

# CHRISTOPHER GEORGE WORLEY

## PROFESSIONAL VITA

August, 2017

### 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

2015-2018

NEOMA Business School

Reims, Rouen, and Paris – France

Professor of Strategy and Entrepreneurship (Tenured, Contrat Indéterminé)

1991-2015

Pepperdine University, Malibu, CA

Graziadio School of Business and Management

Professor of Management

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

Part-time Instructor

1979

Colorado State University, Fort Collins, CO  
Instructor

#### IV. ADMINISTRATIVE EXPERIENCE IN EDUCATION

2015 – 2018

NEOMA Business School  
Founding Strategy Director  
Centre de Leadership et Éfficacité Organisationelle  
(Center for Leadership and Effective Organizations)

2005 – present

USC/Marshall School of Business/ Center for Effective Organizations  
Program Co-Director, Certificate in Organization Design

2006-present

Susan G. Cohen Award Committee Chair  
USC/Marshall School of Business/ Center for Effective Organizations

1996-2005

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

1981-1984

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 – 2003

Advisory Board, Wiley/Jossey Bass Series on Organization Development

1984-Present

President, Monique Management and Marketing  
Solo consulting practice focused on the formulation and implementation of strategic change processes. Client list available on request.

1999-2001

Member, Board of Directors, The Learning Network

1995-2000

Member, Board of Directors, Burgess Consulting Group

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

Supervisor, Pepsi-Cola Bottlers of Greeley, CO

1977-1978

President, Colorado Claims Service

1976-1977

Project Manager, National Science Foundation Grant, SMI76-07944

#### VI. PROFESSIONAL CERTIFICATION

None.

#### VII. MEMBERSHIP IN PROFESSIONAL AND HONOR SOCIETIES

- Various years – OD Network
- 2015 – present European Organization Design Forum
- 2004 – National Academy of Management Interactive Paper Chair
- 2001-2004 – Past Division Chair, Organization Development and Change Division, Academy of Management. Served five-year rotation as Professional Development Workshop Chair, Program Chair, Division Chair, and Past Division Chair.
- 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
- 1990-2004: Member, Strategic Management Society
- 1988-1990: Member, Project Management Institute, San Diego Chapter
- 1992-2000: Member, The Barnard Society, U.S.A.

#### VIII. HONORS AND SPECIAL RECOGNITIONS

- 2017: Research grant, Grand Est Region, France, Enedis Action Research Program
- 2012: McGregor Best Paper Award - *The Journal of Applied Behavioral Sciences*
- 2011: OD Network: Larry Porter Award
- 2011: Emerald Publishing Emerati Literary Award

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

Worley, C. G., Zardet, V., Bonnet, M., & Savall, A. (2016). The Beginnings of Agility at Brioché Pasquier. *Global Business and Organizational Excellence*, 35(6): 6-24.

Worley, C., T. Williams, and E. Lawler. (2016). "Creating management processes built for change", *MIT Sloan Management Review*, 58(1): 77-82

Worley C. and S. Mohrman, (2014). "Is Change Management Obsolete", *Organizational Dynamics*, 43 (3): 214-224.

Winby, Stu and Worley, Christopher G. (2014). Management Processes for Agility, Speed, and Innovation. *Organizational Dynamics*, 43 (3): 225-234.

Worley, Christopher G. (2014). OD Values and Pitches in the Dirt. *OD Practitioner* 46(4): 68-71.

Williams, T., C. Worley, and E. Lawler. (2013). "The agility factor." *Strategy+Business*, April 15, <http://www.strategy-business.com/article/00188?gko=6a0ba>.

Lawler, E. and C. Worley. (2012). "Why Boards Need to Change," *Sloan Management Review* 54(1): 10-12.

Worley, C. (2012). Toward a Relevant and Influential OD," *OD Practitioner* 44(2): 5-6.

Lawler, E. and C. Worley. (2012). "Designing organizations for sustainable effectiveness," *Organizational Dynamics* 41(4): 265-270.

Worley, C., S. Mohrman, and J. Nevitt. (2011). Large Group Interventions: An Empirical Field Study of Their Composition, Process, and Outcomes. *Journal of Applied Behavioral Science*, 47(4): 404-31.

Lawler, E. and C. Worley. (2011). "Management Reset: You can aim for and achieve sustainability," *Leadership Excellence*, 28(9): 4.

Lawler, E. and C. Worley. (2011). "Nine principles for Sustainable Talent Management," *Workspan* 11: 19-22.

Mohrman, S. and C. Worley. (2010). The organizational sustainability journey: Introduction to the special issue. *Organizational Dynamics* 39(4): 289-294.

Worley, C., A. Feyerherm, D. Knudsen. (2010). Building a collaboration capability for sustainability: How Gap Inc. is creating and leveraging a strategic asset. Organizational Dynamics 39(4): 325-334.

Worley, C. and E. Lawler. (June, 2010). Built to change organizations: Industry influences and performance implications. Conference Proceedings, 3<sup>rd</sup> International Conference and Doctoral Consortium on Organization Development and Change.

Worley, C. and E. Lawler. (2010). "Agility and organization design." Organizational Dynamics 39(2): 194-204.

Worley, C. and E. Lawler (2009). Building a Change Capability at Capital One Financial. Organizational Dynamics 38(4), 245-251

Mohrman, S. and C. Worley. (2009). Dealing with Rough Times: A Capabilities Development Approach to Surviving and Thriving. Human Resource Management 48(3), 433-446.

Neumann, J., C. Ming Lau, & C. Worley. (2009). International organization development and change as an emerging field of practice. Journal of Applied Behavioral Science, 45(2), 171-185.

Worley, C. (2009). A response to "Defixation as intervention perspective: Understanding wicked problems at the Dutch Ministry of Foreign Affairs. Journal of Management Inquiry 18(1), 55-57.

Feyerherm, A., & Worley, C. (2008). Forward to the past: Reclaiming OD's influence in the world. OD Practitioner, 40(4), 2-8.

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.

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

"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

Worley, C., A. Petrella, L. Thorne. (2017). "Bob Tannenbaum: An Examined Life" in *The Enduring Thoughts of the Thinkers of Organizational Change.*, W. Pasmore, D. Szabla, and M. Barnes (Eds), New York: Palgrave Macmillan.

Cagliano, R., Worley, C. and Caniato, F. (2016), The Challenge of Sustainable Innovation in Agri-Food Supply Chains. In R. Cagliano, F. Caniato, and C. Worley (eds.) *Organizing Supply Chain Processes for Sustainable Innovation in the Agri-Food Industry (Organizing for Sustainable Effectiveness, Volume 5)* Emerald Group Publishing Limited, pp.1 – 30.

Cagliano, R., Caniato, F., and Worley, C. (2016), A Pathway towards Truly Sustainable Food Supply Chains: Balancing Motivation, Strategy, and Impact. In R. Cagliano, F. Caniato, and C. Worley (ed.) *Organizing Supply Chain Processes for Sustainable Innovation in the Agri-Food Industry (Organizing for Sustainable Effectiveness, Volume 5)* Emerald Group Publishing Limited, pp.287 – 318.

Worley, C., S. Mohrman. (2016). "A New View of Organization Development Competencies: The Engage and Learn Model" in *Consultation for Organization Change Revisited.*, D. Jamieson, R. Barnett, and A. Buono Eds, Charlotte, NC: Information Age Publishing, pp. 29-48.

Worley, C., S. Mohrman. (2015). "Designing for sustainable effectiveness" in *Corporate Stewardship: Achieving Sustainable Effectiveness.*, Mohrman S. A., O'Toole J. & Lawler III E.E. Eds, Greenleaf Publishing, pp. 112-133.

Winby, S., C.Worley, T. Martinson. (2014). "The Design and acceleration of healthcare reform/ACOs: The Fairview Medical Group case" in *Reconfiguring the Ecosystem for Sustainable Healthcare Organizing for Sustainable Effectiveness.*, Mohrman S. A. & Shani A. B. Ed., Emerald Group Publishing, pp. 31-68.

Cagliano, R., F. Caniato, C. Worley, *Organizing Supply Chain Processes for Sustainable Innovation in the Agri-Food Industry*, EMERALD, Bingley, United Kingdom, 2016

Worley, C. and G. Pillans. (2016). *Organization Agility* Funded study by the Corporate Research Forum, London.

Worley, C., V. Zardet, M. Bonnet, A. Savall. (2015). *Becoming Agile: How the SEAM Approach to Management Builds Adaptability*, Collection Jossey-Bass, San Francisco, United States, 2015

Worley, Christopher, T. Williams, and E. Lawler (2014). *Assessing Organization Agility: Creating Diagnostic Profiles to Guide Transformation*. (Jossey-Bass Short Format Series). San Francisco: Jossey-Bass.

Worley, C., T. Williams, E. Lawler, *The Agility Factor*, Collection Jossey-Bass, San Francisco, United States, 2014

Cummings, T. and C. Worley. (2014). Organization Development and Change (10<sup>th</sup> ed.). Mason, OH: Cengage Publishing.

Worley, C. and P. Mirvis (eds). (2013). Organizing for Sustainable Effectiveness, vol 3. Emerald Publishing Group.

Worley, C. and P. Mirvis/ (2013). "Studying Networks and Partnerships for Sustainability: Lessons Learned." In C. Worley and P. Mirvis (eds.) *Building Networks and Partnerships (Organizing for Sustainable Effectiveness, Volume 3)*, Emerald Group Publishing Limited, pp.261-291.

P. Mirvis and C. Worley (2013), "Organizing for Sustainability: Why Networks and Partnerships?" In C. Worley and P. Mirvis (eds.) *Building Networks and Partnerships (Organizing for Sustainable Effectiveness, Volume 3)*, Emerald Group Publishing Limited, pp.1-34.

Worley, C. and S. Parker. (2011). Building Multi-stakeholder Sustainability Networks: The Cuyahoga Valley Initiative. In Morhman, S., Shani, R. and Docherty, P. (eds.), Organizing for Sustainability, vol. 1, Amsterdam: Elsevier Press, 187-214.

Worley, C. (2011). On the Road to Corporate Responsibility: The Institutionalization of Sustainability at Gap, Inc.. In Morhman, S., Shani, R. and Docherty, P. (eds.), Organizing for Sustainability, vol 1, Amsterdam: Elsevier Press, 73-98.

Lawler, E. and C. Worley. (2011). Management Reset. (San Francisco: Jossey-Bass).

Worley, C. (2012). Organizing for Agile and Sustainable Healthcare: The Alegent Health Case. In S. Mohrman and A. Shani (eds.), *Organizing for Sustainable Effectiveness* (Emerald Group Publishing Limited): 41-75.

Worley, C. and S. Parker. (2011). Building Multi-stakeholder Sustainability Networks: The Cuyahoga Valley Initiative. In Morhman, S., Shani, R. and Docherty, P. (eds.), Organizing for Sustainability, vol 1, Amsterdam: Elsevier Press, 187-214.

Worley, C. and E. Lawler. (2010). "Built to Change and Responsible Progress: Twin Pillars of Sustainable Success." In W. Passmore, A. Shani, and R. Woodman (eds.), Research in Organizational Change and Development, vol 18, Amsterdam: Elsevier Press.

Worley, C., W. Rothwell, and R. Sullivan. (2010). "Competencies of OD Practitioners," in W. Rothwell, J. Stavros, R. Sullivan, and A. Sullivan (eds.) Practicing Organization Development (3<sup>rd</sup> ed.) (San Diego: Pfeiffer).

Lawler, E. and C. Worley. (2009). Designing organizations that are built to change. In F. Hesselbein and M. Goldsmith (eds.), The Organization of the Future 2. San Francisco: Jossey-Bass.

Worley, C., and A. McKloskey. (2007). "A Positive Vision of OD's Future," in M. Brazzel and B. Jones (eds.) Understanding the Essence of Organization Development (New York: Wiley).

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

Jamieson, D. and C. Worley (2006). "The Practice of Organization Development," in T. Cummings (ed.). Handbook of Organization Development. Newbury Park: Sage.

Worley, C., W. Rothwell, and R. Sullivan. (2005). "Competencies of OD Practitioners," in R. Sullivan, W. Rothwell, and G. McLean (eds.) Practicing Organization Development (2<sup>nd</sup> ed.) (San Diego: Pfeiffer): 135-163.

Eisen, S., J. Cherbeneau, and C. Worley. (2005). "A Future-Responsive Perspective for Competent Practice in OD," in R. Sullivan, W. Rothwell, and G. McLean (eds.) Practicing Organization Development (2<sup>nd</sup> ed.) (San Diego: Pfeiffer): 188-208.

Cummings, T. and C. Worley. (2009). Organization Development and Change (9<sup>th</sup> ed.). Mason, OH: Cengage Publishing.

Cumming, T. and C. Worley. (2005). Organization Development and Change, 8th edition, Southwestern College Publishing Co., Cincinnati, OH.

Cummings, T. and C. Worley. (2001). Organization Development and Change, 7th edition, Southwestern College Publishing Co., Cincinnati, OH.

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

Worley, C. and R. Patchett. (2000). "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.

Cumming, T. and C. Worley. (1997). Organization Development and Change, 6th edition, West Publishing Co., St. Paul, MN.

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



Worley, C., D. Hitchin, and W. Ross. (1996). Integrated Strategic Change: How OD Can Create a Competitive Advantage, Reading, MA: Addison-Wesley Co.

Cummings, T. and C. Worley. (1993). 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.

## XI. PROFESSIONAL PRESENTATIONS

Worley, C. (2017). European Organization Design Forum. Invited keynote speaker. October. Dortmund, Germany.

Worley, C., K.Jensen, "Une organisation agile au concret : le cas Brioche Pasquier" *Séminaire Vie des affaires - Les amis de l'Ecole de Paris*. 2016, Paris, France

Worley, C. (2017). "How networks work" Professional Development Workshop "That was Great!: More high impact exercises for teaching or consulting on organizational change," G. Schwarz (organizer), National meeting of the Academy of Management, August, Atlanta, GA.

Worley, C. (2017). "Implementing Transformational Change: Challenges and opportunities at the interface," K. Jansen and O. Zwikael (organizers). National meeting of the Academy of Management, August, Atlanta, GA.

Worley, C. (2016). "Misconceptions of Agility and Talent Ecosystems," Keynote address to the annual Human Capital Institute (HCI) conference, March, <http://www.hci.org/presenter/christopher-worley> .

Worley, C. and M. Beer (session organizers) (2016). "Failure to Adapt," Symposium with Charles O'Reilly, Ed Lawler, Quy Hui. National meeting of the Academy of Management, August, Anaheim, CA.

Worley, C (chair and organizer). (2016). "Diverse and Multi-level Approaches to Achieve a Sustainable Global Food Supply Chain" with Sue Morhman, Marco Formentini, Annachiara Longoni, Davide Luzzini, Jay Singh, Madeleine Pullman, Sally Breyley Parker, Raffaella Cagliano. National meeting of the Academy of Management, August, Anaheim, CA.

Worley, C. (symposium organizer). (2015). "The Barriers to Agility," with David Jamieson, Michelle Bligh, Valery Michaux, Marc Bonnet. National meeting of the Academy of Management, August, Vancouver, BC.

Worley, C. (presenter). (2015). "The Challenge of Continuous Change" with Bill Pasmore, Sue Mohrman, and Inger Stensaker. National meeting of the Academy of Management, August, Vancouver, BC.

Worley, C. (2012). ODC Doctoral Consortium, Academy of Management Conference, August, Boston, MA.

Worley, C. (2012). "Management Reset: Organizing for Sustainable Effectiveness," Keynote address to the Organization Design Forum, Atlanta, GA., April.

Worley, C., T. Martinson, and S. Winby. (2012). "Accelerating Healthcare Transformation through Adaptive Work Systems Design: The Fairview Medical Group Case," Lake Como Sustainability Conference, Lake Como, Italy, May.

Worley, C. (2011). Positive, Dynamic, Talent-Based Organizational Change. Presentation at the National meeting of the Academy of Management, San Antonio, TX, August.

Worley, C. (2011). Organization development and the third management reset. Keynote address to the national Organization Development Network conference, October, Baltimore, MD.

Lawler, E. and C. Worley (2011). "Bring on the Egalitarian Workplace: Pro – Toss Out the Job Description,"  
[http://www.businessweek.com/debateroom/archives/2011/09/bring\\_on\\_the\\_egalitarian\\_workplace.html](http://www.businessweek.com/debateroom/archives/2011/09/bring_on_the_egalitarian_workplace.html).

Worley, C. (2011). "Let's move past quarterly earnings to real sustainability," The CSR Blog, Forbes.com, March 8, <http://www.forbes.com/sites/csr/2011/03/08/lets-move-past-quarterly-earnings-to-real-sustainability/>

Worley, C. (2011). "Cisco: agile or aging," Leadership, Forbes.com, May 26, <http://www.forbes.com/sites/edwardlawler/2011/05/26/cisco-agile-or-aging/>

Lawler, E. and C. Worley. (2011). How sustainable business is a lot like a soccer team. SmartBlog. May 20. <http://smartblogs.com/leadership/2011/05/20/how-sustainable-business-is-a-lot-like-a-soccer-team/>

Worley, C. and E. Lawler. (2010). "Built to Change and Responsible Progress: Twin Pillars of Sustainable Success." Current trajectories, Research in OC&D. National meeting of the Academy of Management Conference, Montreal, August 2010.

Worley, C. (2010). Built to Change: Strategies to Navigate the New Normal. Linkage Conference Keynote, Chicago, IL.,

Worley, C. (2010). Built to Change – Agility and the Role of Change Capability Strategies to Navigate "The New Normal." Las Vegas, Nevada, May, 2010.

Worley, C. (2010). Transforming Asian Organizations Towards Global Competitiveness and Sustainability. Asian OD Network Conference, Manila, Philippines, October, 2010.

Worley, C. and E. Lawler. (2010). Built to Change Organizations: Industry Influences and Performance Implications. 3<sup>rd</sup> International Conference and Doctoral Consortium on Organization Development and Change, Lyon, France, June, 2010.

Worley, C. (2009). Publishing in organization development and change. Presentation for Doctoral Symposium, OD&C and Management Consulting Divisions, Academy of Management, Chicago, August 2009.

- Worley, C. et al. (2009). "Organizing for Sustainability." Academy of Management All Academy Theme Symposium. Academy of Management Conference, Chicago, IL.
- 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.
- Worley, C. "The Past, Present, and Future of Organization Development," Panel presentation with Ed Schein, David Nadler, Richard Beckhard, and David Cooperrider, Academy of Management, Chicago, IL.
- Worley, C. (1999). "Revitalizing Stalled Change," Presentation to the Change '99 conference, Atlanta, GA, June.
- Worley, C. (1999). "Managing Strategic Change," Presentation and workshop to executives of AkzoNobel and the faculty of Nijenrode University, Amsterdam, The Netherlands, April.
- Worley, C. (1999). "Unburn the Bridge," Presentation to the Western Academy of Management, Redondo Beach, CA, March.
- Worley, C. (1998). "What we know about organization change," Presentation to the Canadian Conference Board, Toronto, Canada, September.

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

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

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

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

"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.

Worley, C. (1996). "Strategic Change and the Human Resource Function," Presented to the Conference Board, Quality Council #2, Chicago, IL, April.

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.

Worley, C. and G. Ledford (1992). "The Relative Impact Of Group Structure And Group Process On Group Effectiveness," Presented to the Western Academy of Management, Spokane, WA, March.

## 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.

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.