by former PhD students who generously contributed over \$100,000 to name a classroom at the newly built Goodwin School of Business at Benedictine University in my name and in tribute to my parents.

Graduated over 100+ Ph.D. scholar-practitioner students, serving as Chair for 90% of them and as a committee member for the others. Primarily, this has taken place at Benedictine University. Additionally, I have been invited to serve as a committee member at several national and international universities, including Fielding Graduate Institute in the USA, University of Wollongong in Australia, RMIT in Australia, University of Queensland in Australia, Indian Institute of Technology Kharagpur in India, and the University of Twente in the Netherlands.

Consistently received an average rating of 4.8 on a 5-point scale for my teaching across Masters and Ph.D. courses.

RESEARCH INTERESTS

My research broadly covers the topics of organizational change, learning, and knowledge. I approach the study of these issues from both interpretive and positivist frameworks typically combining these traditions to draw on the unique strengths of both. In the past I have looked at knowledge development and transfer processes in research and development efforts; information technology designs that can facilitate knowledge creation and learning processes in organizations; the role of learning in fundamental organizational transitions and how it may explain variability in change implementation success both within and between organizations; the influence of internal social networks on the success of organizational change, and turnaround strategies of poorly performing firms, particularly the differences in strategies between firms that emerge from bankruptcy and those that fail and those that sustain post emergence and those that do not. A current research project elevates my analysis of change to the Institutional level as related to the evolution of new industries. I am examining the effects of institutional level planned changes, independently, and in combination with emergent entrepreneurial factors in seeking to answer the question "Where do India's capabilities in the software industry come from?" in explaining the evolution the phenomenal growth of the Indian software industry in a relatively short span of 25 years. An enduring and strong interest of mine that is also at the core of the Ph.D. program in ODC at Benedictine University is the integration of theory and research knowledge to inform practice

and the role of the Scholar-Practitioner in enabling these integration dynamics. A recent foray is in the implementation of Artificial Intelligence (AI) in organizations and their joint optimization with human actants.

EXTERNAL SCHOLARLY ACTIVITIES

Selection committee member- **Fulbright awards-South and Central Asia**
2010 - continuing

Selection Committee Member **Fulbright-CII (Confederation of Indian Industries) Fellowships from South Asia**, 2008- continuing

Invited Funding Panel Review Member, **The Netherlands Organisation for Scientific Research (NWO) Social Sciences Board** ('gebied voor Maatschappijen Gedragswetenschappen'), 2007 - continuing

Invited Funding Panel Review Member, **Indo-US Technology Foundation**, 2010- continuing

Invited Funding Panel Review Member, **National Science Foundation, Innovation and Organization Sciences Program**, 2008 - continuing

Invited to **Chair the External Review Committee** for the Johns Hopkins Carey School of Business **MBA program in Change Management**. Other committee members are Professors Richard Woodman (Texas A&M), George Roth (MIT), and Stan Gully (Rutgers University), 2012

Invited Funding Review Panel Member, **American Association for the Advancement of Sciences**, Michigan Technological Tri-Corridor Fund Program, 2005

NCI (National Cancer Institute)/NIH (National Institutes of Health) Core innovation team member- Invited member of NCI/NIH Initiative on Implementing a Systems Initiative (ISIS)for Tobacco Control, 2003-2007

Invited Funding Review Panel Member, **National Science Foundation, Digital Systems and Technologies Program**, 2003

Invited Funding Review Panel Member: **Department of Defense (DOD), Defense Acquisition University (DAU)**, 2001

Invited Funding Review Panel Member, **National Science Foundation, Computation and Social Systems program**, 1999

Invited Funding Review Panel Member, **National Science Foundation, Information Technology and Organizations Program**, 1997

Invited Funding Review Panel Member, **National Science Foundation, Information Technology and Organizations program**, 1996

EDITORIAL BOARDS

Former Associate Editor, **Journal of Applied Behavioral Science**, 2011- 2017

Editorial Board, **Journal of Applied Behavioral Science**, 2003-2011; 2017-

continuing Editorial Board, **Journal of Organizational Change Management**,

2000- continuing Open Business Journal Bentham Science Series, 2009-

continuing

Consulting Editor. Bentham E-Book Series, 2012- continuing

Invited Member, Scientific Review Committee, **International Biopharmaceutical Association**, 2008- continuing

Editorial Board, International Journal of Management Practice, 2009-2010

Editorial Board, Journal of Applied Discourse Processes, 1999-

2002 Special issue Editorial Board Journal of Organizational

Behavior 2000.

Associate Guest editor, Accounting, Management, and Information Technologies for special issue on Information Technology and Organizational Learning, Vol. 5 (1), 1995

GRANTS

1. Co-Principal Investigator, Tenkasi, 2009-2013, \$ 200,000

Agency: National Science Foundation- Virtual Organizations (VOSS) and Innovation and Organization Sciences (IOS) programs, Office of Cyberinfrastructure (OCI)

Project Title: *“A Comparative Study of Virtual R&D Organizations: A Socio-technical Systems Analysis”*

2. Principal Investigator Tenkasi, 2006-2012, \$ 149,877

Agency: National Science Foundation- Innovation and Organization Change Program, Social and Economic Sciences Division

Project Title: *“Key Institutional and Entrepreneurial Determinants of the Founding Rates of Indian Software Firms, 1966-2005: An empirical analysis”*

3. Principal Investigator, Tenkasi, 2007-2008, \$

82,000 Agency: Fulbright Program Senior Scholar Research Award

Project Title: *“Enablers of the Indian Software Industry, 1966-2005: An empirical analysis of the factors that made a difference”*

4. Principal Investigator Tenkasi, 2001-2002, \$ 50,000

Agency: Department of Defense DAU-EARP (Defense Acquisition University-External Acquisition Research Program)

Project Title: *"Designing for effective horizontal knowledge transfer in acquisition related new product development ventures: An exploratory study"*

5. Principal Investigator Tenkasi, 2000-2001, \$ 28,000 Agency:

Lucent Technologies Knowledge Universe Foundation

Project Title: *"The factors that affect successful knowledge transfer and assimilation in new product development teams"*

(Doctoral dissertation grant for Ph.D. candidate Deborah Shearer)

6. Co-Principal Investigator Tenkasi, 2000-2001, \$35,000

With co-principal investigators Professor James Ludema, and Ph.D. candidate Mary Ferdig Benedictine University

Agency: National Science Foundation-- Innovation and Organization Change Program

Project Title: *"Exploring the Social Construction of Emergent Change in a Complex Adaptive System: A Study of Complex Change in the Nuclear Power Industry".*

(Doctoral dissertation grant for Ph.D. candidate Mary Ferdig)

7. Co-Principal Investigator Tenkasi, 1999-2000, \$ 50,000

With co principal investigator Professor James Ludema, Benedictine University

Agency: National Science Foundation, Innovation and Organization Change Program **Project Title:** *"The Role of Hope in Promoting Positive Innovation and Change in Major Organizational Transitions"*

8. Co-Principal Investigator Tenkasi, 1997-1998, \$ 45,000

With co-principal investigator Professor Susan Mohrman, University of Southern California

Agency: Hewlett-Packard Printer Division

Project Title: *"The politics of legitimizing product innovations: A study of the Jetsend project"*

9. Co-Principal Investigator Tenkasi, 1997-1998, \$ 250,000

With co-principal investigators Professors Susan Mohrman, University of Southern California, and David Finegold, Claremont Graduate Institute

Agency: Consortium of companies including Bayer, Pratt & Whitney, Chevron, Nova Chemicals, and Honeywell

Project Title: *"A Longitudinal Study of the Conditions that promote Technical Excellence and Knowledge Management in the Changing Business Environment"*

10. Principal Investigator Tenkasi, 1997-1998, \$

49,000 Agency: Merck Pharmaceuticals

Project Title: *"Implementation of a gainsharing plan at Merck's Order Fulfillment Center"*

11. Co-Principal Investigator Tenkasi, 1994-1997, \$ 600,000

With co-principal investigator Professor Susan Mohrman, University of Southern California **Agency:** Consortium of companies including Hewlett-Packard, St. Paul Insurance, Honeywell Defense Avionics, Prudential Insurance, Pratt and Whitney, PacifiCare, Motorola, Texas Instruments, and Shell Offshore Oil.

Project Title: *"Learning During Organizational Transition"*

12. Co-Principal Investigator Tenkasi, 1995-1996, \$ 40,000

With co-principal investigator Professor Susan Mohrman, University of Southern California **Agency:** National Science Foundation-Center for Innovation Management Studies **Project Title:** *"Exploration and Development of a Second-Order Learning Framework for fundamental transformation in R&D systems"*

13. Co-Principal Investigator Tenkasi, 1994-1995, \$ 42,000

With co-principal investigators Professors Susan and Allan Mohrman, University of Southern California

Agency: Pfizer Pharmaceuticals R&D Center

Project Title: *"Designing a performance management system for scientific and technical staff of Pfizer R&D center"*

14. Co-Principal Investigator Tenkasi, 1994-1995, \$ 93,000

With co-principal investigators Professors Gerald Ledford and Gary McMahan, University of Southern California

Agency: Allied Signal

Project Title: *"A survey and assessment of skill-based pay, gain sharing and profit sharing plans at 24 Allied Signal plants"*

15. Co-Principal Investigator Tenkasi, 1993-1994, \$ 49,000

With co-principal investigator Professor Susan Mohrman, University of Southern California

Agency: Kaiser Permanente

Project Title: *"Fostering internal innovations: A study and assessment of the Innovation Fund Program"*

16. Co-Principal Investigator Tenkasi, 1993-1994, \$ 89,000

With co-principal investigators Professors Susan Cohen and Gary McMahan, University of Southern California

Agency: Pacific Bell Corporation

Project Title: *"An assessment of the effectiveness of Re-engineered design and processes at PacBell customer service centers"*

17. Co-Investigator Tenkasi, 1992-1993, \$ 25,321

Principal Investigator, Professor Richard Boland, Case Western Reserve University

Agency: TRW Foundation

Project Title: *"Knowledge Management in Technological Innovation."*

18. Co-Investigator Tenkasi, 1992-1993, \$ 27,736

Principal Investigator, Professor Richard Boland, Case Western Reserve University

Agency: National Science Foundation- Coordination Theory and Collaboration Technology Division. **Project Title:** *"Coordination of Distributed Decision Making in a Corporate Planning Environment"* – Supplemental grant

19. Co-Investigator Tenkasi, 1990-1992, \$ 210,000

Principal Investigator, Professor Richard Boland, Case Western Reserve University

Agency: National Science Foundation- Coordination Theory and Collaboration Technology Division. **Project Title:** *"Coordination of Distributed Decision Making in*

20. Co-Investigator Tenkasi, 1990-1992, \$ 89,000

Principal Investigator, Professor Richard Boland, Case Western Reserve University

Agency: Digital Equipment Corporation

Project Title: *"Coordination of Distributed Decision Making in a Corporate Planning Environment"* – Equipment grant

TEACHING EXPERIENCE

Benedictine University

Designed and taught the following PhD mandatory Core Courses (first two years coursework):

Philosophy of Science (PHDOD 735)

Organization Theory and Change (PHDOD

736) Qualitative Research Methods

(PHDOD 812) Quantitative Research

Methods (PhD 813)

Mixed Methods: Integrating Quantitative and Qualitative Research (PHDOD

891B) Scholar-Practitioner Strategies for Change Implementation

(PHDOD 891C) Organizational and Process Consultation (PHDOD 884)

Advanced Topics in Organization Change (PHDOD 885)

- International Organizational Development
- Organizations as socio-technical-environmental systems

Designed and taught the following MBA/MOB Courses:

Research for Decision Making (MNGT 6204) Group Dynamics Organizational Analysis

University of Southern California:

Designed and taught,

Organization Learning and Knowledge - Executive MBA program

Independent Study Courses for Ph.D. students (MGT 600), 5 students

Case Western Reserve University taught following MBA/UG level courses:

Organization Theory and Analysis (ORBH 412)

Individual and Group development (ORBH 403)

Management Assessment and Development (MGT

403) Behavioral Sciences in Management (ORBH

402) Principles of Management (ORBH 250)

Bowling Green State University taught following Undergraduate level courses:

Principles of Management (MGT 305)

Organization Development and Change

(MGT 460)

Professional Executive seminars

Learning During Transition: From Theory to Reality, USC, 1995, 1997

Human Resources Executive Seminar, USC, 1995, 1996, 1997

Time and organizational Change, Organized at INSEAD, Fontainebleau, France, 2004.

PUBLICATIONS AND PRESENTATIONS

A. Books

Luma Mahairi and Ramkrishnan (Ram) V. Tenkasi (2023). Orchestrating Innovation Ecosystems and the Power of Collaboration: A Path to a Brighter Future. (Paperback) **ISBN-13:** 979-8862485448

B. Journal Articles and Chapters

**Former Ph.D. students/Post doctoral researcher*

Sanders E., **Tenkasi R.V.**, Hay G.W. Being Scholar Practitioners (forthcoming). **Research in Organizational Change and Development** (Annual Research Volume) (forthcoming)

Nwigwe I, **Tenkasi R.V.**, Desjardins M, Visvanathan K. The impact of poverty beyond the immediate county and mortality in women with breast cancer (forthcoming). **Cancer**.

Malek, C & **Tenkasi, R.V.** (2025). The Next Evolution of Work: Artificial Intelligence (AI) and Sociotechnical Synergy. **Organization Development Journal** Vol. 43 (3) pp. 8-23.

Visvanathan K, Petry D, McCullough MS, May B, **Tenkasi R**, Sharma N, Klein CA, Johnson A, Killian G, Camp M, Paller CJ, Couzi R, Wilkinson M, Jacobs L, Lange J, Jelovac D, Carducci MA, Habibi M, Naik G, Kotwaliwale A. (2023). The ENGAGE study: evaluation of a conversational virtual agent that provides tailored pre-test genetic education to cancer patients. **J Cancer Surviv**. 2023 Dec 8;. doi: 10.1007/s11764-023-01495-x. [Epub ahead of print] PubMed PMID: 38064

Tenkasi, R. V., Brock, W. B*, & Ogle, D. L*. (2023). Longitudinal designs, big data, and social network analysis in organization development and change research. In D. B. Szabla, W. A. Pasmore, J. Kim, & D. Coghlan (Eds.), **Handbook of methods in organizational change research**. Edward Elgar

Ogle, D*, **Tenkasi, R. V.**, and Brock, W. B*, (2020). The Social Media Presence of OD: A Social Network Analysis Using Big Data. To appear In D. Noumair and A. Shani (Eds.) **Research in Organizational Change and Development** (Annual Research Volume), Vol. 28, Emerald Press

Brock, W. B.* and **Tenkasi, R. V.** (2019). GEE, A Practical Method for Longitudinal Analysis. **Organization Development Journal**. Vol. 37 (3), 61-75.

Tenkasi, R. V., Hay, G. W* and Sanders, E*. (2019). The Competences of Successful Scholar- Practitioners. In G. Schwarz, A. Buono and S. Adams (Eds.), **Preparing for High Impact Organizational Change**, Edward Elgar Publishers, pp. 14-36.

Tenkasi, R. V. (2018). Re-Visiting the Past to Reimagine the Future of Organization Development and Change. **Organization Development Journal**, Special Issue on Future of ODC, Vol. 36(4) 61-75.

Tenkasi, R. V. and Zhang, L* (2018). A Test of the Theory of Planned Behavior: Influencing Behavioral Change to go “Green”. In D. Noumair and A. Shani (Eds.) **Research in Organizational Change and Development** (Annual Research Volume), Vol. 26, Emerald Press, pp. 127-166.

Tenkasi, R.V. (2018). Cognitive Over-Simplification Processes in Research and Development Environments: A Case Study of the Mita and Vita Projects. In A. Dey and T. Thatchenkery (Eds).

Leveraging Human Resources for Humanizing Management Practices and Fostering. London: Bloomsbury, pp. 150-161

Painter, B, Posey, P. Austrom, D. **Tenkasi, R. V.**, Barrett, B. and Merck, B. (2017) Sociotechnical Systems Design for Coordination of Virtual Teamwork Innovation. **European Journal of Team Performance Management**. Emerald Press, 24-33

Brock, W. B., *and **Tenkasi, R. V.** (2017). A Case for Dialogic-Diagnostic Synthesis. In G. Sardana and T. Thatchenkery (Eds). **Strategic Initiatives for Competitive Advantage in the Knowledge Society**. London: Bloomsbury, pp. 192-209

Daniels, G*. and **Tenkasi, R. V.** (2017). A Case Study: Culture and the Learning Organization. In G. Sardana and T. Thatchenkery (Eds). **Strategic Initiatives for Competitive Advantage in the Knowledge Society**. London: Bloomsbury, pp. 156-168.

Lu Zhang*, **Ramkrishnan V. Tenkasi**, Qing Guo & Junbiao Zhang (2016). Behavioral change in buying low carbon farm products in China: An application of the theory of planned behavior, **Journal of Renewable and Sustainable Energy** 8(6)

Shani, A.B., **Tenkasi, R. V.** and Alexander, B. N. (2017) Knowledge and Practice: A Historical Perspective on Collaborative Management Research. In Bartunek, J., & McKenzie, J. (Eds.), **Academic Practitioner research partnerships: Developments, complexities and opportunities**, London: Routledge Studies in Organization Development and Change, pp. 17-34

Tenkasi, R. V. and Hay, G. W*. (2017). Dr. Susan Albers Mohrman: Scholar and Agent of Effective and Meaningful Organizations. In Szabla, D.B., Pasmore, W., Barnes, M., Gipson, A.N. (Eds.), **The Palgrave Handbook of Organizational Change Thinkers**, Palgrave Macmillan, pp. 921-931

Sanders, E*, Hay, G. W*, Brock, W. B*, & Barho, E.* (2017). Ramkrishnan (Ram) V. Tenkasi: Expanding and Bridging the Boundaries of Theory, Practice, and Method. In Szabla, D.B., Pasmore, W., Barnes, M., Gipson, A.N. (Eds.), **The Palgrave Handbook of Organizational Change Thinkers**, Palgrave Macmillan, pp. 1291- 1304.

Tenkasi, R.V. and Kamel, Y.* (2016). To Bankruptcy and Back: Turnaround Strategies for Firm Emergence, Long Term Survival, and Speed. In D. Noumair and A. Shani (Eds). **Research In Organizational Change and Development** (Annual Research Volume), Vol. 24, Emerald Press, 221- 259.

Painter, B, Posey, P. Austrom, D. **Tenkasi, R. V.**, Barrett, B. and Merck, B. (2016). Sociotechnical systems design for coordination of virtual teamwork. In B. Mohr and P. van Amselvoort (Eds). **Co-creating Humane and Innovative Organizations: Evolutions in the practice of socio-technical system design**. Global STS-D Network/Creative Space (August 30, 2016), pp. 123-144.

Painter, B, Posey, P. Austrom, D. **Tenkasi, R. V.**, Barrett, B. and Merck, B. (2015) Sociotechnical Systems (STS) Coordination of Virtual Innovation Work. In S. Kowalski, P. Bednar and I. Bider (Eds.), **IFIP Advances in Information and Communication Technology**, Springer-Verlag.

Connell, S*. and **Tenkasi, R.V.** (2015). The Operational Practices of Design Thinking. In A.

Shani, and D. Noumair, (Eds.), **Research In Organizational Change and Development** (Annual Research Volume), Vol. 23, Emerald Press 195-252

Tenkasi, R.V., Shearer, D*, and Zhang, L. (2014). The Dynamics of Effective Knowledge Transfer and Assimilation in Complex New Product Development Projects: An Exploratory Study. In G. D. Sardana and T. Thatchenkery (Eds.). **Organizational Transformation: Change Management Perspectives**. Bloomsbury Publishing, pp. 156-168.

Tenkasi, R. V. and Hay, G. W., * (2013). Understanding the essential principles for integrating theory and research knowledge to the realm of practice: lessons from the scholar practitioner. In G. D. Sardana and T. Thatchenkery (Eds.). **Reframing Human Capital for Organizational Excellence**. Bloomsbury Publishing, pp. 224-241.

Tenkasi, R. V. (2011). Integrating Theory to Inform Practice: Insights from the Practitioner-Scholar. In Mohrman, S. A. and Lawler, E. E. (Eds.) **Useful Research: Advancing Theory and Practice**. Berett-Kohler, San Francisco: pp. 211-231.

Tenkasi, R. V. and Kamel, Y*. (2010) To Bankruptcy and Back: A Framework of Turnaround Strategies for Firm Survival and Sustainability. In Gupta, H. P. and Thatchenkery, T. (Editors), **Leveraging Global Competitiveness for Organizational Excellence: Handbook of Management Cases**, MacMillan, New Delhi, India, pp. 552-565.

Tenkasi, R.V. (Under Review). A comparative test of Ethnic and Organizational Entrepreneurship Theories in the context of the development of the Indian software industry. **Administrative Science Quarterly**.

Tenkasi, R.V., Mohrman, S.A., & Mohrman, A. M. (Second Review). Making Knowledge Contextually Relevant: The Challenge of Connecting Academic Research with Practice, **Organization Studies**

Tenkasi, R.V., and Mohrman, S.A. Exploring the Dynamics of Innovation in Organizational Knowledge Networks. (Second review), **Organization Science**

Mupepi, M*, Mupepi, S. **Tenkasi, R. V.**, and Jewell, G. (2008). Precision in managing organizational change: Identifying and analyzing needs using social constructs. **International Journal of Management Practice**, Volume 3(2), 115-139.

G. W. Hay*, Woodman, R. W., and **Tenkasi, R. V.** (2008). Closing the ODC application gap by bringing ODC knowledge closer to ODC practice. **OD Practitioner**, Volume 40 (2), 55-60.

Tenkasi, R.V. and Hay, G. W*. (2008) "Following the Second Legacy of Aristotle: The Scholar- Practitioner as an Epistemic Technician". Chapter in A.B. Shani, N. Adler, S. A. Mohrman, W. A. Pasmore, and B. Stymne, (Editors) **Handbook of Collaborative Management Research** (pp. 49-72), Thousand Oaks, CA, Sage.

Mupepi, Mambo G.*; Sylvia C. Mupepi; **Ram V. Tenkasi**; & Peter F. Sorensen Jr. (2007). Creating high impact organization in the Southern African Development Communities: Adapting OD Methods and Practices. *Journal of Organization Development: The OD*

Tenkasi, R. V. (2007). Organization Development as Applied Organizational Science: Some thoughts on the translation of academic research to inform practice. **Academy of Management Organization Development and Change Division Newsletter**, Summer 2007, pp. 7-10

Tenkasi, R.V+. (2007) *Transforming Tobacco Control Through Systems Thinking: Integrating Research and Practice to Improve Outcomes. Smoking and Tobacco Control Monograph 18.* Bethesda, MD: U.S. Department of Health and Human Services, Public Health Service, National Institutes of Health, National Cancer Institute, NIH Publication

Trochim, W., Cabrera, D., **Tenkasi, R.**, Berland, A., Best, A., Huerta, T., Green, L. W., & Milstein, B. (2007). How we organize: Purposeful adaptive systems. In Best A., Clark P., Leischow S., & Trochim W. (Eds.). *Transforming Tobacco Control Through Systems Thinking: Integrating Research and Practice to Improve Outcomes. Smoking and Tobacco Control Monograph 18.* Bethesda, MD: U.S. Department of Health and Human Services, Public Health Service, National Institutes of Health, National Cancer Institute, NIH Publication

Trochim, B. Bammer, G., Best, A., **Tenkasi, R.**, Leischow, S., & Clark, P. (2007). Synthesis and conclusions: integrating system thinking to link science and practice. In Best A., Clark P., Leischow S., & Trochim W. (Eds.). *Transforming Tobacco Control Through Systems Thinking: Integrating Research and Practice to Improve Outcomes. Smoking and Tobacco Control Monograph 18.* Bethesda, MD: U.S. Department of Health and Human Services, Public Health Service, National Institutes of Health, National Cancer Institute, NIH Publication.

Best, A., **Tenkasi, R.V.**, Trochim, W. K., Lau, F. Y., Holmes, B., Huerta, T., Moor, G. Leischow, S., and Clark, P. I. (2006). Systemic Transformational Change in Tobacco Control: An overview of the initiative for the study and implementation of systems (ISIS). In Casebeer, A., Harrison, A., and Mark, A (Eds.), **Innovations in Health Care: A Reality Check.** Palgrave- MacMillan.

Tenkasi R.V. and Hay, G. W.* (2004). Actionable Knowledge and Scholar-Practitioners: A process model of theory-practice linkages. **Systemic Practice and Action Research**, Vol. 17 (3), 177-206.

Leban, W.V.* and **Tenkasi, R.V.** (2003). How emotional intelligence impacts leadership style- A research note. **Management Next**, October, Vol. 1 (6), 12-13.

Tenkasi, R. V. and Chesmore, M. C.* (2003). Social Networks and Planned Organizational Change: The Impact of Strong Network Ties on Effective Change Implementation and Use (Special issue on Planned Organizational Change and Social Networks). **Journal of Applied Behavioral Science**, Vol. 39(3), 281-300.

Mohrman, S.A., **Tenkasi, R.V.**, and Mohrman, A.M. (2003). The Role of Networks in Fundamental Organizational Change: A Grounded Analysis (Special issue on Planned Organizational Change and Social Networks). **Journal of Applied Behavioral Science**, Vol. 39(3), 301-323

Tenkasi, R.V. (2002). A review of The Complexity Challenge: Technological Innovation for the

21st Century, Robert Rycroft and Don Kash, London: Pinter Press, **Journal of Organizational Change Management**, Vol. 15,

Kripp, D.* and **Tenkasi, R.V.** (2002). Play Ball. **American Society for Quality**, Vol. 19 (1), 1- 11.

Snider, K.F., Barrett, F.J., and **Tenkasi, R.V.** (2002). Considerations in acquisition lessons learned system design, **Acquisition Review Quarterly**, Vol. 9 (1), 67-84.

Boland, R. J. and **Tenkasi, R. V.** (2001). Metaphor and the Embodied Mind: An Engine of Organizational Inquiry. **Sprouts: Working Papers on Information Systems**. Vol. 1 (1). 21-52.

Boland, R.J., and **Tenkasi, R. V.** (2001). Communication and Coordination in Distributed Cognition . In G. Olson, T. Malone and J. B. Smith (Eds.), **Coordination Theory and Collaboration Technology: A volume in the Computers, Cognition and Work series**, NY: Lawrence Erlbaum and Associates, Inc., pp. 51-66.

Tenkasi, R.V. (2000). The Dynamics of Cognitive Oversimplification Processes in R&D Environments: An Empirical Assessment of Some Consequences (Special issue on Intellectual Capital and Knowledge Management). **International Journal of Technology Management** Vol. 20 (5/6/7/8), 782-798.

Tenkasi, R.V. (2000). The Dynamics of Cultural Knowledge and Learning in Creating Viable Theories of Global Change and Action. **Organization Development Journal**, Vol. 18(2), 74-90.

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Purser, R.E., Pasmore, W.A., and **Tenkasi, R.V.** (1992). The influence of deliberations on learning in new product development teams. **Journal of Engineering and Technology Management**, 9(1), 1-28.

C. Refereed Proceedings

* *Ph.D. students and Post doctoral fellows*

Ogle, D. L*, Tenkasi, R. V., & Brock, W. B. (2022). *Lost in Translation? A Social Media Characterization of Organization Development*. **Proceedings of the Eighty-Second Annual Meeting of the Academy of Management**. DOI: 10.5465/ambpp.2022.11738abstract

Field of Organization Development. In Sonia Taneja (Ed.), **Proceedings of the Eighty-first Annual Meeting of the Academy of Management**. Online ISSN: 2151-6561
ODC Division Rupert F. Chisholm Best Theory-to-Practice Paper Finalist

Painter, B, Posey, P. Austrom, D. **Tenkasi, R. V.**, Barrett, B. and Merck, B. (2015) Sociotechnical Systems (STS) Coordination of Virtual Innovation Work. *Proceedings of the 1st International Workshop on Socio-Technical Perspective in IS Development (STPIS'15) co-located with the 27th International Conference on Advanced Information Systems Engineering (CAiSE 2015)*, Stockholm, Sweden, June 9, 2015.

Painter, B., Posey, P. **Tenkasi, R. V.**, Austrom, D., Barrett, B. and Merck, B.(2015). Sociotechnical Systems (STS) Design For Coordination Of VIRTUAL Research &

Development. *Proceedings of the International Workshop on Teamworking- STS Roundtable Meetings*, Leuven, Belgium

Tenkasi, R.V. and Hay, G.W.* (2015). Epistemic Strategies Scholar-Practitioners Use to Link Research Knowledge to Practice and the Associated Competencies. *Proceedings of the Organizational Learning, Knowledge and Capabilities Conference (OLKC)*, Università Cattolica di Milano, Milan, Italy.

Tenkasi, R. V., Barrett, B., Painter, G., Merck, B., and Posey, P. (2012). How Virtual is Virtual” Designing for Distributed Work in Research and Development. *Proceedings of the Tavistock- STS Roundtable Conference*. University of Canterbury, Canterbury, UK, September 12-15.

Tenkasi, R. V., Barrett, B., Painter, G., Merck, B., and Posey, P. (2013). Socio-Technical Systems in Virtual Organizations: The challenges of coordinating work across Time and Space. *Proceedings of the Organizational Learning, Knowledge and Capabilities Conference (OLKC)*, George Washington University, April 25-27.

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Hay, G.W.*, and **Tenkasi, R. V.** (2006). The future of executive Doctorates of Management: A model for assessing the contributions of executive scholars to practice and theory. In Savall, H., Bonnet, M., Zardet, V., and Peron, M, (Eds.) *Proceedings of the International Conference on Organization Development and Change*, (pp. 385-396). ISEOR, EM Lyon, University of Lyon, France.

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Mupepi, M.G.*, Mupepi, S., **Tenkasi, R. V.**, and Sorensen Jr. P.F. (2006). Constructing, diffusing, and distributing knowledge using Organization Development methods and techniques in South Africa. *Proceedings of the Southern Management Association Annual Meetings*, Clearwater Beach, Florida, Oct 25-28.

Mupepi, M.G.*, Mupepi, S., **Tenkasi, R. V.**, and Sorensen Jr. P.F. (2006). Identifying and analyzing organizational re-engineering needs using Appreciative Inquiry. *Proceedings of the Southern Management Association Annual Meetings*, Clearwater Beach, Florida, Oct 25-28

Mupepi, M.G.*, Mupepi, S., **Tenkasi, R. V.**, and Sorensen Jr. P.F. (2006). Remaking Sustainable organizations using Appreciative Inquiry: A case study from Zimbabwe. *Proceedings of the Southwest Management Association Annual Meetings*, Oklahoma City,

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Tenkasi R.V. (2005). Enablers of the Indian software industry 1966-2003: A preliminary ecological analysis. *Proceedings of the 2nd International Conference on Technology, Knowledge and Society*, Hyderabad, India 12-15th Dec, 2005

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Mupepi, M.G.,* **Tenkasi, R. V.**, and Sorensen Jr, P. F. (2005). Transforming village entrepreneurs into sustainable organization using social constructs: Experiences from Zimbabwe. *Proceedings of Southwest Management Association Annual Meeting, Dallas, Texas, March 1st -5th, 2005*

Best, A., **Tenkasi, R.V.**, Trochim, W. K., Lau, F.Y. Holmes, B., Huerta, T., Moor, G., Leischow, S., and Clark, P.

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Hay, G.W., * and **Tenkasi, R. V.** (2004). Realizing business results and furthering academic knowledge: An activity theory analysis of how scholar-practitioners link theory and practice in organizational projects.

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Tenkasi, R.V., and Bengtsson, U*. (2003). The determinants of organizational founding rates in the Indian software industry: A test of four theories, K. Akilesh (Ed). *Proceedings of the NSF conference on "Learning for the Indian Development Experience, A US-India Workshop supported by the United States National Science Foundation*, Department of Management Studies, Indian Institute of Science and The School of Public Policy, George Mason University, Bangalore, India, March 2-5,

Tenkasi, R.V. (2002). Some contextual antecedents of cognitive over-simplification processes in R&D environments: An exploration of the influence of social context on reasoning and knowledge creation practices in R&D teams. In H. Tsoukas and N. Mylonopoulos (Eds). *Proceedings of the Third European Conference on Organizational Knowledge, learning and capabilities*, Athens Laboratory for Business Administration, Athens, Greece, pp. 35-48.

Hinrichs, G.,* and **Tenkasi, R.V.** (2002). Enactment, Sensemaking and Social Agreement: An interpretive model of implementing High Performance Work Systems. In R. H. Moorman and S. W. Wilwerding (Eds). *Proceedings of the Midwest Academy of Management Annual Meetings*, Indianapolis, Indiana,

Attar, B.,* and **Tenkasi, R.V.** (2002). The determinants of adoption of integrated healthcare practices in hospitals. In R. H. Moorman and S. W. Wilwerding (Eds). *Proceedings of the Midwest Academy of Management Annual Meetings*, Indianapolis, Indiana

Tenkasi, R.V. (1999). The Dynamics of Cognitive Oversimplification Processes in R&D Environments: An Empirical Assessment of Some Consequences. *Proceedings of the 3rd World Congress on the Management of Intellectual Capital*, McMaster University, Ontario, Canada, pp.147-161

Boland, R.J, **Tenkasi, R.V.**, Te'eni, D., Maheswari, A.,& Schwartz, D. (1992). Coordination of distributed decision making in a corporate planning environment. In G. Olson and T. W. Malone (Eds.), *Proceedings of the NSF Coordination Theory and Collaboration Technology Workshop*. Washington, DC: National Science Foundation. pp. 73-84

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Purser, R., Gurley, K., Pasmore, W., and **Tenkasi, R.V.** (1991). From Quality-of-Working Life to Quality- of-Thinking Life: Applications of Non-routine STS at Goodyear, Polaroid, and Procter & Gamble. In T. Chase (Ed.) *Ecology of Work Conference Proceedings*, Northwood, New Hampshire. pp. 240-248.

Te'eni, D., Boland, R. J., Schwartz, D. and **Tenkasi, R.V.** (1992). Support for a distributed decision making process. *Proceedings of The Sixth Israeli Association of Computing Annual Conference*, May, Jerusalem, Israel. pp. 1-6,

Tenkasi, R. V. (1991). Socio-organizational determinants of commitment in voluntary organizations. *Annual Proceedings of the Mandel Center for Non-profit Management*, Cleveland, Ohio.

Purser, R., Fixler, J., and **Tenkasi, R.V.** (1993). A North American reflection on sociotechnical systems design in white collar and professional knowledge work settings. In J. Newman and T. Chase (Eds.), *Proceedings of the Ecology of Work*. Northwood, NH: NTL Institute and OD Network (pp. 51-61)

Purser, R., Pasmore, W., and **Tenkasi, R.V.** (1993). The influence of deliberations on learning in new product development teams. In T. Chase (Ed.), *Proceedings of the STS Roundtable Meeting*, NH: STS, Roundtable.

D. National Refereed Conference Presentations and Invited Talks

Nwigwe I. **Tenkasi R. V.** and Visvanathan K. (2025) The impact of Expanding Neighborhood Measures of Poverty on Breast Cancer Mortality. Best of American Society of Preventive Oncology (ASPO) Best of ASPO Session 7- Lifestyle and Survivorship. 49th Annual Meeting of the **American Society of Preventive Oncology** Philadelphia: PA April 2025

Seyler J., **Tenkasi R. V.**, Whittle T. (2024). Examining Psychological Safety and Interaction Safety Constructs and Measurement Tools. Professional Development Workshop presented as the 84th Annual Meeting of the **National Academy of Management** Chicago: IL August 2024

Seyler J., **Tenkasi R. V.**, Akindutire A., Anderson D., and Cooke R. (2024). Culture as the Gatekeeper to Success: Realize, Reorganize, Run with It. Professional Development Workshop presented as the 84th Annual Meeting of the **National Academy of Management** Chicago: IL August 2024

Tenkasi, R. V., Brock, W. B., & Ogle, D. L. (2023). Longitudinal designs, big data, and social network analysis in organization development and change research. Paper presented as part of *Methods in Organizational Change Research: Dialogue on the Past, Present, and Future of Organization*. Panel Symposium presented at the 83rd Annual Meeting of the **National Academy of Management**, Boston, MA, August 2023

Tenkasi, R. V. (2022). Where did India's capabilities in the software industry come from? Paper presented at the **Colloquium series**, Benedictine University

Ogle, D. L., **Tenkasi, R. V.**, & Brock, W. B. (2022). Lost in Translation? A Social Media Characterization of Organization Development. Paper presented at the 82nd Annual Meeting of the **National Academy of Management**, Seattle, August 2022.

Ogle, D. L., **Tenkasi, R. V.**, & Brock, W. B. (2022). The social media presence of OD: A social network analysis using big data. Paper presented as part of *Research in Organizational Change and Development: Conversations with ROCD 28, 29 and 30 Authors*. Showcase Symposium presented at the 82nd Annual Meeting of the **National Academy of Management**, Seattle, WA, August 2022.

Ogle, D. L., **Tenkasi, R. V.**, & Brock, W. B. (2021). What's in a Name / Hashtag? Implications for the Field of Organization Development. Paper presented at the **National Academy of Management**, Virtual Conference (*Runner up for best theory to practice Rupert Chisholm paper award*)

D'Alessandro, D*, **Tenkasi, R. V.**, & Brock, W. B.* (2019). Collective Knowing about Organizational Risk: Evidence from Pre-Financial Crisis Mortgage Lending. Paper presented at the **National Academy of Management**, Boston, MA.

Brock, W. B*. and **Tenkasi, R. V.** (2018). The Life of Improvement: GEE a Practical Method for Longitudinal Research. Sponsored by ODC and RM Divisions. **National Academy of Management Meetings**, Chicago.

Tenkasi, R. V. and Zhang, L.* (2018).). A Test of the Theory of Planned Behavior: Influencing Behavioral Change to go "Green". Discussion with Authors, ROCD, Vol. 26, Paper sponsored by the ODC Division, **National Academy of Management Meetings**, Atlanta

Hay, G. W*, Sanders, E*, Brock, W. B*, & **Tenkasi, R. V.** (2017). How to Think Like a Scholar and Speak Like a Client – Bridging the Theory-Practice Divide with Boundary-Spanning Communication. Paper presented at the Midwest Management Meetings, Chicago, IL, October 19-21.

Brock, W. B.* and **Tenkasi, R. V.** (2017). At the interface of Methods & Practice: GEE, a practical Method for Longitudinal Research (Session 328). Sponsored by ODC and RM Divisions. **National Academy of Management Meetings**, Atlanta

Hay, G. W.* and **Tenkasi, R. V.** (2017) Transforming Theory and Research into Practice: Boundary Objects and Boundary Spanning Processes (session 1237). Showcase Symposium. Sponsored by ODC Division, **National Academy of Management Meetings**, Atlanta

Zhang, L.* and **Tenkasi, R. V.** (2017). A Test of the Theory of Planned Behavior: Influencing Behavior Change to go “Green” (session 2007). Paper sponsored by the ODC Division, **National Academy of Management Meetings**, Atlanta

Tenkasi, R. V. (2017). Constructive Deviance, Maverickism, Ideal Self and Protofields. Chair, Session (691). Session sponsored by the ODC Division, **National Academy of Management Meetings**, Atlanta

Sanders, E*, **Tenkasi, R. V.**, Cummings, T., Hay, G. W*. and Werwath, M*. (2016). How Scholar-Practitioners make use of Self to integrate Research, Teaching, and Practice. PDW presented at the **National Academy of Management Meetings** (Sponsored by ODC & MC). Anaheim, CA.

Shani, A.B., **Tenkasi, R. V.** and Alexander, B. N. (2016). Knowledge and Practice: A Historical Perspective on Collaborative Management Research. Paper presented at the Showcase Symposium on Making Academic Practitioner Research Partnerships Meaningful at the **National Academy of Management Meetings** (Sponsored by ODC & MC) Anaheim, CA.

Tenkasi, R.V. and Kamel, Y.* (2016). To Bankruptcy and Back: Turnaround Strategies for Firm Emergence, Long Term Survival, and Speed. Paper presented at the **National Academy of Management Meetings**, Anaheim, California

Sanders, E*, Cummings, T., Hay, G. W*. and **Tenkasi, R. V.** (2016) How Scholar-Practitioners Use Self to Integrate Research, Teaching, and Practice. PDW presented at the **National Academy of Management Meetings**, Anaheim, California

Tenkasi, R.V. (2016). Faculty Participant at ODC Doctoral Consortium. **National Academy of Management Meetings** (Sponsored by ODC) Anaheim, CA.

Painter, B., Posey, P. A., Austrom, D. R., **Tenkasi, R. V.**, Barrett, B., and Merck, B. (2016). "How is the 'Digital World' disrupting and/or opening opportunities for Systemic Work Design?. Paper presented at the **Socio- Technical Systems Round Table Conference**, San Francisco: CA

Connell, S*. and **Tenkasi, R. V.** (2015). Operational Practices and Archetypes of Design Thinking. Paper presented at the **National Academy of Management Meetings**, Vancouver, BC, Canada.

Austrom, D., Posey, P., Barrett, B., Merck, B., Painter, B., and **Tenkasi, R. V.** (2015) From Grounded Theory to Grounded Practice: Virtual R&D Teams. Paper presented at the **National Academy of Management Meetings**, Vancouver, BC, Canada.

Brock, B* and **Tenkasi, R. V.** (2015).. A Comparative Study of Organizational Change: Dialogical, Diagnostic, and Diagnostic-Dialogical. Paper presented at the **National Academy of Management Meetings**, Vancouver, BC, Canada.

Brock, B*, and **Tenkasi, R. V.** (2014). Unlocking the Temporal Power of Words: GEE in Qualitative-Quantitative, Longitudinal Change Research. Paper presented at PDW session sponsored by ODC and Research Methods Divisions, Paper presented at the **National Academy of Management Meetings**, Philadelphia, PA.

Brock, B*. and **Tenkasi, R. V.** (2013). A Diagnostic-Dialogic Change Model: Synthesizing Organizational Change with Accounting Metrics. Paper presented at the **National Academy of Management Meetings**, Buena Vista, Florida.

Tenkasi, R. V. (2013). Virtualizing Socio-Technical Systems and its application to Virtual R&D. Invited Speaker. **Research workshop of the Virtual Organizations as Socio-Technical Systems (VOSS) Program, National Science Foundation**, UC-Berkeley, Berkeley, CA.

Tenkasi, R. V., Barrett, B., Painter, G., Merck, B., and Posey, P. (2013). Socio-Technical Systems in Virtual Organizations: The challenges of coordinating work across Time and Space. Paper presented at the **Organizational Learning, Knowledge and Capabilities Conference (OLKC)**, George Washington University, April 25-27.

Tenkasi, R. V. (2012). Invited Speaker. Research workshop of the Virtual Organizations as Socio- Technical Systems (VOSS) Program, **National Science Foundation**, University of Illinois, Urbana-Champaign, IL.

Tenkasi, R. V. (2012). Invited Faculty, Organizational Development and Change Doctoral Consortium, **National Academy of Management Meetings**, Boston.

Tenkasi, R. V. (2011). Virtual Deliberations in distributed R&D teams. Paper presented at the **Social Technical Systems Roundtable meetings**, New Orleans, Louisiana.

Tenkasi, R. V. (2011). **ODC Division Kick-Off Session: Bridging East and West in ODC Research, Teaching, and Practice- Panelist, National Academy of Management Meetings, San Antonio, Texas.**

Tenkasi, R. V. (2011) A Sociotechnical Systems Study of Virtual R&D Organizations- **Showcase Symposium sponsored by ODC, OCIS and TIM Divisions, Chair and Panelist, San Antonio, Texas.**

Tenkasi, R. V. (2010). Invited Faculty, Organizational Development and Change Doctoral Consortium, **National Academy of Management Meetings**, Toronto, Canada.

Tenkasi, R. V. (2010). Integrating Theory to Inform Practice: Insights from the Practitioner-Scholar. Paper presented at the Showcase symposium on “**Alternative Pathways to Practice: Actor networks in research that impacts theory and practice.** Sponsored by ODC and MC Divisions, National Academy of Management, Toronto, Canada

Tenkasi, R. V. (2009). Integrating Theory to Inform Practice: Insights from the Practitioner-Scholar. Paper presented at the USC research conference on **Doing Research that is useful for theory and practice**, December 2009

Tenkasi, R.V. (2009). Contextualization for the effective implementation of large scale planned health care change. **Invited Keynote speaker** Arizona State University, Center for Applied Behavioral Health Policy, conference on **"Innovations in Implementation and Health Informatics"**. <http://cabhp.asu.edu/files/professional-development/si-breakouts-09.pdf>

Tenkasi, R.V. and Kamel, Y.(2009). To Bankruptcy and Back: Turnaround Strategies for firm survival, sustainability, and speed. Paper presented at the **National Academy of Management Meetings**, Chicago.

Tenkasi, R.V. (2009) Getting 'Hooked' on Research as a Way of Managing. Presentation at the session "That was Great!- More High Impact Exercises for Teaching or Consulting on organizational Change. **National Academy of Management Meetings**, Chicago.

Tenkasi, R. V. (2008) Where do India's capabilities in software come from? : A test of select determinants, Paper presented at the Symposium on "The Indian Software Industry as Research Context: From Industry and Firm Level to, National and Global", Sponsored by Organization Theory, International Management and Technology and Innovation Management Divisions, **National Academy of Management Meetings**, Anaheim, California

Tenkasi, R. V. (2008). Challenges of building ODC as an academic discipline: Research, theory application, and global impact. Presented at the **National Academy of Management Meetings**, Anaheim, California

Tenkasi, R. V. and Hay, G. W. (2008). Exploring a shared agenda for assessing executive doctoral programs in management. Presented at the **National Academy of Management Meetings**, Anaheim, California

Tenkasi, R. V. (2008). Invited Faculty, Organizational Development and Change Doctoral Consortium, **National Academy of Management Meetings**, Anaheim, California

Tenkasi, R. V. (2007). Large Scale Institutional Planned Change: The case of the Indian Software Industry. Research Seminar series invited speaker, Executive Leadership Program, Graduate School of Education and Human Development and the Business School, **George Washington University, DC, April 2007**

Tenkasi, R. V. (2006). Strategies for work-life balance, Faculty presentation at the Organization Management and Theory, Organizational Development and Change, and Managerial and Organizational Cognition Divisions sponsored joint Doctoral Consortium, **National Academy of Management Meetings**, Atlanta, Georgia

Tenkasi, R. V. (2006). The guiding assumptions of the Benedictine Executive PhD program in ODC. Presented at the PDW on Building Organization Development and Change as an

academic discipline, **National Academy of Management Meetings**, Atlanta, Georgia.

Huerta, T. and **Tenkasi, R.V.** (2005). Designing Trans-Organizational systems: An overview of the ISIS project for tobacco control. Paper presented at PDW organized by ODC and HCM Divisions, **National Academy of Management Meetings**, Honolulu, Hawaii

Tenkasi, R. V. (2004). Critical Realism and Morphogenesis: New perspectives for elaborating the theory and practice of organizational change. Paper presented at a symposium organized under the same name, ODC division, **National Academy of Management Meetings**, New Orleans, Louisiana.

Tenkasi, R. V. (2003). Integrating Universities, Corporations and Government as Knowledge Generating Systems, Paper presented at the PDW organized by ODC and TIM Divisions, **National Academy of Management Meetings**, Seattle, Washington.

Tenkasi, R. V. (2003). Teaching across Audiences, Faculty presentation at the Organizational Behavior, Organization Development and Change, Organization and Management Theory and Managerial and Organizational Cognition Divisions sponsored joint Doctoral Consortium, **National Academy of Management Meetings**, Seattle, Washington

Shearer, D. and **Tenkasi, R.V.** (2003). The value of effective knowledge transfer and assimilation in new product development projects: An exploratory study. Paper presented at the **Midwest Academy of Management Meetings**, St, Louis, Missouri, March 28-30

Tenkasi, R. V. (2002). Executive Education: Promises and Pitfalls. Faculty presentation at the Organizational Behavior, Organization Development and Change and Organization and Management Theory Divisions sponsored joint Doctoral Consortium, **National Academy of Management Meetings**, Denver, Colorado

Chesmore, C. and **Tenkasi, R. V.** (2002) Social Networks and Planned Organizational Change A study of the impact of inter-unit ties' strength between and within intra- organizational networks in effective change implementation and use. Paper presented at the Organization Development and Change Division, **National Academy of Management Meetings**, Denver, Colorado

Verner, R. W. and **Tenkasi, R. V.** (2002) The effects of directive and non-directive task strategy interventions in moderating the goal setting performance relationship for varying levels of task complexity: A meta-analysis, Paper presented at the Research Methods Division, **National Academy of Management Meetings**, Denver, Colorado

Verner, R. W. and **Tenkasi, R. V.** (2002). The use of the Funnel Plot and Measures of Methodological Quality in Meta Analytic Reviews of the Social Sciences, paper presented at the **Research Methods Division National Academy of Management Meetings, Denver, Colorado**

Tenkasi, R.V. (2002). Images of time, change, and creative action. Paper presented at the Dynamic Time and Creative Inquiry in Organizational Change: An Improvisational Conference, sponsored by the **National Academy of Management and Center for Creative Inquiry**, Cape

Ann, Massachusetts, June 18-21.

Hinrichs G., and **Tenkasi R.V.** (2002). Enactment, sensemaking and social agreement: An interpretive model of implementing High Performance Work Systems. Paper presented at the **Midwest Academy of Management Meetings**, Indianapolis, Indiana, April 18-20.

Attar B., and **Tenkasi R. V.** (2002). The determinants of adoption of integrated healthcare practices in hospitals. Paper presented at the **Midwest Academy of Management Meetings**, Indianapolis, Indiana; April 18-20

Tenkasi, R.V. (2001). Action-research Issues in Action: Doing Research in Your Own Organization: Research Methods & PS PDW Joint Session, Panelist, **National Academy of Management Meetings**, Washington, D.C., August 3-8

Tenkasi R.V. (2001). Reflection in Action/ Do We Have to Stop Time to Start Thinking? Research Methods & PS PDW Joint Session, Panelist, **National Academy of Management Meetings**, Washington, D.C., August 3-8

Taplin. L. J., **Tenkasi, R.V.**, Sorensen, P (2001). An exploration into informal social control strategies that managers use in participative work environments: New Directions in Critical Research, Critical Management Studies Interest group. Joint Session, **National Academy of Management Meetings**, Washington D.C., August 3-8

Verner R.W., and **Tenkasi R.V.** (2001). The Effect of Task Strategy Interventions as Moderators of the Goal-performance Relationship for Complex Tasks: A Meta Analysis, OB Division, **National Academy of Management Meetings**, Washington, D.C., August 3-8

Tenkasi, R.V. (2001). Organizational Change: Furthering the Understanding of Organization/Individual Interface, ODC Division, Discussant, , **National Academy of Management Meetings**, Washington, D.C., August 3-8

Tenkasi, R.V. (2001). Issues in International Organization Development: Glocalization, Panelist, **Midwest Academy of Management Meetings**, Toledo, Ohio.

Tenkasi, R.V. (2001) Relational Demography and Knowledge Diversity as competitive advantage, **Invited Research Seminar at Morgan State University**, Baltimore, Maryland,

Tenkasi, R.V. and Shearer, D. (2000). Designing for effective horizontal knowledge transfer in acquisition related new product development ventures. Presented at the **Department of Defense, Defense Acquisition University Grants Workshop**, September 2001, Defense Acquisition University, Fort Belvoir, VA

Kripp D., and **Tenkasi R.V.** (2000). Enactment of Quality Management Theory into Practice: presented at the **2nd Human Development and leadership Conference**, American Society for Quality, Chicago, IL. September 21-21, 2000

Tenkasi, R.V. (2000). Bridging the Knowledge-Action gap, Faculty presentation at the Organizational Behavior, Organization and Management Theory and Organizational

Development and Change Divisions jointly sponsored Doctoral Consortium, **National Academy of Management Meetings**, Toronto, Canada

Tenkasi, R.V. (2000). Narratives and Organizational Change, Discussant, **National Academy of Management Meetings**, Toronto, Canada

Tenkasi, R.V. (2000). Doing Research that is useful for theory and practice. **Midwest Academy of Management**, Chicago, IL March 30-April, 1, 2000

Tenkasi, R.V. (2000). Exploring the situated nature of organizational learning and change. **Midwest Academy of Management**, Chicago, IL March 30-April, 1, 2000

Tenkasi, R.V. (2000). The Dynamics of Organizational Transition, Invited Research Seminar at **Milano Graduate School of Management, New School of Social Research**, New York.

Tenkasi, R.V. (1999). Constructing conversations for Organizational Transition. Paper presented at the **conference on Social Construction and Relational Practices**, University of New Hampshire, Durham, NH, September 16-18

Tenkasi, R.V. (1999). The Impact of Knowledge Representational Forms and Modes of Communication on the Effectiveness of 'Lessons Learned' as Artifacts of Organizational Knowledge Transfer". Presented at the **National Science Foundation-CIMS workshop on Knowledge Management**, North Carolina State University, Raleigh, NC, November 15-16.

Tenkasi, R.V. (1999). Information Technology and Organizational Change in Turbulent Environments: Exploring Emergent Technology Designs for Sensemaking. Session Chair for Showcase Symposium jointly sponsored by the Organization Development and Change, Technology and Innovation Management and Organizational Communication and Information Systems divisions of the **National Academy of Management Meetings**, Chicago.

Tenkasi R.V. and Boland, R.J. (1999). Mutual Sensemaking and Interpretation as the Basis of Knowledge Integration: SPIDER, a Perspective Taking Software for Exploring Knowledge Diversity in Knowledge Intensive Environments, Paper presented as part of above showcase symposium, **National Academy of Management Meetings**, Chicago.

Tenkasi, R.V. (1999). International Perspectives on the Knowledge-Action Nexus: Exploring Some Cultural Models of Doing Research that Bridges Theory and Practice. Session Chair for symposium jointly sponsored by Organization Development and Change, Research Methods and Managerial Consultation divisions of the **National Academy of Management Meetings**, Chicago.

Tenkasi R.V. and Boland R.J, (1999), Working Collaboratively Across Intranets and Internet: Comparing Technologies for Sensemaking and Interpretation of Knowledge. Presentation at Professional Development Workshop sponsored jointly by the Organization and Management Theory and Organizational Communication and Information Systems divisions of the **National Academy of Management Meetings**, Chicago.

Boland R.J., and **Tenkasi, R.V.** (1999), Metaphor and the Embodied Mind: An Engine of Organizational Inquiry. Paper presented at the **Conference on Language and**

Organizational Change, Max M. Fisher College of Business, Ohio State University, Columbus, Ohio, May 14-16

Tenkasi, R.V. (1998). Sustainable Technology Transfer as Collaborative-Contextual Learning: Implications for the Ganges Remediation Effort. Paper presented at the **Sixth Annual Forum on Sustainable Development: The Ganges River Pollution Problem**, Illinois Institute of Technology, Chicago, IL

Tenkasi, R.V. (1998). Dynamics that accelerate learning during fundamental organizational transitions: Preliminary results from a 4-year longitudinal study. Invited presentation as part of the **Distinguished Visiting Scholar Series, Rand Institute**, Santa Monica, CA

Tenkasi R.V., and Mohrman, S.A. (1998). The Dynamics of Knowledge, Control, and Power in Organizational Knowledge Networks, Paper presented at the Critical Management Studies Interest Group of the **National Academy of Management Meetings**, San Diego.

Tenkasi, R.V. (1998), Learning During Fundamental Organizational Transitions, Invited Presentation to Doctoral Students in Public Administration. **University of La Verne**, La Verne, California

Tenkasi R.V., and Mohrman S.A. (1997). Doing Research that is Useful for Knowledge and Action: Strategies for Dual Relevance. Paper presented at the showcase symposium sponsored by Organization Development and Change, Research Methods, Management Education, and Managerial Consultation Divisions, **National Academy of Management Meetings**, Boston. (Co- presenters included Peter Senge, Ed Schein, and Bill Torbert)

Tenkasi R.V., and Hanson B. (1997). Non-Routine STS: Moving from Rational, Information Processing Approaches to Interpretation and Meaning Making. Paper Presented at the Organization Development and Change division of the **National Academy of Management Meetings**, Boston.

Mohrman, S.A., and **Tenkasi, R.V.** (1997). Patterns of Cross-Functional Work: Behaviors and Benefits. Paper presented at the **Fifth Annual Advanced Concepts Conference on Work Teams: Product Development Teams**, Hosted by the Center for the Study of Work Teams, University of North Texas, Denton, Texas, May 14-16.

Tenkasi, R. V. (1997). Story-telling as knowledge transfer: How Aircraft Design Engineers' transfer tacit knowledge. Paper presented at the **Workshop on Narratives and Knowledge Management**. Weatherhead School of Management, Case Western Reserve University, June 19-

Tenkasi R.V., and Mohrman S. A. (1996). Knowledge, Power & Control: Exploring the Dynamics of Collaboration in Organizational Knowledge Networks. Presented at the **National TIMS/ORSA conference**, Atlanta, Georgia, Nov 3-6.

Ledford, G., **Tenkasi R. V.**, and McMahan, G., (1996), Compensation as a lever for organizational change, Paper presented in a showcase symposium sponsored by Organization Management and Theory, Human Resources Management, and Organization Development and Change divisions of the **National Academy of Management Meetings**, Cincinnati, Ohio.

Thatchenkery T., **Tenkasi, R.V.**, and Cooperrider D. L. (1996), Strategies for global organizing; Lessons from the eradication of smallpox, Paper presented at the Organization Development and Change division of the **National Academy of Management Meetings**, Cincinnati, Ohio, 1996.

Tenkasi, R.V. (1996). Cognitive pitfalls in knowledge creation processes: The adverse impact of stress on scientific judgments. Invited paper presented at **Innovation- 96, conference on Building and Managing an innovative and creative culture**, Chicago, Illinois.

Tenkasi R.V. (1996). Understanding the contextuality of knowledge in technology transfer, Paper presented at the **Second Organization Science Winter Conference**, Snowmass, Colorado, January 2-5.

Ledford G., Mohrman S., and **Tenkasi R.V.** (1995). Total quality management practices and outcomes in the largest U. S. Firms. Paper presented at the Human Resources Division of the **National Academy of Management meetings**, Vancouver, 1995

Tenkasi, R.V. and Mohrman, S.A. (1995). Global change as contextual-collaborative knowledge creation. Paper presented at the **Academy of Management conference on Organizational Dimensions of Global Change**. Case Western Reserve University, Cleveland, Ohio

Tenkasi, R.V. (1994). Examining cognitive processes in R&D: Cognitive simplification activity as a measure of the quality of thinking in new product development teams, Paper presented at the Technology and Innovation Management Division of the **National Academy of Management Meetings**, Dallas, 1994.

Tenkasi R.V. and, Boland R. J. (1994), Locating Meaning making in organizational learning, Paper presented at the Organizational Change and Development Division of the **National Academy of Management Meetings**, Dallas, 1994.

Tenkasi R.V., and Mohrman, S.A. (1994). Global change as contextual-collaborative knowledge creation, Paper presented at the symposium sponsored by Organizational Change and Development and Organization and Management Theory Divisions of the **National Academy of Management Meetings**, Dallas, 1994.

Boland, R.V., **Tenkasi, R.V.**, and Te'eni, D, (1994), Designing information technology to support distributed cognition. Paper presented at the **National TIMS/ORSA** conference, Boston.

Joseph, T., **Tenkasi, R. V.** , and Cooperrider, D. L. (1994). Local knowledge for global organizing: An example from the eradication of smallpox. Paper presented at the **International Academy of Business Disciplines International Conference**, Pittsburgh, Pennsylvania

Tenkasi, R.V. (1994). The cognitive dynamics of knowledge creation in knowledge work teams. Paper presented at the **Conference on knowledge work teams hosted by the Center for the Study of Work Teams**, University of North Texas, Denton, Texas.

Tenkasi, R.V. (1994). Understanding the nature of knowledge creation processes in R&D environments, Invited presentation given at the **R&D Directors Network Meeting, Industrial Research Institute**, Berkeley, CA.

Tenkasi, R.V., and Mohrman S.A.(1993), Technology transfer as collaborative learning. Paper presented at the **National Institute of Drug Abuse Technical review meeting on reviewing the Behavioral Science Knowledge base on Technology Transfer**. Washington, D.C.

Tenkasi, R.V. (1993) Cognitive simplification processes in new product development. Presented at Research seminar organized by the **Program on Social and Organizational Learning, George Mason University** (February, 1993) and University of Southern California, (March, 1993).

Tenkasi, R.V. (1993), Locating meaning making in organizational learning. Paper presented at Research seminar organized by the **Program on Social and Organizational Learning, George Mason University** (March, 1993).

Tenkasi, R.V., Boland, R. J., and Purser, R.E., (1993), Raising awareness of interpretive processes in knowledge work- SPIDER: A computer based hyper-environment for "thinking about thinking". Paper presented at the **Fourth International Conference on Productivity and Quality Research**, Miami, Florida.

Purser, R.E., Fixler, J., and **Tenkasi, R.V.**, (1993), A North American reflection on sociotechnical systems design in white collar and professional knowledge work settings. Paper presented at the **Fourth International Conference on Productivity and Quality Research**, Miami, Florida.

Boland, R.J., **Tenkasi, R.V.**, and Te'eni, D. (1992) Designing Information Technology to Support Distributed Cognition, Paper presented at the Coordination Theory and Collaboration Technology workshop of the **National Science Foundation**, June, Washington DC.

Boland, R.J., **Tenkasi, R.V.**, and Te'eni, D. (1992) Designing Information Technology to Support Distributed Cognition, Paper presented at research Seminars at the *University of Michigan* (February, 1992), *UCLA* (March, 1992), and *Cambridge University, England* (October, 1992).

Tenkasi R.V., and Purser R.E. (1992). The impact of cognitive biases on delays in new product development teams, Paper presented at the Technology and Innovation Management Division of the **National Academy of Management Meetings**, Las Vegas, Nevada.

Boland, R.J, and **Tenkasi, R.V.** (1992). Postmodernism and its implications for information system design. Paper presented at the showcase symposium on Post-Modernism* sponsored by the Managerial and Organizational Cognition interest group and Organization Development Change Divisions of the **National Academy of Management Meetings**, Las Vegas, Nevada.

*Note this was the first session dealing with Post-Modernism at the Academy of Management.

Tenkasi, R.V., Thatchenkery, T., Cooperrider, D., Barret, F, and Manning, M. (1991). The impact of schemas and inquiry frames on consultants' constructions of expectations about the client system. Paper presented at the Organization Development Division of the **National Academy of Management Meetings**, Miami, Florida.

E. International Refereed Conference Presentations and Invited Talks

Tenkasi, R. V. (2017). Cognitive Over-Simplification Processes in Research and Development Environments: A Case Study of the Mita and Vita Projects. Paper presented at the **International Conference on Management Cases**. December Nov 29- Dec 1, Birla Institute of Management Technology, New Delhi, India.

Brock, W. B., *and **Tenkasi, R. V.** (2016). A Case for Dialogic-Diagnostic Synthesis. Paper presented at the **International Conference on Management Cases**. December 1-3, Birla Institute of Management Technology, New Delhi, India.

Daniels, G*. and **Tenkasi, R. V.** (2016). A Case Study: Culture and the Learning Organization. Paper presented at the **International Conference on Management Cases**. December 1-3, Birla Institute of Management Technology, New Delhi, India.

Painter, B, Posey, P. Austrom, D. **Tenkasi, R. V.**, Barrett, B. and Merck, B. (2015) Sociotechnical Systems (STS) Coordination of Virtual Innovation Work. Paper to be presented at the **1st International Workshop on Socio- Technical Perspective in IS Development (STPIS'15) co-located with the 27th International Conference on Advanced Information Systems Engineering (CAiSE 2015)**, Stockholm, Sweden, June 9, 2015.

Painter, B., Posey, P. **Tenkasi, R. V.** , Austrom, D., Barrett, B. and Merck, B.(2015). Sociotechnical Systems (STS) Design For Coordination Of VIRTUAL Research & Development. Paper to be presented at the **International Workshop on Teamworking- STS Roundtable Meetings**, Leuven, Belgium

Tenkasi, R.V. and Hay, G.W.* (2015). Epistemic Strategies Scholar-Practitioners Use to Link Research Knowledge to Practice and the Associated Competencies. Paper presented at the **Organizational Learning, Knowledge and Capabilities Conference (OLKC)**, Università Cattolica di Milano, Milan, Italy.

Tenkasi, R.V., Shearer, D*, and Zhang, L. (2013). The Dynamics of Effective Knowledge Transfer and Assimilation in Complex New Product Development Projects: An Exploratory Study. Paper presented at the **International Conference on Management Cases**, Birla Institute of Management Technology, New Delhi, India, December 2013.

Tenkasi, R. V. and Hay, G. W.* (2012). Understanding the essential principles for integrating theory and research knowledge to the realm of practice: lessons from the scholar practitioner. Paper presented at the **International Conference on Management Cases**, Birla Institute of Management Technology, New Delhi, India, December 2012.

Tenkasi, R. V., Barrett, B., Painter, G., Merck, B., and Posey, P.(2012). How Virtual is Virtual”

Designing for Distributed Work in Research and Development. Presented at the **Tavistock-STS Roundtable Conference**. University of Canterbury, Canterbury, UK, September 12-15.

Tenkasi, R. V. (2010) The Seven Principles of Change Contextualization. **Invited Key Note Speaker, International Conference on Business Cases**, Institute of Management Education, Ghaziabad, New Delhi, India.

Tenkasi, R.V. and Kamel, Y* (2010). Surviving Bankruptcy: A Framework of Turnaround Strategies. Paper presented at the **International Conference on Business Cases**, Institute of Management Education, Ghaziabad, New Delhi, India

Tenkasi, R. V. (2010). Virtual Deliberations in distributed R&D teams. Paper presented at the **Social Technical Systems Roundtable meetings**, Vancouver, British Columbia, Canada.

Tenkasi, R.V. (2009). The role of contextualization in the effective implementation of large scale planned change. **Invited Key note speaker, Global Organization Development Summit 2009**. Indian School of Business, Hyderabad, India.
<http://www.isb.edu/media/UsrSiteNewsMgmt.aspx>

Tenkasi, R. V. (2008). Where did India's capabilities in the software industry come from?" A story of large scale planned change. **South Asia Fulbright Research Conference**, Jaipur, India, April

Also several other invited talks in India at the Indian Institute of Management, Bangalore; Confederation of Indian Industry, New Delhi, Wipro Information Technology, Accenture; National Institute of Personnel Management, Tata Institute of Social Sciences etc.

Tenkasi, R. V. (2007). Where did India's capabilities in the software industry come from?" A story of large scale planned change. **Key Note address**, Asian Organization Development Summit, Shenyang, China, September, 2007

Tenkasi, R.V., Mohrman, S.A., & Mohrman, A. M. (2007) Making Knowledge Contextually Relevant: The Challenge of Connecting Academic Research with Practice. Paper presented at The Third *Organization Studies* Summer Workshop on 'Organization Studies as Applied Science: The Generation and Use of Academic Knowledge about Organizations, Crete, June, 2007

Tenkasi, R. V. (2007). Where did India's capabilities in the Software industry come from? **Distinguished Speaker**, Concordia University Research Chair in Organization Development, John Molson School of Business, Concordia University, March 2007

<http://johnmolson.concordia.ca/en/news-events/jmsb-news/2007-archive/782-concordia-university-research-chair-in-organizational-development>

Tenkasi, R. V. (2005). Enablers of the Indian Software Industry, 1966-2003: An empirical analysis. Invited research seminars presented at **University of Technology, Sydney, Monash University, Melbourne; Royal Melbourne Institute of Technology; University of Melbourne, and Indian Institute of Management, Bangalore** (between November 20 and Dec 15, 2005).

Tenkasi, R. V. (2005) "Where Did India's Capacity in Software come from?" **Invited Keynote speech** in meeting organized by **State of Jalisco, Mexico** on "Learning from the Indian Experience", Guadalajara, Mexico, September, 12-13).

Hay, G.W., and **Tenkasi, R. V.** (2004). Realizing business results and furthering academic knowledge: An activity theory analysis of how scholar-practitioners link theory and practice in organizational projects. Paper presented at the **British Academy of Management**, St. Andrews, Scotland, August 30-September 1.

Tenkasi, R. V., and Chesmore, C. (2004). Distributed cognition as Distributed Time? : A social network analysis. Paper presented at the **Second improvisational conference on the future of time in management and organizations**, INSEAD, Fontainebleau, France, July 6- 9.

Best, A., **Tenkasi, R.V.**, Trochim, W. K., Lau, F.Y., Holmes, B., Huerta, T., Moor, G., Leischow, S., and Clark, P.I. (2004). Systemic Transformational Change in Tobacco Control: An overview of the initiative for the study and implementation of systems (ISIS). Paper presented at the **4th International Conference on organizational behavior in health care- Innovation in Health Care**:

Tenkasi R.V. and Bengtsson U. (2003). The determinants of organizational founding rates in the Indian software industry: A test of four theories, K. Akilesh (Ed). Paper presented at the **NSF conference on "Learning for the Indian Development Experience, A US-India Workshop supported by the United States National Science Foundation**, Department of Management Studies, Indian Institute of Science and The School of Public Policy, George Mason University, Bangalore, India, March 2-5,

Tenkasi, R.V. (2002). Some contextual antecedents of cognitive over-simplification processes in R&D environments: An exploration of the influence of social context on reasoning and knowledge creation practices in R&D teams. Paper presented at the **Third European Conference on Organizational Knowledge, learning, and capabilities**, Athens, Greece, April 5-7

Tenkasi, R.V. (2001). Writing Change, Researching Change, and Changing Research, Invited Research Seminar, **Monash University**, Melbourne, Australia, March 22.

Tenkasi, R.V. (1999). The Dynamics of Cognitive Oversimplification processes In R&D Environments: An empirical examination of some consequences and antecedents. Paper presented at the **Third World Congress on the Management of Intellectual Capital**, McMaster University, Hamilton, Canada, (January 20-22).

Tenkasi, R.V. (1998). Technology Transfer for Sustainable Development as Contextual Collaborative Knowledge Creation, Paper presented at the **First National Conference on Management of Technology ALTEC AMTEC' 98 "Innovation and Management of Technology for Sustainable Development"** (Merida , Mexico, November 11- 13)

Tenkasi, R.V. (1998). Learning During Fundamental Organizational Transitions, Paper presented at the **18th World O.D. Congress, Trinity College, Dublin, Ireland.**

Tenkasi, R.V. (1998). Learning and meaning making during fundamental organizational transitions” Invited talk at the **School of Management, University of Wollongong, Wollongong, Australia**

Tenkasi, R.V. (1998). The role of Narratives in interpretation and sense making: An alternative to schematic theories of cognition and learning, **Invited Research seminar, School of Management, University of Technology, Sydney, Australia.**

Tenkasi, R.V. (1998). Organization Development as Social Convention: Understanding the cultural and historical bases of change methodologies. Paper presented at the **Conference on Emerging Approaches to Inquiry**, Sponsored by the Academy of Management and Bath University, Hawkwood, England.

Tenkasi, R.V. (1998). Creating Learning Environments during Fundamental Organizational Change: Preliminary results from a four-year longitudinal study, Invited talk, **Work Research Institute, Oslo, Norway**

Tenkasi, R.V. (1996). Evolution of the Learning Organization, **Invited Keynote Speech, Hyderabad Management Association, Hyderabad, India, August 1**

Tenkasi R.V. (1994). The Sociocognitive dynamics knowledge creation in scientific knowledge work environments. **Invited research seminar** jointly hosted by **Departments of Industrial Relations, Psychology, and Graduate School of Management, University of Melbourne, Melbourne, Australia.**

Boland R. J, and **Tenkasi R.V.** (1994). Perspective taking and Perspective making in communities of knowing, **Invited research seminar** at the **University of Paris, France, Gothenburg School of Economics, Sweden, and Norwegian School of Economics, Norway.**

Tenkasi R.V., Mohrman, S.A., Ledford G. E., and Lawler E.E. (1994), The contextual determinants of increased participative practices in organizations. Paper presented at the **International Research Conference on Corporate Change, University of New South Wales, and Sydney, Australia**

Boland, R.J., **Tenkasi, R.V.,** and Te'eni, D. (1992) Designing Information Technology to Support Distributed Cognition. Invited research Seminar, **Judge Institute of Management Studies, Cambridge University, England** (October, 1992)

Boland R.J., Schwartz, D. G., **Tenkasi, R.V.,** Maheswari, A., and Te'eni, D. (1992), Sharing perspectives in distributed decision making, Paper presented at the **ACM Conference on computer supported cooperative work, Toronto, Canada.**

F. Invited Faculty Presentations

Invited Faculty, **Organization Development and Change Doctoral Consortium, National**

Academy of Management Meetings, Boston, 2012, San Francisco, 2016

Invited Faculty, **Organization Development and Change Doctoral Consortium, National Academy of Management Meetings**, Toronto, Canada, 2010

Invited Faculty, **Organizational Development and Change Doctoral Consortium, National Academy of Management Meetings**, Anaheim, California, 2008

Invited Faculty, **Organization Management and Theory, Organization Development and Change, and Managerial and Organizational Cognition Divisions sponsored Doctoral Consortium, National Academy of Management Meetings**, Atlanta, Georgia, 2006.

Invited Faculty, **Organization Management and Theory, Organizational Behavior, Organizational Development and Change, and Managerial and Organizational Cognition Divisions sponsored Doctoral Consortium, National Academy of Management Meetings**, Seattle, Washington, 2003.

Invited Faculty, **Organization Management and Theory, Organizational Behavior, and Organizational Development and Change, Divisions sponsored Doctoral Consortium, National Academy of Management Meetings**, Denver, Colorado, 2002.

Invited Faculty, **Organization Management and Theory, Organizational Behavior, and Organizational Development and Change Divisions sponsored Doctoral Consortium, National Academy of Management Meetings**, Toronto, Canada, 2000.

Invited Faculty, Doctoral Consortium on Postmodern/Critical theory methods, research topics, & Ph.D. Education. **Postmodern organization theory track, International Academy of Business Disciplines**, Philadelphia, Pennsylvania, 1996.

G. Media

Interviewed by **Fortune Magazine** 1996, **Washington Post**, 1995 and 1996, **Employee Benefits News Magazine**, 1996; **Controller Magazine**, 1996, **Chicago Tribune** 2008, on issues of organizational change, learning and innovation.

DOCTORAL COMMITTEE SERVICE:

CHAIR OF THE FOLLOWING COMPLETED AND ON-GOING DISSERTATIONS

1. Tracy Elazier. *Partners for Progress: Stakeholder Perception Effecting Satellite Communications Technology Transfer in Rural South Africa*, 1999, Assistant Professor/Department Chair Argosy University, Chicago, Illinois
2. Dennis Kripp. *Enactment of Quality Management Theory into Practice*, 1999 Assistant Professor, Walter E. Heller College of Business Administration, Roosevelt University, Chicago, Illinois
3. Gerald Mount. *What Role Does Emotional Intelligence (EI) Play for Superior Performers in the International Business of a Capital Intensive, Asset-Based Industry?*

1999, Assistant Professor, Seidman School of Business, Grand Valley State University, Grand Valley, Michigan

4. Nazneen Razi. *Understanding local Cultural Knowledge of Organizations and their effects on Mergers and Acquisitions: An Ethnographic Study*, 1999 Chief Human Resources Officer, Global and Americas Region, Jones, Lang and LaSalle, Chicago, Illinois
5. Sherry Camden-Anders. *Transformational change: Illusion or reality?*, 2000 Assistant Professor, California School of Organizational Studies, Alliant University, Fresno, California
6. Robert G. Roberts. *Sensemaking: New Meanings of Authority and Accountability in a Corporate Transformation*, 2001. Consultant, Divaker LLC and Adjunct Professor, Benedictine University, Chicago, Illinois
7. Constance Fuller, *Antecedents To High Performance Breakthrough in Permanent Self- Managed Teams* , 2001, Manager, Organization Development, AG Communication Systems, Chicago, Illinois
8. Mary Lou Kotecki. *Building a Future: Creating and Leveraging Organization Resilience within the Context of History, Change and Continuity*”, 2001, Vice President of Customer Service, Deere and Company, Moline, Illinois
9. Robert W. Verner. *The Effects of Task Strategy Interventions as Moderators of the Goal- Performance Relationship for Complex Tasks: A Meta Analysis*. 2001. Manager Market Research, International Truck and Engine, Chicago, Illinois
10. Marshal C. Chesmore. *The Effects of Institutional Pressures on Environmental Interconnectedness – A Social Network Analysis Perspective*, 2002, Worldwide Manager of Performance Development, Deere and Company, Moline, Illinois
11. Paul Ujari, *Firm Strategy and Innovation: A Contingent View of the Impact of Technology Strategy, Firm-Level Absorptive Capacity, and Slack Resources on Technological Innovation*, 2002, Manager of Special Products, Philips Medical Systems, Chicago, Illinois
12. Gina Hinrichs, *The Enactment of High-Performance Work Systems in a Brownfield Site*, 2002, President, Hinrichs Consulting, Moline, Illinois
13. William Kohley, *Survey Feedback and Social Capital/Liability: A Model of Process Motivation, Attitude, and Behavioral Intentions Amongst Manufacturing Business Units*, 2002, Vice President, Industrial Division, Spraying Systems, Chicago, Illinois
14. Deborah Shearer, *The Value of Effective Knowledge Transfer and Assimilation in New Product Development Projects: An Exploratory Study*, 2002, Manager R&D, Lucent Technologies, Chicago, Illinois
15. Michael Garber, *Intent to Stay: Is there a difference between the motivations of Hi-*

Po's and Low Po's, 2003, Director of Training and Development USG Corporation, Chicago, Illinois

16. Paulo Goelzer, *Effects of National Culture on Organizational Culture*, 2003 President IGA Institute and International Operations, IGA Corporation, Chicago, Illinois
17. Bashar Attar, *Relative Efficacy of Patient Satisfaction and Health Outcomes in Three Medical Systems: Traditional, Alternative, and Integrative*, 2003, Chairman, Division of Gastroenterology and Director of the Gastroenterology/Hepatology Fellowship Program, Cook County Hospital, Chicago, Illinois
18. Keith Baker, *Ethnography of Conversations: Developing A Service Encounter Typology*, 2003, Project Manager, Computer aided engineering services, Deere and Company, Moline, Illinois
19. Rosa Colon, *Collective Actions to Remove Barriers Between Organization Development and IT Professionals to Support IT-Driven Projects – Action Research Case Studies for a Worldwide Population*, 2003, Director, Organizational Change and Learning, Bristol Myers Squibb Company, New Jersey
20. George Hay, *The Nature and Significance of the Executive Doctoral Scholar-Practitioner of Organizational Development and Change: A Morphogenetic Account of Theory-Practice Linkages for the Achievement of New Knowledge and Business Results*, 2003, Business Research Director, McDonald's Corporation. Oakbrook, Illinois
21. Yasser Naffei, *Asymmetrical Inter-Organization Relationships Creation: Achieving Success by Leveraging Resource Dependence and Social Networks*, 2003, Director, Technology Strategy and Planning, Motorola Corp, Schaumburg, Illinois
22. William Leban, *The Relationship Between Leader Behavior and Emotional Intelligence of the Project Manager and the Success of Complex Projects*, 2003, Director, DeVry University, Oakbrook, Illinois
23. Greg Roper, *The Moderating Effects of Employee Involvement on the Demographic Diversity and the Organizational Performance Relationship*. 2003, Director, Human Resources, Frito-Lay, Phoenix, Arizona
24. Mark Werwath, *Antecedents to Organizational Innovation, Balancing Centripetal and Centrifugal Forces in a Lifecycle Model: A Meta-Analysis*, 2003, Assistant Professor, McCormick School of Engineering and Applied Sciences, Northwestern University, Evanston, Illinois
25. Donald D. Maier, *Influences on Executive Perceptions of Consulting*, 2004, Assistant Professor, College of Business, University of St.

Francis, Joliet, Illinois.

26. Richard Magner, *Solving the Great Debate: Virtual Teams vs. Face to Face Teams—A New Organizational Form or Not?*, 2005, Dean of the College of Management and Business, National-Louis University, Chicago, Illinois
27. Kimberly Appleberg, *The construction of a nomological network for organizational pride*, 2005, Sr. Vice President, McDonalds, Oakbrook Illinois.
28. Mambo G. Mupepi, *Transforming Village Based Entrepreneurs Into Sustainable Organization Using a Socially Constructed Competency Model: An Example of Zimbabwe*, 2005, Assistant Professor, Grand Valley State University, Michigan,
29. Kym C. Wong, *Exploring Management Innovation: An Analysis of the Development of Six Sigma from Morphogenetic & Sociology of Translation Perspectives*, 2005, Technology Consultant, Washington, D. C.
30. Louise Foot-Robbins, *Enabling Change in Loosely Coupled Systems: Principles and Practices from an Action Research Study*, 2005, Senior Administrator, University of Wisconsin System, Madison, Wisconsin.
31. Katie Clark, *Constructing trust through words and images: An analysis of Pharmaceutical Direct-to-consumer advertising messages*, 2005, Director of Regulation, TAP Pharmaceuticals
32. Thomas Navickas, *A Study of the Chief Learning Officer's (CLO) Role and Best Practices for the Optimal Leveraging of Human Capital in Creating Fundamental Organizational Change During Uncertain Times*, 2005, Chief Learning Officer, Research Triangle Institute, North Carolina
33. Linda Veleckis, *The Podium and Beyond: The Leadership of Symphony Orchestra Conductors*, 2005, Violinist, Chicago Symphony
34. Cynthia Heidorn, *Applying the elements of a sociology of translation to understanding the politics of organizational change*, 2005, Superintendent, Gower School District, Willow Brook, Illinois
35. Kerry Christianson, *Psychological ownership in complex technology*, 2005, Director, Appetizers Incorporated, Chicago, Illinois
36. Yehia M. Kamel, *A Comparative Study of the Impact of Turnaround Strategies and Leadership Factors on Successful Corporate Turnarounds*, 2005, Assistant Professor, Olayan School of Business, American University, Beirut.
37. Jeff Bailey, *Turning Tacit Knowledge into Explicit Knowledge: An Ethnographic Study of 'Explication' in an IT Setting*. 2006, Senior Manager, KCMG
38. Julie Bjorkman, *"Change Communications: An Examination of the Impact of*

Change Messages on Organizational Transformation", 2007, Vice President, Magnetrol

39. Jose DelaCerde-Gastelum, *"The Leading Companies of Mexico 1976-2006: Organizational Survival, Strategic Adaptation and Superior Performance in the Global Economic Revolt"*, 2007, Vice President, External Relations, ITESO University-Guadalajara, Mexico.
40. Timothy Goodly, *"Unfolding the Road Map to Success: A Grounded Theory Study of the Role of Agency and Structure in the Upward Mobility of African American Men"*, 2007, Sr. Vice President, Human Resources, Turner Broadcasting Systems
41. Diane Kaufmann, *"Does Emotional Intelligence Play a Role in Sales Performance in the Internet Economy?"* 2008, Director Sales, Hewlett-Packard
42. Susan Quandt, *"Effective Improvisational Leadership During CEO Succession"*, 2007, Managing Director, ROI partnership
43. Karen Reno, *"Engagement in Virtual Communities of Practice in Professional Associations The Role of Discretionary Effort as Mediated by Emotional Connectedness and Domain Interest"*, 2007, Assistant Professor, Executive Leadership Program in Doctor of Nursing Practice, College of Nursing, University of Illinois, Chicago.
44. Jylla Foster, *"Cracking the Transition Code: A Paradigmatic Framework of Competencies that Construct the Reality of 50+ Black Executive Transitions"*, 2009, Executive Coach, Crystal Stairs.
45. Bryan Kling, *"Let me give you some feedback" The role of feedback in the production and reproduction of a dynamic organizational culture"*, 2009, Asset Protection Professional, Target Corporation
46. Ann Kobs- Abbott, *"Is American Business missing a tool for value, sustainability, and survivability?: The role of Intellectual Capital"*, 2012, President, Ann Kobs & Associates
47. Elise Barho *"The Role of Network Density and Individual Affect in Organization Change: A Social Network Perspective"*, 2012, Program Manager, University of Wisconsin
48. Shirley Brummel, *"Extreme Change and Resilience in Turbulent Times"*, 2012, Pastoral Counselor
49. Mary M. Donahue-Perry, *"Innovative Work Behavior in a Research and Development Bureaucracy"*, 2012, Corporate Development officer, U.S. Air Force Research Laboratory Propulsion Directorate
50. Michael Flynn, *An Inquiry into Organizational Mortality*, 2012, Founder, Flynn & Tirona, PC
51. Joseph Hamilton, *"How priorities are Impacting the Implementation of Corporate Whistleblowing compliance policies?"*, 2012, Implementation

Project Manager, Hewitt & Associates.

52. Sandra Jozaitis "*Survivor Resiliency and Organizational Downsizing*", 2012, Nurse Executive, Advocate Healthcare
53. Ben Sarpong Mensah, "*Organizational Blackmail: A Social Construction of Faculty Assessment System in a Commercialized Public University*", 2012, Lecturer and Director of the Ministry of Health. Ghana Institute of Management and Public Administration
54. Robert Allen O'Neal, "*Do Values Matter? The Impact of Organizational Enacted Values on Business Performance in a Retail Store Context*", 2011, Vice President, Learning and Organization Development, Office Max Incorporated.
55. Susan Tinnish, "*Reflections on the Development of the ISO 20121 Standard for Event Sustainability Management: Engaging Process Theory*", 2012, Founding Principal, SEAL Inc., and Assistant Professor, Kendall College.
56. Tara Collins, "*Values Assessment: A Study on Employee's Supporting Values Intended by Top Leaders*", (IN PROCESS), Director of Human Resources, Merisant Worldwide
57. James W. Cooper, Jr., "*Talent Development by Online Social Networks: A Grounded Theory Study of the Effectiveness of the Virtual Online Classrooms in the Development of Online Faculty.*" Assistant Professor, University of Illinois, Chicago
58. Pamela Allen, "*Why some formally structured teams respond more favorably to team objectives and accomplish their goals more readily than others?*" Vice President, Training and Development, Heart of Illinois Group
59. William Brock, "*Toward a Whole-Systems Metrics Model: Synthesizing Organizational Change, Systems Thinking, and Measurement Perspectives*", Chief Financial Officer, Coleman Corporation
60. Shannon Connell, "*A Mixed Methods Study of Design Thinking*", CEO, Finn Connell Group.
61. Laura Froelich, "*A Mixed Methods Study of the Impact of Associate Well-being on Organizational Change Adoption Capacity*", Vice President, Organization Effectiveness, Nationwide Insurance.
62. Janice Nilsen, "*Why do some employees consistently achieve superior performance during sustained challenging periods of rapid change while others fail to sustain performance?*" Sr. Director, OD & HR, Office Max Incorporated.
63. Marianne Tracy, "*Executive Team Processes and Critical*

Reflection: An Ethnographic Study, (In Process), Consultant,
Accenture

64. Eric Sanders, *"A Comparative Analysis of the Roles, Strategies and Tactics Used by Scholar- Practitioners in Organization Development and Medical Translational Research to Simultaneously Create Research Knowledge and Help Clients Achieve Results"*. Assistant Professor, University of Illinois, Chicago
65. Eugenia Davalos, *Competencies Required for Healthcare Information Technology to be an Effective Strategic Business Change Partner*. Vice President- Information Technology, University of Chicago.
66. Dane D'Alessandro, *Collective Evaluation of Risk Knowledge in Organizations: Evidence from pre- financial crisis mortgage lending*. Vice President- Financial Risk, U.S. Bank, Minneapolis, Minnesota
67. James R. Renlund, *Authentic Leadership in Teams: A Review and Meta-Analysis*, Officer, United States Navy.
68. Nandi Shareef, *An Examination of the Relationship Between Self-Concept and Organizational Fit in Gifted Adults and the Moderating Effects of Social Support and Work Tenure*, Vice President- Human Resources, UBER, San Francisco.
69. Blair A. Tiger, *A Study of Trust in Simulated War Games (In Process)*. United States Marine Corps.
70. John M. Tourangeau, *The Clergy Sexual Abuse Crisis in the United States: Toward a Robust Multilevel Interactionist Lifespan Context, Process, Model, and Theory of Organizational Socialization*. Senior Pastor and Counselor, Albuquerque, New Mexico
71. Talha Ashraf, *Organizational Development and Big Data: Factors that Impact Successful Big Data Implementations*, Chief Financial Officer, The US Oncology network
72. Theresa Marks Grants, *Business as a Movement: A Qualitative Study of the Meanings and Practices behind socially conscious capitalism*, Public School Teacher, Ontario, Canada
73. Beverly Connelly, *National Culture and the Relationship to Socially Responsible Investing*, Vice President Investments, Merrill-Lynch, Minneapolis, Minnesota.
74. Jonathan DiMuro, *Organizational Factors that Influence Achievement of Sustainability Goals: A Quantitative Study of Site-Level Adaptability to Environmental, Health, Safety and Sustainability Goals*, Regulatory Services

Leader, The Dow Chemical Company.

75. Genice Daniels, The Effects of Culture Constructs Learning, Power, Identity and Conflict on Individual and Team Performance in a Fortune 500 Company, Human Resources Leader, Kerry Corporation.
76. Paul Pazderski, Agile Transformation Journey: Which Enterprise Agile Practices, Patterns, and Archetypes were Milestones in the Agile IT Industry, and Which Seem to Coincide with Improved Market Responsiveness? Independent Agile Consultant
77. Sotirag Guta, Block Chain Technology and Trust in Organizations: Implications for ODC (In Process).
78. Russ Barnes, Organization Design for Small Businesses. Independent Consultant
79. Elaine Alexander, Trust, Safety, and Learning in Organizational Teaming , Project Manager, Motorola Corporation.
80. Donna Ogle, Organization Development on Twitter. A comparative analysis of Organization Development and Other Social Networks, Professor, Rockford University.
81. Jessica Himstedt, Revitalizing McClelland: Measuring motivation with facial expressions, OD consultant, University of Illinois Hospital and Health Sciences System.
82. Clifford Hill, Analysis of toxic behaviors in the workplace: A Phenomenological investigation of workplace behaviors, Senior Manager of Learning and Development at SUNY Downstate Medical University, Greater New York City Area.
83. Anjylla Foster. The Transcendent Workplace Experience: An Exploratory Study Enabling Organizations to Cultivate an Engaged, Thriving, and Flourishing Workforce
84. Tamara Ferrin. Activation of espoused corporate purpose during worldwide violent change: A critical hermeneutics inquiry into the espoused purpose of the corporation from the Business Roundtable and the actions of its members during the beginning of the coronavirus pandemic.
85. Dan Lichter. The essential competencies of Information Technology Units for enabling successful Information Technology driven change in Organizations (In Process).
86. Erica Shick. Behind the Screen: A Grounded Theory Study of the perceptions of mental health therapists' response to engaging in Tele-mental Health Care as a Result of COVID-19

87. Janell Whaley. Workplace Equality: Equal Pay and Equal Opportunities through Participative Practices for women and minorities in Organizations (In Process).
88. Luma Mahairi. A study of Innovation Eco Systems.
89. Rana Alhayek. COVID impact on supply sourcing Strategies.
90. Kamaljit Jackson. Intersectionality of Race, Gender, and Ethnicity: Catalyzing cultural competency in an organizational setting.
91. Christopher Malek. Explaining Variability in Performance Outcomes of Artificial Intelligence Applications Using Actor-Network Theory, 2025
92. Adekemi Akindutire, Effects of purpose alignment on affective commitment continuance commitment and contextual work performance: A cross-cultural mixed methods study, 2025.
93. Shavon Thurmond. Building Fortitude: A Mixed-Methods Exploratory Study on Employees' Perceptions of Organizational Downsizing and Change on Locus of Control, Resilience and Commitment, 2025
94. Jennifer Seyler. How OD Interventions Serve As A Strategic Tool To Mitigate Recurrent Leadership Transitions On Organizational Performance: A Mixed Methods Healthcare Setting Case Study, 2025

COMMITTEE MEMBER OF THE FOLLOWING COMPLETED DISSERTATIONS

1. Robert Head, *Appreciative Inquiry as a Team-Development Intervention for Newly formed Heterogeneous Groups*, 1999, President, Urbana University, Urbana, Indiana
2. Paul Eccher, *Executive Leadership Competencies: Espoused Versus Practiced, Convergent Versus Divergent – What Can be Learned From the Study of One Corporation's Worldwide Operation*, 2000 Vice-President, Research and Development, C. I. Profiling, Chicago, Illinois
3. Marilyn Carter, *Relational Leadership: The Nature of the Informal Leader in the Organization*, 2001, Director of Environmental Health and Safety, BP-Amoco, Chicago, IL
4. Mary Ferdig, *Exploring the Social Construction of Complex Self-Organizing Change: A Study of Emerging Change in the Regulation of Nuclear Power*, 2001, Principal, Ferdig Inc., Omaha, Nebraska
5. Michael Mantel, *Sustaining Appreciative Change: Inviting Conversational Convergence through Relational Leadership and Organization Design*, 2001,

Executive Director, World Vision, Chicago, Illinois.

6. Phavinee Park, *The Dynamics of Inter-organizational Collaboration*, 2001 Associate Director, Joint Commission for Accreditation of Health Care Organizations, Oakbrook, Illinois.
7. Laura Jean Taplin, *Exploring Leadership Exercise of Social Control in Participative WorkContexts*, 2001 Assistant Professor, Department of Psychology, University of Guelph, Ontario, Canada
8. Betty White-Zappa, *Hopeful Corporate Citizenship: An Examination of the Relationship between Organizational Hope and Organizational Citizenship Behavior*, 2001, Vice President- Nursing, Erie Family Health Centers, Chicago, Illinois
9. Dale Spartz, *Justice Perceptions and Emotional Reactions to Different Social Account Episodes: Creating a Case for an Appreciative Account*, 2002 Vice President- Human Resources, John C. Lincoln Health Network, Phoenix, Arizona
10. Sharon Schneider- Borowicz, *The Importance of Trust: How Managers and Telecommuters Use Communication to Maintain a Trusting Relationship*, 2003, Assistant Professor, College of Business, Benedictine University, Lisle, Illinois
11. Korin Kendra, *An Organization Design Approach for Improved Project Performance*, 2003, Lead Project Manager General Motors Corporation, Michigan
12. Thomas Griffin, *Large Group Interventions for Organizational Change: Towards a Generative Theor of Wholeness*, 2004, Director, Organization and Leadership Development, U.S. Cellular, Chicago, Illinois
13. Carol Brown, *Influential Women in Organization Development: Illuminating the path to prominence and the role of knowledge and social influence in the evolution of OD*, 2009, Assistant Professor, Manfred Steinfeld School of Hospitality and Tourism Management, Roosevelt University.
14. Eric Goodwin, *what are the indicators of a successful Knowledge Transfer Partnership?* Project Director, Benedictine University
15. Robert Harris, *What are the antecedents and consequences of successful International NGOs- indigenous partnerships in clean water capacity building?*, Faculty, Capella University
16. Angela Keister, *Advancements in positive organizational scholarship: Teams that thrive through change*, Management Selection Consultant, Advocate Health Care.

17. Enyonam Canice Kudonoo, *The Success Rates of OD Applications in Anglophone West Africa: A Case Meta-Analytic Review.* , Lecturer, Central University College, Ghana
18. Jo Anna Rakowski, Achieving High Performance in US Public Schools: A Three-Level Framework for Organizational Development Engagement

EXTERNAL DISSERTATION REVIEWER

1. Cecily Boas (University of Wollongong, Australia)
2. Andrew Sense (University of Wollongong, Australia)
3. Brent Scarlet (Royal Melbourne Institute of Technology, Australia)
4. R. Pandey (Indian Institute of Technology Kharagpur, India)
5. Nancy Reynolds (Fielding Graduate Institute, USA)
6. Kay Peterson (University of Twente, Netherlands)

PROFESSIONAL SERVICE

Ad hoc reviewer for the following journals:

Administrative Science Quarterly, Academy of Management Review, Organization Science, Human Relations, Organization Studies, Industrial Relations, Management Information Systems Quarterly, Journal of Organizational Behavior, Sloan Management Review, Journal of Organizational Change Management, Accounting, Management, and Information Technologies, Journal of Management Education, Journal of Applied Discourse Processes, World Futures, Acquisition Review Quarterly, Management Communication Quarterly, American Journal of Public Health, Accounting, Organizations and Society, Journal of Applied Behavioral Sciences, Journal of Managerial Psychology, Information Systems Research, Organizational Research Methods, and Social Science and Medicine.

Reviewer for Organizational Development and Change, Research Methods, Technology and Innovation Management, and Organization and Management Theory divisions of the National Academy of Management.

Book Reviewer for Berett-Koehler Publishing Company, Jossey-Bass, McMillan, Prentice-Hall, and Research in Organization Development and Change series, Greenwich, CT: JAI press

Helped organize the following international symposiums at Case Western Reserve University, Appreciative Management and Leadership, Social Innovations in Global Management, and, Executive and Organizational Continuity. Played an active role in conference design, chairing sessions, and manuscript revisions for subsequent publication.

Helped Organize conference on Time and Change at INSEAD, Fontainebleau, France.

UNIVERSITY SERVICE

Member, Standards and Curriculum Committee
Member, Institutional Review Board
Member, Review Task Committee- Master's in Counseling Psychology Program
Member, Library Committee
Member, PhD Admissions Committee
Chair, PhD Qualifying Exam Committee
Member, Strategic Planning Committee, College of Business
Member, University Fund Raising Committee.
Member, College of Business Innovation Summit
Advisory Board member and Research Director, Center for Values Driven Leadership Search and Selection Committee Member Faculty recruitment, Center for Values Driven Leadership
Member, Third year faculty Review Committee Member, Advancement within Rank Committee

PROFESSIONAL SKILLS

Group facilitation experience

Familiar with quantitative and qualitative software programs such as SPSS-PC, SPSS-X, SAS, STATA, LISREL, UCINET, AMOS, EQS, ATLAS-TI NVIVO, LEXMARK ChatGPT

RESEARCH BASED CONSULTING ENGAGEMENTS

Field research/Consulting experience in the areas of organizational change/transition, learning and knowledge generation processes, and technology transfer for several organizations such as:

Amoco Corporation
Pacific Bell
Procter and Gamble
St. Paul Insurance
Shell Off-shore
Oil Allied Signal
Lupin Pharmaceutical
Hewlett-Packard
Arthur Andersen/Accenture
Honeywell Defense
Avionics
Pfizer Central Research
Pratt and Whitney
Motorola
Omni Hotel
Prudential Insurance
Kaiser Permanente
PacifiCare Health Systems
Texas-Instruments

Merck Company
Chevron Oil Company
McKinsey & Co
American Red Cross
McDonald's Corporation
Bayer Chemicals
Synopsis
Hitachi Data Systems
Council of Great Lake Governors
Unocal 76
Lucent Technologies
John Deere
Thomson Reuters

Appendix 1: Detailed description of a sample of my research-based consulting projects.

- **Allied Signal:** This project assessed the effectiveness of gain sharing plans in six Allied Signal facilities with a view to understanding the contextual factors that influenced the effective implementation and operation of the gain sharing plans.
- **American Red Cross:** One of the first Appreciative Inquiry projects, this study involved an Appreciative Organizational analysis of the Cleveland Chapter of the Red Cross and significant restructuring based on the Appreciative Inquiry process.
- **Arthur Andersen:** Assisted Arthur Andersen with the development of a Socio-Technical Systems model for use with their clients
- **Bayer Chemicals:** This study looked at Knowledge management and knowledge integration issues across the R&D centers of Bayer Chemical. A special focus was the cultural differences among the various R&D Centers located in Europe and North America.
- **BP-Amoco Corporation:** The project involved assessing the effectiveness of the transfer of team building training technology and the moderating influences in the work environment that influenced the effectiveness of training transfer.
- **Chevron Oil Company:** This study looked at Knowledge Management issues and examined conditions for technical excellence among R&D and product development groups.
- **Council of Great Lake Governors:** This project involved the Governors and staff of The Great Lakes States to arrive at a common vision for the council for environmental preservation of the Great Lakes and economic development of the Great Lake States. Initiated by the then Governor of Ohio, Richard Celeste. I was part of a team along with Chief of Staff to the Governor of Ohio who led the visioning effort.
- **Hewlett-Packard- PPO:** Looked at organization design issues among the corporate groups of Hewlett Packard that had moved into an internal market model where the groups became profit centers and were responsible for their own funding by bidding and providing services to the divisions.
- **Hewlett-Packard, MID:** This study with the Microwave division of Hewlett-Packard helped the division's transition into a learning organization.
- **Honeywell Defense Avionics:** The 18 month study looked at learning issues

involved in fundamental organizational transition after Honeywell Defense Avionics went through a significant restructuring from a functionally based organization to 5 customer focus cross-functional units.

- **Kaiser Permanente:** This project looked at the design issues involving “work innovation networks” within several facilities of Kaiser Permanente. The work innovation networks were conceived as emergent, adhoc networks involving multiple members from across the organization representing different specialties such as medicine, nursing, administration etc.
- **Lucent Corporation:** This study that was funded by the Department of Defense and the Lucent Knowledge Universe Foundation examined how best to facilitate and integrate knowledge transfer among a disparate community of specialized knowledge experts with different and specialized knowledge orientations that was reflected in their differing meaning systems and funds of knowledge. This project also led to a PhD dissertation of a PhD candidate at Benedictine University. Ms. Deborah Shearer.
- **Lupin Pharmaceuticals:** This consulting project involved strategic advice to the President of Lupin America for identifying growth markets in the United States and Europe for generic drugs.
- **McDonald’s Corporation:** This study focused on the attributes of high performing McDonald’s restaurants to capture best practices and dissemination to other restaurants.
- **McKinsey & Co.:** This project involved consultation and advise to McKinsey & Company’s Change Management Practice group in their efforts to start a sub practice in Knowledge Management.
- **Merck Pharmaceuticals:** This project involved designing and implementing employee gain-sharing plans in 3 Merck Order Fulfillment Centers.
- **Motorola Corporation:** This study looked at improving the effectiveness of product development teams in two Motorola divisions
- **Omni Hotel:** This longitudinal project over 2 years involved providing process consultation to the top management team and an organization wide Appreciative Inquiry process to develop a future vision and strategic plan for the Hotel.
- **Pacific Bell:** This 2 year longitudinal study focused on organizational design issues and the creation of learning communities of practice in 5 post-reengineered call centers and customer service Bureaus of Pacific Bell
- **PacifiCare Health Systems:** This study assessed the effectiveness of the Secure Horizons (a division of PacifiCare) marketing organization and the new business model put in place for the customer service representatives. The study involved 8 different sales facilities and looked at the incentive, goal setting, and information systems and their impact on sales effectiveness.
- **Pfizer Central Research:** This study explored performance management issues among R&D scientists in the central research labs of Pfizer. Since Performance is an ambiguous concept in knowledge intensive R&D environments the process involved co- inquiry with a team of scientists in defining performance issues and designing a performance management system.
- **Pratt and Whitney, Canada:** This longitudinal study focused on knowledge management issues in Aircraft engine design teams and particularly processes for leveraging and integration of knowledge across various engine models. Also

examine ways to routinize engine design knowledge in the form of standard work.

- **Pratt and Whitney, USA:** This longitudinal project examined the redesign of the aircraft engine design and manufacturing process from functionally based structures to Integrated product development teams.
- **Procter and Gamble:** This 3 year longitudinal study looked at the dynamics of knowledge generation and the influence of organizational design issues on knowledge creation processes in 28 Pharmaceutical R&D teams. The study resulted in my Ph.D. dissertation and several publications
- **Prudential Insurance:** This study looked at learning issues involved in fundamental organizational transition after Prudential Insurance moved from functional groups to cross-functional customer based teams
- **Shell Offshore Oil:** The longitudinal project looked at Knowledge transfer and the preservation of functional competence in 2 divisions of Shell after Shell Off shore Oil moved from a functional organization to cross-functional team based organization structure.
- **St. Paul Insurance:** The 18 month study looked at learning issues involved in fundamental organizational transition after St. Paul Commercial underwent a significant restructuring from a monolithic, functional, centralized structure to 12 decentralized, regional companies.
- **Synopsis:** This project looked at transition issues during merger of Synopsis R&D Center in Bangalore, India with another organization.
- **Texas Instruments- Corporate R&D:** Partially funded by NSF this study looked at how best to accelerate knowledge production, Industry-University partnerships and better integration of upstream research with downstream groups in 8 Corporate R&D divisions. Range of R&D groups studied included speech processing/ recognition to computer miniaturization
- **TI-Raytheon:** This longitudinal study of 18 months looked at learning issues involved in fundamental organizational transition in several fabrication units and multiple missile programs that had changed from a functional structure to cross-functional teams.
- **Thomson-Reuters:** This consulting project surveyed leadership practices of the worldwide business units of this global company and identified strengths and opportunities for improvement.

Appendix 2

Social Science Citation Index Count as of June 2025 = 1228 Google Scholar Index as of October 1st = 6774 – Representative Journals Listed alphabetically	
Journal Name	Field/Discipline
1. Academy of Management Journal	Management
2. Academy of Management Review	Management
3. Accounting, Organizations and Society	Accounting
4. Aids Education and Prevention	Public Health, Prevention and Medicine
5. Annual Review of Psychology	Industrial, Organizational and social psychology
6. Applied Psychology International Review	Industrial, organizational and social psychology
7. Artificial Intelligence in Medicine	Artificial Intelligence, computer science and Medicine
8. LECT notes in Artificial Intelligence	Artificial Intelligence and computer science
9. British Journal of Management	Management
10. California Management Review	Management
11. Decision Support Systems	Information Technology, Management Information Systems, Computer Science
12. Education, Training and Development- Education Technology and Research	Education
13. European Journal of Information Systems	Information Technology, Management Information Systems, Computer Science
14. Futures	Strategic Planning, Management
15. Group Decision and Negotiation	Organizational Behavior, negotiations, management
16. Human Relations	Management
17. IEEE Transactions in Engineering Management	Engineering, Technology, Innovation, Management
18. IEEE Transactions in Professional Communication	Engineering, Information Technology, Management
19. IEEE Transactions in Systems, Man, Cybernetics	Engineering, Cybernetics, Management
20. Social Science and Medicine	Medicine Sociological aspects of medicine Management
21. Administrative Science Quarterly	Organizational Theory Behavior Strategy and Organizational Effectiveness