

PROFESSIONAL VITA
April, 2006

Christopher George Worley

I. COLLEGIATE AND PROFESSIONAL EDUCATION

University of Southern California - Ph.D.

1991

Major Area: Strategic Management

Minor Area: Organization Theory

Minor Area: Organization Development

Pepperdine University - M.S.

1984

Major Area: Organization Development

Colorado State University - M.S.

1981

Major Area: Wilderness Management and Outdoor Recreation

Westminster College - B.S.

1977

Major Area: Environmental Psychology

II. EDUCATIONAL TRAINING BEYOND LAST EARNED DEGREE

None.

III. TEACHING EXPERIENCE

1991-Present

Pepperdine University, Malibu, CA

Associate Professor of Organization Theory

Awarded Tenure: September, 1997

1989-1991

University of San Diego, San Diego, CA

Assistant Professor of Management

1986 - 1989

University of Southern California, Los Angeles, CA

Instructor

1983 - 1985
Pepperdine University, Malibu, CA
Instructor

1979
Colorado State University, Fort Collins, CO
Instructor

IV. ADMINISTRATIVE EXPERIENCE IN EDUCATION

1996-Present
Pepperdine University, Malibu, CA
Director, Master of Science in Organization Development

1982-1984
Pepperdine University, Malibu, CA
Director of Academic Affairs

V. BUSINESS, PROFESSIONAL EXPERIENCE

2004 – Present
Editorial Board
Journal of Applied Behavioral Science

2000 – Present
Editorial Board
Journal of Strategic Management Education

2000 – Present
Advisory Board, Wiley/Jossey Bass Series on Organization Development

1984-Present
President, Monique Management and Marketing
Focus of consulting activities is the formulation and implementation of changes in a firm's strategic orientation, including their strategies per se as well as the organization design required to support the strategy.

Recent clients have included BP, Microsoft, American Healthways, Intel, Oracle, Infonet, Marine National Bank, City of Minneapolis, City of Carlsbad, Canadian Broadcasting Company (CBC), Magma Copper Corporation (now BHP Copper), St. Joseph Health Care System (corporate office, information systems division, and six of their hospitals), Provenant Health Partners (corporate office and two of their hospitals).

1999-2001

Member, Board of Directors, The Learning Network

1995-2000

Member, Board of Directors, Burgess Consulting Group

1995-1998

Principal, Founder, ISC2000

Consulting organization focused on helping organizations manage strategic change. Clients included Canadian Hunter Exploration Ltd., Silicon Systems, and Hewlett-Packard.

1990-1995

Member, Board of Directors, Institute for Healthcare Leadership

1979-1980

Supervisor, U.S. Forest Service, Cebolla District, Grand Mesa, Uncompahgre, and Gunnison National Forest.

1978-1979

Pepsi-Cola Bottlers of Greeley, CO
Supervisor

1977-1978

Colorado Claim Service
President

1976-1977

Project Manager, National Science Foundation Grant, SMI76-07944

VI. PROFESSIONAL CERTIFICATION

None.

VII. MEMBERSHIP IN PROFESSIONAL AND HONOR SOCIETIES

2004 – Academy of Management Interactive Paper Chair

2001-2004 – Professional Development Workshop Chair, Program Chair, Division Chair, and Past Division Chair, Organization Development and Change Division, Academy of Management

2002-Present: Member, National Training Laboratories (NTL)

2000 – Representative-at-large, Organization Development and Change Division Board

1985-Present: Member, Academy of Management-Business Policy, Organization and Management Theory, and Organization Development and Change Divisions.
1985-Present: Western Academy of Management
1990-Present: Member, Strategic Management Society
1988-1990: Member, Project Management Institute, San Diego Chapter
1992-Present: Member, The Barnard Society, U.S.A.

VIII. HONORS AND SPECIAL RECOGNITIONS

1997: Awarded tenure in Organization Theory
1996-2000: Charles and Harriet Luckman Distinguished Teaching Fellowship
1977: Who's Who in American Colleges and Universities
1987: Selected to the Business Policy and Planning Doctoral Consortium
1985-1986: Elected Doctoral Student Representative
1984-1988: Research Associate, Center for Effective Organizations

Worley, Christopher G. and Jon E. Atzet. National Science Foundation (Grant #: SMI76-07944). Study to determine the relationships between environmental and recreational changes in a water development project.

IX. PUBLICATIONS – ARTICLES

Lawler, E. and C. Worley. (2006). "Winning support for organizational change: Designing employee reward systems that keep on working," Ivey Business Journal (March/April): 1-5.

Michelson, R. and C. Worley. (2003). "Acquiring a Family Firm: A Case Study," Family Business Review 16(4): 251-268.

Worley, C. and A. Feyerherm. (2003). Reflections on the future of organization development. Journal of Applied Behavioral Science 39 (1): 97-115.

Worley, C. (2002). "Is OD still relevant," Consulting Today 6(3): 1-4. (2A)

Homer, J. (2002). "The case of food service," OD Practitioner 34(2): 7-11. (Invited commentator on the case.)

Worley, C., B. Barnett, and D. Hitchin. (2001). "Unburn the Bridge, Get to Bedrock, and Put Legs on the Dream: Remedies for Stalled Strategy Implementation," Leader Outlook (<http://www.mdaconsulting.com/library.asp?NewsID=106>). (4A)

Worley, C., T. Cummings, and F. Mobley. (2000). "The Dynamics Of Strategic Change In Hospitals: Managed Care Strategies, Organization Design, and Performance," Public Administration and Management: An Interactive Journal 5: (<http://www.pamij.com>).

Worley, C. (2000). "Implementing Participation Strategies in Hospitals: Correlates of Effective Problem-Solving Teams," *Public Administration and Management: An Interactive Journal* 5: 1-27 (<http://www.pamij.com>).

"A Search for a Common Body of Knowledge for Master's Level Organization Development and Change Programs -- An invitation to join the discussion," *Academy of Management ODC Newsletter*, Winter 1998, with Glenn H. Varney.

"The Use of 'Expert' Power as an Emerging Influence Style Within Successful U.S. Matrix organizations," *Project Management Journal*, 24, 31-35, 1993, with C. J. Teplitz.

"On The Relationship Between Objective Increases In Pay And Employees' Subjective Reactions," *Journal of Organization Behavior*, 13, 559-571, 1992, with D. E. Bowen, E. E. Lawler III.

"Project Managers Are Gaining Power Within Matrix Organizations," *PM Network*, 6(2), 33-35, 1992, with C. J. Teplitz.

X. PUBLICATIONS - BOOKS AND CHAPTERS

Lawler, E. and C. Worley. (2006). *Built to Change*. (San Francisco: Jossey-Bass).

Jamieson, D. and C. Worley (in press). "The Practice of Organization Development," in T. Cummings (ed.). *Handbook of Organization Development*. Newbury Park: Sage.

Worley, C., and A. McKloskey. (in press). "A Positive Vision of OD's Future," in M. Brazzel and B. Jones (eds.) *Understanding the Essence of Organization Development* (New York: Wiley).

Worley, C., W. Rothwell, and R. Sullivan. (in press). "Competencies of OD Practitioners," in R. Sullivan, W. Rothwell, and G. McLean (eds.) *Practicing Organization Development* (2nd ed.) (San Diego: Pfeiffer).

Eisen, S., J. Cherbeneau, and C. Worley. (in press). "A Future-Responsive Perspective for Competent Practice in OD," in R. Sullivan, W. Rothwell, and G. McLean (eds.) *Practicing Organization Development* (2nd ed.) (San Diego: Pfeiffer).

Organization Development and Change, 8th edition, Southwestern College Publishing Co., Cincinnati, OH, (2005) with T.G. Cummings.

Organization Development and Change, 7th edition, Southwestern College Publishing Co., Cincinnati, OH, 2001 with T.G. Cummings.

Essentials of Organization Development and Change, 1st edition, Southwestern College Publishing, Cincinnati, OH, 2001 with T.G. Cummings.

“Myth and Hope Meet Reality: The Fallacy of and Opportunities for Reducing Cycle Time in Strategic Change,” Fast Cycle Time Organization Development, M. Anderson (ed.), Southwestern College Publishing, 2000, with R. R. Patchett.

Organization Development and Change, 6th edition, West Publishing Co., St. Paul, MN, 1997, with G. T. Cummings.

Instructor's Manual with Test Bank to Accompany Organization Development and Change, 6th edition, West Publishing Co., St. Paul, MN, 1997, with P. Harding.

Integrated Strategic Change: How OD Can Create a Competitive Advantage, Addison-Wesley Co., Reading, MA, 1996, with D. E. Hitchin, W. L. Ross.

Organization Development and Change, 5th edition, West Publishing Co., St. Paul, MN, 1993, with T. G. Cummings.

Instructor's Manual with Test Bank to Accompany Organization Development and Change, 5th edition, West Publishing Co., St. Paul, MN, 1993.

“Ring and Royce Electronics,” in Organization Development and Change, West Publishing Co., St. Paul, MN, 1993, with W. L. Ross.

XI. PROFESSIONAL PRESENTATIONS

Worley, C. (2004). Chair, Plenary Session on Integrating Theory and Practice. National OD Network Conference, San Juan, Puerto Rico, October.

Worley, C. (2003). “Next steps: Evolution in the entry-level OD competencies,” Presentation in the OD&C PDW program, Academy of Management conference, Seattle, Washington, August.

Worley, C., M. Lacey, T. Egan, and S. Sherman (2003). “Strategic Learning Contracts: Aligning Curriculum Goals and Student’s Aspirations,” WASC Conference, April, Irvine, CA.

Worley, C. (2002). “What’s new in strategy?.” Presentation at the MSOD Alumni conference, Lake Tahoe, October.

Worley, C. (2002). “The OD&C guidelines as an evaluation tool in the MSOD program,” Presentation in the OD&C PDW program, Academy of Management, Denver, August. (11)

Lacey, M. and C. Worley. (2002). The Graduated Field Immersion Model: Building Global Competence in Consultants. Paper presented to the Organization Behavior Teaching Conference, Fullerton, California.

Worley, C. and A. Feyerherm. (2001). "Founders of the Field Reflect on the Future of OD." Presentation to the Western Academy of Management, March, Sun Valley, Idaho.

Worley, C. (2001). "The use of the OD&C guidelines in Master's degree programs," Presentation in the OD&C PDW program, Academy of Management, Washington, D.C., August. (11)

Lacey, M. and C. Worley. (2001). "Building Global Competence in Consultants." Paper presented to the Academy of Management's Management Consulting Division Conference, February, Lyon, France.

"The Past, Present, and Future of Organization Development," Panel presentation Ed Schein, David Nadler, Richard Beckhard, and David Cooperrider, Academy of Management, Chicago, IL., August, 1999.

"Revitalizing Stalled Change," Presentation to the Change '99 conference, Atlanta, GA, June, 1999.

"Managing Strategic Change," Presentation and workshop to executives of AkzoNobel and the faculty of Nijenrode University, Amsterdam, The Netherlands, April, 1999.

"Unburn the Bridge," Presentation to the Western Academy of Management, Redondo Beach, CA, March, 1999.

"What we know about organization change," Presentation to the Canadian Conference Board, Toronto, Canada, September, 1998.

"Managing Change in International Organizations," Presentation to the faculty at Tsinghua University, Beijing, China, July, 1998.

"Developing Distinctive Competences," Presentation to the Change '98 conference, Chicago, IL, June, 1998.

"Aligning And Realigning Organization Components In Response To Strategic Change," Presented to the Canadian Conference Board, Calgary, Canada, June, 1997.

"Psychological Aspects Of Managing International Change," Presented to the California School of Professional Psychology, Department of Organization Behavior, San Diego, CA, April 1997.

“Making A Difference In The Classroom: The Challenge Of Fully Employed Students,” Presented to the Western Academy of Management, Snow Valley, CA., March 1997.

“Collaborating to Compete: How Organizations Resolve the Competition/Collaboration Dilemma,” Presented to the Western Academy of Management, Calgary, March 1996.

Panelist on discussion of Graduate OD Program at the National OD Network conference, Orlando, FL, October 1996.

“Strategic Change and the Human Resource Function,” Presented to the Conference Board, Quality Council #2, Chicago, IL, April 1996.

Served as discussant at the Western Academy of Management, San Diego, CA., April 1995.

Member of a Panelist on topic of OD curriculums at the National OD Network conference, Baltimore, MD, October 1994.

"The Relative Impact Of Group Structure And Group Process On Group Effectiveness," Presented to the Western Academy of Management, Spokane, WA, March 1992, with G. E. Ledford, Jr.

XII. RESEARCH PROJECTS – UNPUBLISHED

Worley, Christopher G., Peter Monge, and Thomas G. Cummings. “Strategic Change Dynamics: Extending and Refining the Punctuated Equilibrium Model.” Currently under revision at the request of the Organization Science.

Worley, Christopher G. and Gerald E. Ledford, Jr. "Task group effectiveness: The relative contribution of group structure and group process." An empirical paper based on the Western Academy of Management presentation to be submitted to the Journal of Applied Behavioral Science.

XIII. PROFESSIONAL ACTIVITIES - MEETINGS AND CONFERENCES

National OD Network Conference, San Juan, Puerto Rico, October, 2004

National Academy of Management, New Orleans, August, 2004

National Academy of Management, Seattle, August, 2003.

National Academy of Management, Denver, August, 2002.

National Academy of Management, Washington, D.C., August, 2001.

National Academy of Management, Toronto, August, 2000.
Western Academy of Management, Kona, HI, March, 2000.
National Academy of Management, Chicago, IL., August, 1999.
Western Academy of Management, Redondo Beach, CA., March 1999
Western Academy of Management, Snow Valley, CA., March 1997.
Western Academy of Management, Calgary, March 1996.
National OD Network Conference, Orlando, FL, October 1996.
Western Academy of Management, San Diego, CA., April 1995.
National OD Network conference, Baltimore, MD, October 1994.
Western Academy of Management, Spokane, WA, March 1992

Reviewer for Journal of Organization Behavior, Journal of Business and Management, Organization Studies, Journal of Organizational Change Management, Sloan Management Review, and Journal of Applied Psychology, Applied Psychology: An International Review, Sage Publication, Jossey-Bass, Lawrence Erlbaum and Associates, and Basil Blackwell.

Reviewer for Academy of Management (Business Policy Division; Organization Development and Change Division), Western Academy of Management (Business Policy and OMT Divisions), Western Casewriter's Association, Decision Sciences Institute, Organization Development Network.

XIV. CONSULTING PRACTICE

Served as a strategy, organization design, and organization development consultant to a variety of organizations in the high technology, publishing, natural resources, financial services, public utility, government, and non-profit industries.

XV. INSTRUCTIONAL DEVELOPMENT

Led the evaluation and redesign of the Master of Science in Organization Development Program, including the revision of eight different courses.

XVI. INSTITUTIONAL AND COMMUNITY SERVICE

WASC Standard II Task Force (1999)

Faculty Council (1995-2001)

Organization Design Task Force (1997)

Chair, MSOD Program Committee (1996 to present)

Chair, AACSB Curriculum Development Task Force (1996-97)

Chair, AACSB Curriculum Task Force (1995-96)
GSBM Academic Council (1996 to present)
Luckman Teaching Fellowship Selection Committee (1996)
MBA Program Committee (1992 to 1996)
MSOD Program Committee (1992 to present)
SBM Strategic Planning Committee (2 years)
SBM Strategic Planning Sub-Committee (2 years)
Faculty Organization Executive Committee (1 year)
Faculty Recruitment (5 recruiting cycles)
Faculty/Thesis Advisor to MSOD Students (9 years)
Facilitated Pepperdine Alumni Board Strategic Planning Meeting (1997)
Member, Pepperdine Executive Associates (1996- present)
My wife and I are active members of the San Clemente Presbyterian Church, and before that, were active members of the Solana Beach Presbyterian Church.