

Gerald E. Ledford, Jr.

Center for Effective Organizations
Marshall School of Business
University of Southern California
3415 S. Figueroa St.
Davidson Conference Center 200
Los Angeles, CA 90089-0871

Phone: 213.740.8212
Fax: 213.740.4354
e-mail: gledford@marshall.usc.edu
Web: <http://ceo.usc.edu>

Education

University of Michigan (1976-1984).
Ph.D. in Psychology (1984)
M.A. in Psychology (1979).

George Washington University (1969-1973).
B.A. (with Distinction) in Psychology.
Honors: Phi Beta Kappa, National Merit Scholar

Positions

University of Southern California, Center for Effective Organizations, Marshall School of Business,
Senior Research Scientist (2012 –).

Ledford Consulting Network, LLC, Redondo Beach, CA. President (2004 –). Projects on a wide
variety of human resource topics with numerous clients, including Clorox, Raytheon, Merck &
Company, MITRE Corporation, Kimberly-Clark, Frito-Lay, and B. Braun Medical.

Sibson Consulting, Los Angeles (1998-2003). Principal (2001 – 2003) and Senior Vice President (2002
– 2003) and Practice Leader, Employee Effectiveness (1998 – 2003); Senior Consultant (1998-2001).

University of Southern California, Center for Effective Organizations, Marshall School of Business
(1982-1998). *Research Professor* (1996-1998); *Senior Research Scientist* (1988-1996); *Research
Scientist* (1982-1988).

Stanford University, Graduate School of Business. *Visiting Scholar* (1990), Stanford Center for
Organizations Research.

University of Michigan, Survey Research Center, Institute for Social Research.
Research Associate (1976-1982). Involved with others in three long-term research projects on union-
management quality of work life (QWL) programs.

Speech Communication Association, Writer-Researcher for the Bicentennial Youth Debates,
Washington, D.C. (1974-1975).

General Electric Co., User Services Specialist (editorial / marketing), Gaithersburg, MD (1973-1974).

Executive Education Faculty Positions

Executive Development Associates (aka EDA Networks), San Francisco (2005-2006): Executive Director (contractor position) for two networks of human resource executives: Strategic Human Resource Network (SHRN) and the Organization Development and Change Network (ODCN). Served in this capacity for two years; founded ODCN.

Wharton School of Business, University of Pennsylvania. Wharton University, Human Resource Executives Forum: Developing Managers and Executives, San Francisco. Sessions on Performance Management, 2003, and the Employee Value Proposition, 2004.

Cornell University, School of Industrial and Labor Relations. Strategic Human Resource Management Series, session on Compensation and Other Rewards, 2001, 2002.

University of Southern California, School of Business Administration. Executive Programs: Core faculty, Lockheed Management Institute (1992); Instructor, Executive MBA Program (1995); Technology Managers' Workshop (1994); and Professional Management Program (1983). MBA Program: Co-Instructor of elective course, New Directions in Management (1992). Guest lecturer in numerous MBA classes.

Seminar for Senior Human Resource Executives, Center for Effective Organizations, University of Southern California (1986-1998). Presentations on Innovative Reward Systems and Managing Mergers and Acquisitions. Involved in planning, organizing, and leading discussion groups in the four-day seminar.

University of Michigan. School of Business Administration, Executive Programs: Instructor in quarterly seminar, Introduction to Organization Development (1978-1982). School of Business Administration, Undergraduate Program: Teaching Assistant with full classroom responsibility for two classes on Behavioral Theory of Management (1978-1979). Department of Psychology: Teaching assistant for graduate and undergraduate classes (1976-77).

American Compensation Association. Designed, developed, and taught course on skill-based pay (1990-1991).

Indiana Labor & Management Council, Indianapolis (1988-1993). Co-developed and co-taught regular seminars on Skill-Based Pay and Alternative Compensation Practices.

Professional Service and Activities

Member: Academy of Management, Human Resource Planning Society (HRPS), Human Resource Strategy Forum, Society for Industrial and Organizational Psychology (SIOP), WorldatWork.

Association Offices Held: Human Resource Strategy Forum (California Affiliate of HRPS), Program Chair (2008-2009); Organization Development and Change Division, Academy of Management: Past Chair (1995-1996), Division Chair (1994-5), Program Chair (1993-4), and At-Large Representative (1991-3); Program Committee, Division 14, American Psychological Association Annual Convention, 1991; American Compensation Association, Task Force on Skill Based Pay, 1989-90.

Editorial Boards: Human Resource Management Journal (1993-2002), International Journal of Business Transformation (1997-1998), European Management Journal (1993-1997).

Ad hoc Journal Reviewer: Academy of Management Journal (1997, 1996, 1991), Academy of Management Review (1996, 1994, 1993), Administrative Science Quarterly (1995, 1993, 1991), ACA (American Compensation Association) Journal (1998, 1997, 1993, 1997, 1998), Case Research Journal (1996), Human Resource Management Journal (1992, 1989), Industrial Relations (1996, 1995, 1994), Journal of Applied Behavioral Science (2012, 1990), Journal of Applied Psychology (1997, 1998), Journal of Occupational Behaviour (1985, 1984, 1983), J. of Management Inquiry (1996), People & Strategy (HRPS) (2012, 2010, 2008), Workspan (2012).

Conference Paper Reviewer: Academy of Management Annual Meeting, Organization Development Division, 1996, 1995, 1993, 1992, 1991, 1990, 1989 and Organization and Management Theory Division, 1994, 1993, 1992; Western Academy of Management Annual Meeting, 1995, 1996.

Other Professional Service: Book manuscript reviewer, WorldatWork, 2012; Co-organizer, *Doctoral Consortium* for OB-OMT-ODC Divisions, Academy of Management Annual Meeting, 1996; *Dissertation Committees:* Mark Kizilos, University of Southern California (1995); Ann Armstrong, University of Toronto (1993); Gerald Mount, Benedictine University (2001); *Tenure / Promotion Reviewer:* Kimberly Buch, University of North Carolina, Charlotte (1993), Daniel Svyantek, University of Akron (1994, 1997), Katherine Farquhar, American University (1995), Barbara Townley, University of Alberta (1997); *Research Grant Proposal Reviewer,* Social Sciences and Humanities Research Council of Canada (1996); Research Grant Proposal Reviewer, Hong Kong Research Grants Council (1998, 1997).

Honors and Awards

1991: *Ascendant Scholar*, Western Academy of Management

1990: *Yoder-Heneman Personnel Research Award*, Society for Human Resource Management, for co-authored paper (with Barry Nathan, David Bowen, and Thomas Cummings), "From person-job fit to person-organization fit: A test validation strategy for work in high involvement organizations"

Publications: Books and Monographs

Ledford, G., & Lucy, M. (2003). *The rewards of work: The employment deal in a changing economy*. New York: Sibson Consulting, The Segal Company.

Ledford, G., Mulvey, P., & LeBlanc, P. (2000). *The rewards of work: What employees value*. Scottsdale, AZ: WorldatWork.

Lawler, E.E. III, Mohrman, A.M., Mohrman, S.A., Ledford, G.E. Jr., & Cummings, T.G. (Eds.). (1999). *Doing research that is useful for theory and practice (2nd edition)*. San Francisco: Jossey-Bass.

Lawler, E.E. III, Mohrman, S.A., & Ledford, G.E. Jr. (1998). *Strategies for high performance organizations*. San Francisco: Jossey-Bass.

Lawler, E.E. III, Mohrman, S.A., & Ledford, G.E. Jr. (1995.) *Creating high performance organizations: Practices and results of employee involvement and total quality management in Fortune 1000 companies*. San Francisco: Jossey-Bass.

Jenkins, G.D. Jr., Ledford, G.E. Jr., Gupta, N., & Doty, D.H. (1992). *Skill-based pay: Practices, payoffs, pitfalls, and prospects*. Scottsdale, AZ: American Compensation Association.

Lawler, E.E. III, Mohrman, S.A., & Ledford, G.E. Jr. (1992). *Employee involvement and total quality management: Practices and results in Fortune 1000 companies*. San Francisco: Jossey-Bass.

Excerpt published in the *Canadian Business Review*, Summer 1992, pp.38-39.

Excerpt published in *Total Quality Newsletter*, September 1992, 3(9), 1-4.

Mohrman, A.M. Jr., Mohrman, S.A., Ledford, G.E. Jr., Lawler, E.E. III, & Cummings, T.G. (1989). *Large-scale organizational change*. San Francisco: Jossey-Bass.

Lawler, E.E. III, Ledford, G.E. Jr., & Mohrman, S.A., in collaboration with Dulworth, M. & Winby, S. (1989). *Employee involvement in America: A study of contemporary practice*. Houston: American Productivity and Quality Center.

Lawler, E.E. III, Mohrman, A.M., Mohrman, S.A., Ledford, G.E. Jr., & Cummings, T.G. (Eds.). (1985). *Doing research that is useful for theory and practice*. San Francisco: Jossey-Bass.

Publications: Articles and Chapters

Ledford, G., & Allen, J. (2012). Managing unit incentives from the corporate level. *WorldatWork Journal*, 21(1), 8-21.

Ledford, G. (2012). Seven drivers for performance-driven engagement. *Industry Week Online*, March 27, 2012.

Ledford, G. (2012). Do monetary rewards reinforce lean systems? *Industry Week*, March 13, 2012.

Ledford, G. (2012). Why organizations need to focus on Performance-Driven Engagement. *TLNT*, February 20, 2012. (online publication)

Ledford, G. (2012). Do professional HR certifications really help job seekers? *TLNT*, January 27, 2012 (online publication).

Ledford, G.E. Jr. (2011). Make or buy: Addressing the digital manufacturing labor shortage. *Digital Manufacturing Report*, August 31, 2011 (online publication).

Ledford, G.E. Jr. (2011). Addressing the digital manufacturing labor shortage: Addressing the labor supply. *Digital Manufacturing Report*, August 22, 2011 (on-line publication).

Ledford, G.E. Jr. & Heneman, H.G. III. (2011). *Skill Based Pay*. SIOP Science Series. Alexandria, VA: Society for Human Resource Management.

Ledford, G.E. Jr. (2011). Fostering Employee Involvement and Engagement through Compensation and Benefits. In Lance A. Berger and Dorothy R. Berger (Eds.), *The Talent Management Handbook* (2nd ed.). New York: McGraw-Hill.

- Grawitch, M.J., Ledford, G., & Ballard, D. (2009). Leading the healthy workplace: The integral role of employee involvement. *Journal of Consulting Psychology*, 61(2), 122-135.
- Ledford, G., Heneman, R.L., & Salimäki, Aimo. (2008). Skill, knowledge, and competency pay. In Lance A. Berger and Dorothy R. Berger (Eds.), *The Compensation Handbook* (5th ed.). New York: McGraw-Hill (pp.143-158).
- Ledford, G. (2008). Factors Affecting the Long-term Success of Skill-based Pay. *WorldatWork Journal*, 17(1), 6-17.
- Ledford, G. (2007.) Let's buy the conclusions, but not the analysis. *Human Resource Planning*, 30(4), 12.
- Ledford, G. (2006). Total Quality Management; Continuous Improvement; Quality Circles. Entries in N. Nicholson, P. Audia, and M. Pillutla (Eds.), *The Blackwell Encyclopedia of Management* (2nd Ed.). London, Blackwell.
- Ledford, G., & Brown, T. (2005). Managing CEO tenure. *Directors & Boards*, 30(1), 35-40.
- Shaw, J.D., Gupta, N., Mitra, A., & Ledford, G.E. Jr. (2005). Success and survival of skill-based pay plans. *Journal of Management*, 31(10), 1-22.
- Ledford, G., & Lucy, M. (2004). The effects of stock ownership on employee attitudes and behavior: Evidence from the Rewards of Work studies. *Journal of Compensation and Benefits*.
- Ledford, G. (2004). Promise and peril in implementing pay for performance—commentary. *Human Resource Management Journal*, 43, 39-40.
- Ledford, G., & Lucy, M. (2003). The effects of stock ownership on employee attitudes and behavior: Evidence from the Rewards of Work studies. *Sibson Perspectives*. (web publication), 11(4).
- Kochanski, J., Ledford, G., Ruse, D., & Passin, G. (2003). How HR leaders are getting and keeping a seat at the table. *Sibson Perspectives*. (Web publication), 11(4).
- Ledford, G., & Lucy, M. (2003). The Rewards of Work: The employment deal in a changing economy. *Sibson Perspectives*. (Web publication), 11(3).
- Ledford, G. E. Jr. (2003). Attracting, Retaining, and Motivating Higher Education Employees: The Rewards of Work Framework. *CUPA-HR Journal*, 54(2), 22-26.
- Kochanski, J., & Ledford, G. (2003). Tried, not true: People axioms that don't work. *Sibson Perspectives* (web publication), 11(1).
- Ledford, G., Schmitt, D., & Gott., C. (2003, Jan-Feb.). Employee turnover in contact centers: Costs, causes, and cures. *Contact Professional*, 2-5.
- Kochanski, J., Mastropolo, P., and Ledford, G. (2003, Jan-Feb). People solutions for R&D. *Research • Technology Management*, 46(1), 59-61

- Heneman, R.L. (Ed.). (2002). *Strategic reward management: Design, implementation, and evaluation*. Greenwich, CT: Information Age Publishing. Chapters in this volume (all are reprints of prior articles):
1. R. L. Heneman, G. E. Ledford, and M.T. Gresham, The changing nature of work and its effects on compensation design and delivery (pp.35-74).
 2. R.L. Heneman & G. E. Ledford, Competency pay for professionals and managers: A review and implications for teachers (pp.163-186).
 3. G.E. Ledford & R.L. Heneman, Compensation: A troublesome lead system in organizational change (pp.259-273)
 4. G.E. Ledford & R.L. Heneman, Pay for skills, knowledge, and competencies (pp.409-424).
- Ledford, G., Jones, B., & Johnson, R. (2002). *The state of employee stock options*. Scottsdale, AZ: WorldatWork.
- Kochanski, J., Mastropolo, P., & Ledford, G. (2002). The innovation gap. *Sibson Perspectives* (web publication), 10(2).
- Ledford, G., & Jones, B. (2002). Stock still an “option” for employees. *Sibson Perspectives* (web publication), 10(2).
- Mulvey, P. and Ledford, G. (2002). Implementing compensation systems. In J.W. Hedge and E.D. Pulakos (Eds.), *Implementing Organizational Interventions: Steps, Processes, and Best Practices*. San Francisco: Jossey-Bass.
- Ledford, G., & Schuler, J. (2001, November). Human capital issues in mid-sized companies. *HR.com*.
- Ledford, G., Harper, D., & Schuler, J. (2001). Beyond plain vanilla: New directions in the use of stock options. *WorldatWork Journal*, 10(2), 38-43.
- Kochanski, J., & Ledford, G. (2001, May-June). “How to keep me” – Retaining scientific and technical professionals. *Research • Technology Management*, 44(3), 31-39.
- Mulvey, P., Ledford, G., LeBlanc, P. (2000). The rewards of work: How they drive performance, retention and satisfaction. *WorldatWork Journal*, 9(3), 6-18.
- Ledford, G.E. Jr., & Heneman, R.L. (2000). Compensation: A troublesome lead system in organizational change. In M. Beer and N. Nohria (Eds.), *Breaking the code of change*. Cambridge, MA: Harvard Business School Press. (pp.307-322)
- Heneman, R.L., Ledford, G.E. Jr., & Gresham, M.T. (2000). Effects of changes in the nature of work on compensation. In S. Rynes & B. Gerhart (Eds.), *Compensation in organizations: Progress and prospects*. San Francisco: Jossey-Bass. (pp.195-240)
- Ledford, G.E. Jr., & Hawk, E.J. (2000). Compensation strategy: A guide for senior managers. *American Compensation Association Journal*, 9(1), 28-38.
- Ledford, G.E. Jr., & Heneman, R.L. (2000). Pay for skills, knowledge, and competencies. In Lance A. Berger and Dorothy R. Berger (Eds.), *The Compensation Handbook* (4th ed.). New York: McGraw-Hill.

- Pelled, L.H., Ledford, G.E. Jr., & Mohrman, S.A. (1999). Demographic dissimilarity and workplace inclusion. *Journal of Management Studies*, 36(7), 1013-1031.
- Sprietzer, G., Cohen, S.G., & Ledford, G.E. Jr. (1999). Developing effective self-managing work teams in service organizations. *Group & Organization Management*, 24(3), 340-266.
- Reshef, Y., Kizilos, M., Ledford, G.E. Jr., & Cohen, S.G. (1999). Employee involvement programs: Should unions get involved? *Journal of Labor Research*, 20(4), 557-569.
- Ledford, G.E. Jr. (1999). Happiness and productivity revisited. *Journal of Organizational Behavior*, 20(2), 25-30.
- Heneman, R.L., & Ledford, G.E. Jr. (1998). Competency pay for professionals and managers in business: A review and implications for teachers. *Journal for Personnel Evaluation in Education*, 12(2), 103-122.
- Pelled, L.H., Ledford, G.E. Jr., & Mohrman, S.A. (1998). Individual demographic dissimilarity and organizational inclusion: A field investigation. *1998 Academy of Management Best Papers Proceedings*. OMT: A1 – A17.
- Finegold, D., Lawler, E.E. III., & Ledford, G.E. Jr. (1998). Competencies, capabilities, and strategic organization design. In S.A. Mohrman, J. Galbraith, & E.E. Lawler III (Eds.), *Tomorrow's organization: Creating winning competencies*. San Francisco: Jossey-Bass.
- Ledford, G.E. Jr. (1997). "Variable compensation," "At-risk pay," "Pay for knowledge, skills, and competencies," and "Skill-based pay design." Entries for L.H. Peters, C.R. Greer, & S.A. Youngblood (Eds.), *The Blackwell Encyclopedic Dictionary of Human Resource Management*. London: Blackwell Publishers.
- Reprinted in C. Cooper & C. Argyris, (in press), *The Blackwell Encyclopedia of Management*, London: Blackwell Publishers.
- Cohen, S.G., Chang, L., & Ledford, G.E. Jr. (1997). A hierarchical construct of self-management leadership and its structural relations with quality of work life and perceived work group effectiveness. *Personnel Psychology*, 50, 275-308.
- Lawler, E.E. III, & Ledford, G.E. Jr. (1997). New approaches to organizing: Competencies, capabilities, and the decline of the bureaucratic model. In C.L. Cooper & S.E. Jackson (Eds.), *Creating tomorrow's organizations: A handbook for future research in organizational behavior*. New York: John Wiley & Sons. (pp. 231-250).
- Bowen, D.E., Ledford, G.E. Jr., & Nathan, B.R. (1996). Hiring for the organization, not the job. In J. Billsberry (Ed.), *The effective manager: Perspectives and illustrations*. Thousand Oaks, CA: Sage. (Pp.139-150). (Reprint of Bowen, Ledford, & Nathan, 1991.)
- Ledford, G.E. Jr., & Lawler, E. E. III. (1996). Belöningssystem som stödjer organisationsförändringar. (Reward systems that support organizational change.) In J.E. Rendahl (Ed.), *Att förändra och leda morgondagens arbete (Changing and leading tomorrow's work)*. Stockholm: Swedish Association of Engineering Industries. (pp.86-107.)

- Cohen, S.G., Ledford, G.E. Jr., & Spreitzer, G.M. (1996). A predictive model of self-managing work team effectiveness. *Human Relations*, 49(5), 643-676.
- Zingheim, P., Ledford, G.E. Jr., & Schuster, J. (1996). Competencies and competency models: One size fits all? *ACA Journal*, 5(1), 56-65.
- Mohrman, S.A., Lawler, E.E. III., and Ledford, G.E. Jr. (1996). Do employee involvement and TQM programs work? *Journal for Quality and Participation*, 19(1), 6-11.
- Ledford, G.E. Jr., Lawler, E.E. III, & Mohrman, S.A. (1995). Reward innovations in Fortune 1000 companies. *Compensation and Benefits Review*, 27(4), 76-80.
- Ledford, G.E. Jr. (1995). Paying for the skills, knowledge, and competencies of knowledge workers. *Compensation and Benefits Review*, 27(4), 55-62.
- Ledford, G.E. Jr. (1995). Designing nimble reward systems. *Compensation and Benefits Review*, 27(4),46-54.
- Ledford, G.E. Jr. (1995). "Total quality management," "Continuous improvement," "Just-in-time," and "Quality circles." Entries for N. Nicholson (Ed.), *The Blackwell Encyclopedic Dictionary of Organizational Behavior*. London: Blackwell. (pp. 568-570, 106, 276-278, 463-464.)
- Ledford, G.E. Jr. (1995, Summer). Pay as an organization development issue. *ODC Newsletter* (Organization Development and Change Division, Academy of Management), 1& 4-6.
- Mohrman, S.A., Tenkasi, R.V., Lawler, E.E. III, & Ledford, G.E. Jr. (1995). Total quality management: Practices and outcomes in the largest U.S. firms. *Employee Relations*, 17(3), 26-41.
- Ledford, G.E. Jr. (1995, May). Let's replace merit pay with pay for performance. *ACA News*, 38(5), 2 & 7.
- Ledford, G.E. Jr., Wendenhof, J.R., & Strahley, J.S. (1995). Realizing a corporate philosophy. *Organizational Dynamics*, 23(3), 5-19.
- Reprinted in *Organisationsentwicklung* (Organizational Development), 1996, (1). (Cologne, Germany).
- Ledford, G.E. Jr., & Lawler, E.E. III. (1994). Research on employee participation: Beating a dead horse? *Academy of Management Review*, 19(4), 633-636.
- Cohen, S.G., & Ledford, G.E. Jr. (1994). The effectiveness of self-managing teams: A quasi-experiment. *Human Relations*, 47(1), 13-44.
- Ledford, G.E. Jr. (1993). Employee involvement: Lessons and predictions. In J. R. Galbraith & E.E. Lawler III (Eds.), *Organizing for the Future: New Approaches to Managing Complex Organizations*. San Francisco: Jossey-Bass.
- Ledford, G.E. Jr., & Mohrman, S.A. (1993). Looking backward and forward at action research. *Human Relations*, 46(11), 1349-1359.

- Lawler, E.E. III, Ledford, G.E. Jr., & Chang, L. (1993). Who uses skill-based pay, and why they use it. *Compensation and Benefits Review*, 25(2), 22-26.
- Ledford, G.E. Jr., & Mohrman, S.A. (1993). Self-design for high involvement: A large-scale organizational change. *Human Relations*, 46(2), 143-173.
- Lawler, E.E. III, Mohrman, S.A., & Ledford, G.E. Jr. (1992). Total quality management practices in the Fortune 1000. *Journal of Quality and Participation*, 15(5), 6-10.
- Lawler, E.E. III, & Ledford, G.E. Jr. (1992). A skill-based approach to human resource management. *European Management Journal*, 10(4), 383-391.
- Lawler, E.E. III, & Ledford, G.E. Jr. (1992). Productivity and the quality of work life. In R. Golembiewski (Ed.), *Handbook of organizational consultation* (pp.485-494). New York: Marcel Dekker, Inc. (Reprint of Lawler & Ledford, 1981-82).
- Gupta, N., Ledford, G.E. Jr., Jenkins, G.D. Jr., & Doty, D.H. (1992). Survey-based prescriptions for skill-based pay. *ACA Journal*, 1(1), 50-61.
- Lawler, E.E. III, Ledford, G.E. Jr., & Mohrman, S.A. (1992). Employee involvement in America: Summary and conclusions. *Quality and Productivity Management*, 9(4), 71-75. (Partial reprint of Lawler, Ledford, & Mohrman, 1989.)
- Jenkins, G.D. Jr., Ledford, G.E. Jr., Gupta, N., & Doty, D.H. (1992). *Skill-based pay: Practices, payoffs, pitfalls, and prospects*. Scottsdale, AZ: American Compensation Association.
- Bowen, D.E., Ledford, G.E. Jr., & Nathan, B.R. (1991). Hiring for the organization, not the job. *Academy of Management Executive*, 5(4), 35-51.
- Ledford, G.E. Jr. (1991). Three case studies on skill-based pay: An overview. *Compensation and Benefits Review*, 23(2), 11-23.
- Ledford, G.E. Jr., & Bergel, G. (1991). Skill-based pay case number 1: General Mills. *Compensation and Benefits Review*, 23(2), 24-38.
- Ledford, G.E. Jr., Tyler, W.R., & Dixey, W.B. (1991). Skill-based pay case number 3: Honeywell ammunition assembly plant. *Compensation and Benefits Review*, 23(2), 57-77.
- Ledford, G.E. Jr. (1991). The design of skill-based pay plans. In M.L. Rock & L. Berger, *The compensation handbook* (3rd ed.). New York: McGraw-Hill.
- Ledford, G.E. Jr. (1990). Smart clients, foolish questions or: Dumb questions and the clients who love them. *Consultation*, 9(4), 323-328.
- Ledford, G.E. Jr. (1990, March). The effectiveness of skill-based pay systems. *Perspectives in Total Compensation*, 1(1), 1-4.
- Ledford, G.E. Jr., Mohrman, S.A., Mohrman, A.M. Jr., & Lawler, E.E. III. (1989). The phenomenon of large-scale organizational change. In A.M. Mohrman Jr., S.A. Mohrman, G.E. Ledford Jr., E.E. Lawler III, & T.G. Cummings (Eds.), *Large-scale organizational change*. San Francisco: Jossey-Bass.

- Mohrman, S.A., Mohrman, A.M. Jr., & Ledford, G.E. Jr. (1989). Interventions that change organizations. In A.M. Mohrman Jr., S.A. Mohrman, G.E. Ledford Jr., E.E. Lawler III, & T.G. Cummings (Eds.), *Large-scale organizational change*. San Francisco: Jossey-Bass.
- Mohrman, A.M. Jr., Mohrman, S.A., & Ledford, G.E. Jr. (1989). Conclusion: What have we learned about large-scale organizational change. In A.M. Mohrman Jr., S.A. Mohrman, G.E. Ledford Jr., E.E. Lawler III, & T.G. Cummings (Eds.), *Large-scale organizational change*. San Francisco: Jossey-Bass.
- Ledford, G.E. Jr., Lawler, E.E. III., & Mohrman, S.A. (1988). The quality circle and its variations. In J.P. Campbell & R.J. Campbell (Eds.), *Productivity in organizations: New perspectives from industrial and organizational psychology*. San Francisco: Jossey-Bass. (pp.255-294)
- Reprinted as Quality Circles: Do they Work, *Incentive*, May 1989 and June 1989.
- Ledford, G.E. Jr. (1988). Organization development for organizational performance. In G.N. McLean & S. DeVogel (Eds.), *The role of organization development in quality management and productivity improvement*. Arlington, Virginia: American Society for Training and Development. (pp.5-19)
- Siehl, C., Ledford, G., Silverman, R., & Fay, P. (1988, March/April). Preventing culture clashes from botching a merger. *Mergers and Acquisitions*, 22(5), 51-57.
- Lawler, E.E. III., & Ledford, G.E. Jr. (1987, February). Skill based pay: A concept that's catching on. *Management Review*, 76(2), 46-51. (Reprint of Lawler & Ledford, 1985.)
- Mohrman, S.A., Ledford, G.E. Jr., Lawler, E.E. III, & Mohrman, A.M. (1986). Quality of work life and employee involvement. In C.L. Cooper & I. Robertson (Eds.), *International review of industrial and organizational psychology 1986*. New York: John Wiley & Sons. (pp.189-216)
- Mohrman, S.A., & Ledford, G.E. Jr. (1985). The design and use of effective employee participation groups: Implications for human resource management. *Human Resource Management*, 24(4), 413-428.
- Lawler, E.E. III, & Ledford, G.E. Jr. (1985, September). Skill based pay: A concept that's catching on. *Personnel*, 62(9), 30-37.
- Ledford, G.E. Jr. (1985). Transference and countertransference in action research relationships. *Consultation*, 4(1), 36-51.
- Cummings, T.G., Mohrman, A.M., Mohrman, S.A., & Ledford, G.E. Jr. (1985). Organization design for the future: A collaborative research approach. In E.E. Lawler III, A.M. Mohrman, S.A. Mohrman, G.E. Ledford, Jr., & T.G. Cummings (Eds.), *Doing research that is useful for theory and practice*. San Francisco: Jossey-Bass. (pp.275-305)
- Mohrman, S.A., Mohrman A.M., Ledford, G.E. Jr., Cummings, T.G., & Lawler, E.E. III. Epilogue: Walking the tightrope between theory and practice. In E.E. Lawler, A.M. Mohrman, S.A. Mohrman, G.E. Ledford, Jr., & T.G. Cummings (Eds.), *Doing research that is useful for theory and practice*. San Francisco: Jossey-Bass. (pp.346-350)

Cammann, C., & Ledford, G.E. Jr. (1984). Productivity management through quality of work life programs. In C.J. Fombrum, N.M. Tichy, & M.A. Devanna (Eds.), *Strategic Human Resource Management*. New York: Wiley. (pp.361-380)

Ledford, G.E. Jr., & Lawler, E.E. III. (1982). Quality of work life programs, coordination, and productivity. *Journal of Contemporary Business*, 11(2), 93-106.

Lawler, E.E. III, & Ledford, G.E. Jr. (1981-82, Winter). Productivity and the quality of work life. *National Productivity Review*, 1(1), 23-26.

Teaching Cases

Ledford, G.E. Jr. (1991). Universal Technologies. In A.M. Glassman & T.G. Cummings (Eds.), *Cases in organization development*. Homewood, IL: Richard D. Irwin.

Ledford, G.E. Jr. (1991). Commentary on Universal Technologies. In In A.M. Glassman & T.G. Cummings (Eds.), *Instructors manual for Cases in organization development*. Homewood, IL: Richard D. Irwin.

Ledford, G.E. Jr. (1991). LIFECO: A reward system intervention. In A.M. Glassman & T.G. Cummings (Eds.), *Cases in organization development*. Homewood, IL: Richard D. Irwin.

Ledford, G.E. Jr. (1991). Commentary on LIFECO: A reward system intervention. In In A.M. Glassman & T.G. Cummings (Eds.), *Instructors manual for Cases in organization development*. Homewood, IL: Richard D. Irwin.

Presentations

Ledford, G. (2012). Rethinking employee engagement: Toward performance-driven engagement. PIHRA 2012 Annual Conference & Exposition, August 27, 2012.

Ledford, G. & Mauro, S. (2012). Driving employee engagement in manufacturing. Webinar sponsored by Halogen Software, June 28, 2012.

Ledford, G. (2012). Rethinking employee engagement: Finding ROI and Avoiding Pitfalls. WorldatWork Total Rewards Conference, Orlando, May 21, 2012.

Ledford, G. (2012). Distinguished visiting scholar presentation to the Ph.D. program in organization development. Benedictine University, May 5, 2012.

Ledford, G., & Heneman, H. (2012). Writing for practitioners. Panel member, SIOP-SHRM collaboration: I-O nuggets for HR professionals. Society for Industrial and Organizational Psychology Annual Conference, San Diego, April 26, 2012.

Ledford, G. (2012). How employee engagement can pay off, and why it often doesn't. TLNT Transform Conference, Austin, February 28, 2012.

- Ledford, G., & Haines, T. (2011). Designing Employee Performance Reward Programs That Support Lean Initiatives. Webinar sponsored by Halogen Software, September 13, 2011.
- Ledford, G. (2011, May). Session chair and organizer, Managing Incentives from the Corporate Level. WorldatWork Total Rewards Conference, San Diego.
- Ledford, G. (2009, June). Session chair and organizer, Rethinking Rewards for Lean Systems. WorldatWork Annual Conference, Seattle.
- Ledford, G. (2008, July 31). Pay It Forward for Results: The ROI of Skill-based Pay. Human Capital Institute Webinar.
- Ledford, G. (2007, May). Session chair and organizer, Compensation Conundrums in Not-for-Profit Organizations. WorldatWork Annual Conference, Orlando.
- Ledford, G. (2006, January). Generational differences: Myth or reality? Presentation to the Irvine Chamber of Commerce, Irvine, CA.
- Ledford, G. (2005, April). Symposium presenter, Challenges to implementation and evaluation of psychologically healthy workplaces. Society for Industrial and Organizational Psychology Annual Conference, Los Angeles.
- Ledford, G. (2004, October). Best practices in total reward strategy. Human Resource Executive Network (HREN), Los Angeles.
- Ledford, G. (2004, May). "The employment deal in a changing economy." San Diego SHRM (Society for Human Resource Management) Fifth Annual Conference, San Diego.
- Ledford, G. (2004, February). "The employment deal in a changing economy." Financial Services Group program, Wharton Business School (Wharton West), San Francisco.
- Ledford, G., & Lucy, M. (2003, October). "The rewards of work: The employment deal in a changing economy." Los Angeles Compensation and Benefit Association (LACABA), Los Angeles.
- Ledford, G. (2003, April). "Attracting, retaining, and motivating employees: The Rewards of Work framework." CUPA-HR Southwest, Colorado Springs.
- Ledford, G. (2003, February). "Forced ranking: An effective tool in strengthening employee performance?" Wharton University, Human Resource Executives Forum: Developing Managers and Executives, San Francisco.
- Ledford, G. (2002, October). "Attracting, retaining, and motivating employees: The Rewards of Work framework." CUPA-HR National Conference, Toronto.
- Ledford, G. (2002, May). "Whither stock options?" WorldatWork National Conference, Orlando.
- Ledford, G. (2002, February). Moderator for panel, "Managing people in turbulent times," Los Angeles Compensation and Benefits Association (LACABA), Los Angeles.

- Ledford, G. (2001, November). Panelist for conferences, “What Now? The Road to Recovery,” WorldatWork, Chicago and San Francisco.
- Ledford, G. (2001, November). Employee turnover: Costs, causes, and cures. National Investment Company Service Association Conference, Boston.
- Ledford, G. (2001, March). Moderator for two sessions, “Strategic human capital management: Realizing the promise,” Milken Institute 2001 Global Conference, Beverly Hills, CA. (Panelists included Michael Milken and two winners of the Nobel Prize in Economics, Gary Becker and James Heckman.)
- Ledford, G. (2000, June). Attraction and retention: Two sides of the same coin. Conference Board conference, Attracting and Retaining Top Talent 2000: New Models for Competing in Tight Labor Markets, San Francisco.
- Ledford, G., Walker, T., & Mulvey, P. (2000, June). Rewards of Work 2000 – Canada. Presentation at the Canadian Compensation Association, Toronto.
- Ledford, G., & LeBlanc, P.V. (2000, May). How e-commerce and e-business will change people management. Presentation at the WorldAtWork [formerly, American Compensation Association] International Conference and Exposition, Seattle.
- Ledford, G., Mulvey, P., & LeBlanc, P.V.. (2000, May). The Rewards of Work 2000: Presentation at the WorldAtWork [formerly, American Compensation Association] International Conference and Exposition, Seattle.
- Ledford, G. (2000, January). The other side of the street: Changing the organization to fit your agents. Call Center 2000 Conference, Dallas
- Ledford, G., & LeBlanc, P. (1999, July). Maximize your return on human capital with “people leverage points.” Institute for International Research, Conference on Intellectual Capital ROI, San Diego.
- Ledford, G., & Harper, D. (1999, July). Rewarding employees for corporate performance: Fad of the ‘90s or a pay system for the 21st Century? Bay Area Compensation Association (BACA), San Francisco.
- Ledford, G. E. Jr., Heneman, R.H., & Gresham, M.T. (1999, May). Changes in the nature of work and effects on compensation. Society for Industrial and Organizational Psychology Annual Conference, Atlanta.
- Ledford, G. E. Jr., Gupta, N., & Shaw, J. (1999, April). Skill-based pay survival guide: A follow-up to the ACA study. Presentation at the American Management Association’s 70th Annual Human Resources Conference and Exposition, Anaheim, CA.
- Ledford, G. E. Jr. (1999, February). Broad-based stock options and other rewards for corporate performance: Trends, opportunities, traps, and troubles. Presentation to the Los Angeles Compensation and Benefits Association (LACABA), Los Angeles.
- Ledford, G.E. Jr. (1998, November). New developments in competency management. Presentation at the 8th International Forum on Technology Management, Grenoble, France.

- Ledford, G.E. Jr. (1998, August). Compensation: A dubious lead system for organizational change. Paper presented at the Breaking the Code of Change Conference, Harvard Business School, Boston.
- Pelled, L.H., Ledford, G.E. Jr., & Mohrman, S.A. (1998, August). Individual demographic dissimilarity and organizational inclusion: A field investigation. Paper presented at the Academy of Management Annual Meeting, San Diego.
- Ledford, G.E. Jr. (1998, April). Overview of competency management in Europe. Presentation at the American Compensation Association International Meeting, Chicago. (Also Chair for Session, European Developments in Competency Management).
- Ledford, G.E. Jr. (1998, March). Paying for competencies: An intensive case study at Foodco. American Compensation Association Academic Research Conference, Islamorada, Florida.
- Ledford, G.E. Jr. (1998, March). The Frito-Lay Resource Competency system: Research results. Presentation at the Conference of Pay for Skills and Competencies: New Research and Practice, University of Southern California, Los Angeles.
- Ledford, G.E. Jr. (1997, November). New directions in competency-based pay. Presentation at the American Compensation Association Performance and Rewards Forum, San Francisco.
- Heneman, R.L., & Ledford, G.E. Jr. (1997, September). Competency pay for professionals and managers in business: A review and implications for teachers. Presentation at the conference on Assessing Teachers' Knowledge and Skills: Implications for Incentives and Compensation, University of Wisconsin Consortium for Policy Research in Education, Chicago.
- Ledford, G.E. Jr. (1997, August). Organizing for collaborative research: Research center models. Symposium chair and presenter, Academy of Management Annual Meeting, Boston.
- Cohen, S.G., & Ledford, G.E. Jr. (1997, August). Corporate funding for organizational research: Ethical dilemmas. Presentation at the Academy of Management Annual Meeting, Boston.
- Ledford, G.E. Jr. (1997, April). What's wrong with competency-based pay? Presentation at the Society for Industrial and Organizational Psychology Annual Conference, St. Louis, MO.
- Spreitzer, G., Cohen, S.G., & Ledford, G.E. Jr. (1997, April). Developing effective self-managing work teams in service organizations. Presentation at the Western Academy of Management Annual Meeting, Lake Tahoe, CA.
- Ledford, G.E. Jr. (1996, December). Performance-based pay innovations from the employee perspective. Presentation at conference, New Directions in Pay for Performance, Los Angeles, University of Southern California.
- Ledford, G.E. Jr. (1996, October). Designing nimble reward systems. Invited presentation at the School of Business, University of Alberta, Edmonton.
- Ledford, G.E. Jr., Tenkasi, R.V., & McMahan, G.C. (1996, August). Aligning compensation and organization design: A closer look. Symposium presentation at the Academy of Management Annual Meeting, Cincinnati, OH. (Also Chair of this symposium, Compensation as a lever for organizational change.)

- Ledford, G.E. Jr. (1996, July). High performance organization trends and impact on corporate performance. Human Resource Planning Society (HRPS) Conference on Human Resource Strategies of High Performance Companies, San Francisco.
- Cohen, S.G., & Ledford, G.E. Jr. (1996, April). From one to many: Performance management and rewards systems for teams. Workshop at the Annual Conference of the Society for Industrial and Organizational Psychology, San Diego, CA.
- Ledford, G.E. Jr., & Cohen, S.G. (1996, March). Is institutional theory useful? The case of employee involvement practices. Paper presented at the Western Academy of Management Annual Meeting, Banff, Alberta.
- Ledford, G.E. Jr. (1995, October). New directions in the design of competency-based pay. Presentation at the Conference on Competency-based pay for knowledge workers: The state of the art. Center for Effective Organizations, University of Southern California, Los Angeles.
- Ledford, G.E. Jr., Mohrman, S.A., & Tenkasi, R.V. (1995, August). Total quality management practices and outcomes in the largest U.S. firms. Paper presented at the Academy of Management Annual Meeting, Vancouver, BC.
- Ledford, G.E. Jr. (1995, May). Designing nimble reward systems. Workshop at the Annual Conference of the Society for Industrial and Organizational Psychology, Orlando, FL.
- Ledford, G.E. Jr. (1995, March). The future of strategic pay. Presentation to the Human Resource Strategy Forum, Los Angeles.
- Ledford, G.E. Jr., & Lawler, E. E. III. (1995, March). Reward systems that support organizational change. Paper presented to the Association of Swedish Engineering Industries, Stockholm, Sweden.
- Ledford, G.E. Jr. (1995, March). Current trends in human resource management. Seminar presentation at the University of Lund, Lund, Sweden.
- Ledford, G.E. Jr. (1995, March). The organization of the Center for Effective Organizations. Presentation to the Work Research Institute, Oslo, Norway.
- Ledford, G.E. Jr. (1995, March). Employee involvement and total quality management in the United States. Presentation to the Work Research Institute, Oslo, Norway.
- Levine, D.I., Ledford, G.E. Jr., Lawler, E.E. III, & Mohrman, S.A. (1995, January). Employee involvement and firm performance. Conference on What Works at Work, Washington, DC.
- Ledford, G.E. Jr. (1994, October). The future of compensation practice. Seminar Leader and presenter, American Compensation Association Annual Conference, Chicago.
- Ledford, G.E. Jr. (1994, August). Designing nimble reward systems. Conference on Empowering people for high performance organizations (sponsored by the Australian Human Resources Institute and the Centre for Corporate Change, University of New South Wales), Sydney, Australia.
- Cohen, S.G., Ledford, G.E. Jr., & Spreitzer, G.M. (1994, August). A predictive model of self-managing work team effectiveness. Paper presented at the International Research Conference on Corporate Change, University of New South Wales, Sydney, Australia.

- Tenkasi, R.V., Mohrman, S.A., Ledford, G.E. Jr., & Lawler, E.E. III. (1994, August). Contextual determinants of increased adoption of participative practices in organizations. Paper presented at the International Research Conference on Corporate Change, University of New South Wales, Sydney, Australia.
- Ledford, G.E. Jr. (1994, May). The future of compensation practice. Seminar Leader and presenter, American Compensation Association Annual Conference, Chicago.
- Cohen, S.G., Spreitzer, G.M., & Ledford, G.E. Jr. (1994, March). Employee involvement and teams: From theory to practice to theory. Paper presented at the Western Academy of Management Annual Meeting, Santa Fe, NM.
- Ledford, G.E. Jr. (1994, March). Alternative compensation innovations in the aerospace industry. Paper presented at the Meeting of the Aerospace Industries Association Compensation Committee, San Antonio. (Symposium chair and presenter.)
- Cohen, S.G., Ledford, G.E. Jr., & Spreitzer, G. (1993, September). Performance trade-offs at Aid Association for Lutherans. Paper presented at the Conference on Self-Managed Work Teams, Dallas.
- Ledford, G.E. Jr. (1993, September). Does job evaluation have a future? Presentation at the Los Angeles Compensation and Benefits Association, Los Angeles.
- Ledford, G.E. Jr., Cohen, S.G., & Spreitzer, G.M. (1993, August). Boundary definition in an insurance company. Paper presented at the Academy of Management Annual Meeting, Atlanta.
- Ledford, G.E. Jr. (1993, June). Skill-based pay: Results of a large-scale study. Paper presented at the Canadian Compensation Association National Conference, Toronto.
- Ledford, G.E. Jr. (1993, May). The structure and functioning of high involvement organizations. Paper presented at the CIBEAR Conference on Emerging Organizational Forms and Management Practices, Osaka, Japan.
- Ledford, G.E. Jr. (1993, May). A skill-based approach to human resource management. Paper presented at the National Conference of the American Compensation Association, Nashville.
- Ledford, G.E. Jr. (1993, March). Action, research, and action research at the Center for Effective Organizations. Invited presentation to the Faculty of Management, University of Toronto, Toronto.
- Ledford, G.E. Jr. (1992, August). Skill-based pay: Results of a large-scale study. Paper presented at the American Compensation Association Productivity and Alternative Rewards Forum, Boston.
- Ledford, G.E. Jr. (1992, August). Attitudinal effects of skill-based pay: A longitudinal study. Paper presented at the Academy of Management Annual Meeting, Las Vegas.
- Jenkins, G.D. Jr., Gupta, N., Doty, D.H., & Ledford, G.E. Jr. (1992, August). Skill-based pay: Lessons from a major national study. Paper presented at the Academy of Management Annual Meeting, Las Vegas.
- Ledford, G.E. Jr. (1992, May). Skill-based pay: Results of a large-scale study. Paper presented at the National Conference of the American Compensation Association, Anaheim, CA.

- Worley, C.G., & Ledford, G.E. Jr. (1992, April). Group structure, group process, and group effectiveness. Paper presented at the Western Academy of Management Annual Meeting, Spokane.
- Cohen, S.G., Ledford, G.E. Jr., & Chang, L. (1992, April). Building the organizational context for self-management: A model of self-managing team effectiveness. Paper presented at the Western Academy of Management Annual Meeting, Spokane.
- Ledford, G.E. Jr. (1991, November). Emerging applications of skill-based pay. Conference on Designing Reward Systems for Competitive Advantage. Center for Effective Organizations, University of Southern California.
- Ledford, G.E. Jr., & Cummings, T.G. (1991, August). Self-design for high involvement. Preconvention Workshop for the Annual Convention of the American Psychological Association, San Francisco.
- Ledford, G.E. Jr., Bowen, D.E., Nathan, B.R., & Cummings, T.G. (1991, August). Hiring for the organization, not the job. Paper presented at the Annual Convention of the American Psychological Association, San Francisco.
- Cohen, S.G., & Ledford, G.E. Jr. (1991, July). The effectiveness of self-managed teams: A field experiment. Paper presented at the Second European Congress of Psychology, Budapest, Hungary.
- Ledford, G.E. Jr. (1991, March). All the things you could be right now if Herb Simon's wife was your mother. Presentation at the Western Academy of Management Annual Meeting, Santa Barbara, CA.
- Cohen, S.G., & Ledford, G.E. Jr. (1990, August). The effectiveness of self-managing teams in service and support functions: A field experiment. Paper presented at the Academy of Management Annual Meeting, San Francisco.
- Ledford, G.E. Jr. (1990, August). Current research on skill-based pay. Invited presentation to the Personnel and Human Resources Division Doctoral Consortium, Academy of Management Annual Meeting, San Francisco.
- Ledford, G.E. Jr. (1990, June). Revolutionary versus evolutionary strategies for TQM. Invited panelist, Joint Annual Meeting of the Institute of Cost Analysis and the National Estimating Society, Manhattan Beach, CA.
- Ledford, G.E. Jr. (1990, June). The new organization: Implications for people and pay. Invited presentation to the Compensation Research Centre Advisory Council, Conference Board of Canada, Whistler, B.C.
- Ledford, G.E. Jr. (1990, April). Organizing work for high involvement and high performance. Invited presentation to the U.S. Industry Coordinating Group and Commission of the European Communities, Washington, D.C.
- Ledford, G.E. Jr. (1990, February). The high involvement organization as an organizational form. Invited presentation at the School of Business Administration, University of California, Los Angeles.
- Ledford, G.E. Jr. (1989, November). The structure and effectiveness of high involvement organizations. Invited presentation at the California School of Professional Psychology, Los Angeles, CA.

- Ledford, G.E. Jr. (1989, November). Varieties of employee involvement. Invited address to Los Angeles County Probation Department, Los Angeles, CA.
- Ledford, G.E. Jr. (1989, September). Skill-based pay: A reward innovation supporting employee involvement. Invited address at the Annual Conference of the Orange County Chapter, American Society for Training and Development, Long Beach, CA.
- Nathan, B.R., Ledford, G.E. Jr., Bowen, D.E., & Cummings, T.G. (1989, August). Personality measures as a selection tool for high involvement organizations. Paper presented at the Academy of Management Annual Meeting, Washington, DC.
- Ledford, G.E. Jr., Mohrman, S.A., & Mohrman, A.M. (1989, August). Self-design for high involvement: Varieties of action research in a large company. Paper presented at the Academy of Management Annual Meeting, Washington, DC.
- Ledford, G.E. Jr. (1989, August). Participant in Preconference Workshop, Varieties of experience with action research in Scandinavia and America: Toward international collaborations. Academy of Management Annual Meeting, Washington, DC.
- Ledford, G.E. Jr. (1989, March). Designing reward systems for new and old high involvement organizations. Paper presented at the Western Academy of Management Annual Meeting, San Francisco, CA. (Also, Chair of Symposium on High Involvement Organizations.)
- Ledford, G.E. Jr. (1989, March). Discussant for paper session, Environmental and organizational configuration issues in the strategic analysis of services. Western Academy of Management Annual Meeting, San Francisco, CA.
- Ledford, G.E. Jr., & Mohrman, A.M. (1988, November). Reward strategies for attracting and motivating professionals in a high-tech organization. Third Annual Performance Management Conference, Institute for Safety and Systems Management/Center for Effective Organizations, University of Southern California.
- Ledford, G.E. Jr., & Mohrman, S.A. (1988, August). Attitudinal effects of employee participation groups: How strong, how persistent? Paper presented at the Academy of Management Annual Meeting, Anaheim, CA.
- Ledford, G.E. Jr., & Staehle, Wolfgang. (1988, August). Developing self management in the U.S. and Germany: An exchange of views. Paper presented at the Academy of Management Annual Meeting, Anaheim, CA.
- Ledford, G.E. Jr. (1988, August). Participant in Preconference Workshop on Empowering Work: An American, Western European, and Scandinavian Exchange. Academy of Management Annual Meeting, Anaheim, CA.
- Ledford, G.E. Jr. (1988, May). Matching social systems and advanced manufacturing technology: The case of assembly flow lines. Presentation at the Stanford University School of Engineering, Stanford, CA.
- Ledford, G.E. Jr. (1988, May). Strategies for post-merger integration and merger effectiveness. Paper presented at the Los Angeles Organization Development Network (ODN) Third Annual Spring Conference, Los Angeles, CA.

- Ledford, G.E. Jr. (1988, March). Toward a research agenda for management and organization in the 1980s. Paper presented at the Western Academy of Management Annual Meeting, Big Sky, MT.
- Ledford, G.E. Jr. (1988, January). From quality circles to high involvement management. Presentation to the Association for Quality and Participation, Rock Valley Chapter, Beloit, Wisconsin.
- Ledford, G.E. Jr. (1987, June). The General Telephone of California - C.W.A. Employee involvement process: Changing organizational culture together. Paper presented at the Ecology of Work Conference, Washington, D.C.
- Ledford, G.E. Jr. (1987, March). Organization development for organizational performance. Keynote address at the Theory-to-Practice Research Symposium, University of Minnesota Training and Development Research Center and American Society for Training and Development, St. Paul, Minnesota.
- Ledford, G.E. Jr., & Siehl, C.J. (1986, August). Strategies for managing post-merger integration. Paper presented at the Academy of Management Annual Meeting, Chicago. (Chair of Symposium.)
- Siehl, C.J., Ledford, G.E. Jr., & McGrath, M. (1986, March). The significance of culture in post-merger integration. Paper presented at the Western Academy of Management Annual Meeting, Reno, NV.
- Ledford, G.E. Jr. (1985, November). Productivity measurement in white collar settings: The tenuous link to productivity improvement. Paper presented at the Annual Meeting of the Productivity Center of the Southwest, Los Angeles.
- Ledford, G.E. Jr. (1985, August). Skill based pay: Some implementation issues in new high involvement plants. Paper presented at the Academy of Management Annual Meeting, San Diego.
- Lawler, E.E. III, & Ledford, G.E. Jr. (1985, August). Employee involvement processes. Presentation for the Personnel and Human Resources Doctoral Consortium, Academy of Management Annual Meeting, San Diego.
- Ledford, G.E. Jr. (1985, March). The persistence of organizational change: Variance theory and process theory models. Paper presented at the Western Academy of Management Annual Meeting, San Diego.
- Mohrman, S.A., & Ledford, G.E. Jr. (1984, August). An empirical test of the quality circles model for designing participation programs. Paper presented at the Academy of Management Annual Meeting, Boston.
- Ledford, G.E. Jr. (1984, August). Transference and countertransference in the client-action research relationship. Paper presented at the Academy of Management Annual Meeting, Boston.
- Ledford, G.E. Jr., & Mohrman, S.A. (1984, May). Implementing quality circles. Presentation for CIRCLES, Los Angeles, CA.
- Cummings, T.G., Mohrman, S.A., Mohrman, A.M. Jr., & Ledford, G.E. Jr. (1983, November). Doing research: The case of organization design. Paper presented at the Conference on Conducting Research with Theory and Practice in Mind. Center for Effective Organizations, University of Southern California, Los Angeles.

Lawler, E.E. III, & Ledford, G.E. Jr. (1981, September). Productivity and the quality of work life. Paper presented at the Annual Convention of the American Psychological Association, Los Angeles.