

SUSAN ALBERS MOHRMAN

Senior Research Scientist
Center for Effective Organizations (CEO)
Marshall School of Business
University of Southern California
Los Angeles, CA 90089-0871
Phone: (213) 740-9814
Fax: (213) 740-4354

EDUCATIONAL BACKGROUND

1967	B.A. Stanford University, Psychology
1970	M.ED. University of Cincinnati, Education
1979	Ph.D. Northwestern University, Organizational Behavior

PROFESSIONAL INTEREST AREAS

Organizational Development and Change, Organization Design, Team-Based Organization, High Involvement Organizations, Organizational Learning, High Technology Organizations, Evaluation Research, Action Research.

EMPLOYMENT INFORMATION

1981-Present	Research Scientist, Center for Effective Organizations, Graduate School of Business, USC.
1978-1981	Assistant Professor, Organization Behavior Department, Graduate School of Business, USC.
1977-1978	Lecturer, The Ohio State University, Columbus, Ohio. Lecturer, Franklin University, Columbus, Ohio.
1969-1972	Secondary School Teacher, Cincinnati Public Schools

TEACHING ACTIVITIES

Teaching

Adjunct faculty, Ohio State University, School of Administrative Sciences, from 1977-1979.

Full-time faculty member in the Organizational Behavior Department; USC, from 1979-1981.

- *Taught* MBA, Ph.D., and Undergraduate courses in Organizational Behavior and Theory; Organization Theory; Organization Behavior; Interpersonal Processes in Organizations; Organizational Structure and Process; Research Methodology; Productivity and Work Design.
- *Developed OB451*, an undergraduate elective in Organizational Structure and Process.
- Periodic teaching in USC MBA Program, courses on Innovations in Management and Organization Design (1982-present).

Adjunct Faculty for Pepperdine University. Doctor of Education in Organizational Change. 1998.

Instructional Cases Developed for Teaching

"The Highway Patrol"

"Rewards and Motivation"

"The New Plant Design at National Foods"

"4 Cases of the Introduction of Computerization" (with A. Mohrman)

"Techmark"

"Champion Paper Redesign High Involvement Redesign"

"Computer Components Team Based Transition"

"Engineering Design Firm Transition to LOB Structure"

MANAGEMENT TRAINING AND EXECUTIVE EDUCATIONAL EXPERIENCE

1979-Present Participation in USC Executive Programs:
Savings and Loan Program, Middle Executive Program;
Professional Management Program, Winter and Summer Executive
Programs, Lockheed Management Institute, Advanced
Management Program, Kaiser Permanente Leadership Program.

1980-1995 Develop, Coordinate, Update and Teach in the Seminar for Senior
Personnel Executives, CEO, USC.

1980- Present	Faculty and Coordinator of the Seminar for Senior Personnel Executives, The Center for Effective Organizations, University of Southern California.
1982-1988	Professor in Certificate in Management Effectiveness Program, College of Continuing Education, USC.
1982-1983	Developer and teacher: "Quality Circles and Other Approaches to Participative Management," University Associates.
1998- Present	Designer, Coordinator, and Co-Faculty Lead in the Organization Design Program, The Center for Effective Organizations, University of Southern California.
2009-Present	Designer and Co-Faculty Lead in Large Scale Change Programs.

PROFESSIONAL PUBLICATIONS

Mohrman, A., Mohrman, S., & Cooke, R. (1976, November 11). Participation in Different Decision Domains. A paper presented at the Annual Meeting of the American Institute for Decision Sciences, San Francisco. A shorter version appears in The Proceedings of the same meeting.

Mohrman, S., Mohrman, A., Cooke, R., & Duncan, R. (1978, Winter). Participation in Decision Making: A Multidimensional Perspective. Educational Administration Quarterly, 14(1), 13-29

Mohrman, S. (1979, August). A New Look at Participation in Decision Making: The Concept of Political Access. A paper presented at the Annual Meeting of the Academy of Management, Atlanta, GA. A version appears in The Proceedings of the same meeting.

Rosinger, G., Myers, L., Mohrman, S., Levy, G., & Stock, J. (1979, January). Development of a Behaviorally Based Proficiency Appraisal System for a State Highway Patrol. Law and Order.

Maxey, C. and Mohrman, S. (1980, September). Worker Attitudes Toward Unions: A Study Integrating Industrial Relations and Organizational Behavior Perspectives. A paper presented at the annual meeting of the Industrial Relations Research Association, Denver, CO. It also appears in the Proceedings of the same meeting.

Rosinger, G., Myers, L., Loar, M., Mohrman, S., & Stock, J. (1981). Development of a Behaviorally Based Performance Appraisal System. Personnel Psychology.

Mohrman, S. A. (1982). Review of Organizational Psychology by Edgar Schein. Contemporary Psychology.

Mohrman, S. A. (1982, August 25) Employee Participation Programs: Implications for Productivity Improvement. Presented at the Symposium "Productivity Improvement:

New Directions for the 1980's." American Psychological Association Annual Meeting, Washington, D.C. Appears in The Industrial Psychologist. February 1983.

Mohrman, S. A. (1983). Learning About Worker Involvement Groups. The World of Work Report.

Mohrman, S. A. and Cummings, T. G. (1983). Implementing Quality of Work Life Programs. In R. Ritvo and A. Sargent (Eds.), The Manager's Handbook. Washington, D.C.: The NTL Institute of Applied Behavioral Science.

Mohrman, S. A., Cummings, T. G., & Lawler, E. E. (1983). Creating Useful Research with Organizations: Relationship and Process Issues. In R. Kilman, K. Thomas, D. Slevin, and S. Jerrell (Eds.), Producing Useful Knowledge for Organizations. (pp. 613-624). New York: Praeger. Reprinted in reissue of book by Jossey-Bass, 1994.

Mohrman, S. A. and Lawler, E. E. (1984). Quality of Work Life. In K Rowland and G. Ferris (Eds.), Personnel and Human Resources Management. Greenwich: JAI Press.

Mohrman, S. A. and Mohrman, A. M., Jr. (1984, March). Employee Involvement in Declining Organizations. Human Resource Management.

Cummings, T. and Mohrman, S. (1985). Assessing Innovative Organizational Designs: The Case for a Feedback/Adaptation Model. In R. Tannenbaum, F. Massarik and N. Marguiles (Eds.), Human Systems Development. San Francisco: Jossey-Bass.

Cummings, T., Mohrman, S., Mohrman, A., & Ledford, G. (1985). Organizational Design for the Future: The Collaborative Research Approach. In Doing Research That is Useful for Theory and Practice. San Francisco: Jossey-Bass.

Lawler, E. and Mohrman, S. (1985, January-February). Quality Circles After the Fad. Harvard Business Review.

Mohrman, S. (1985, January). A Work Force That Makes a Difference. Management Challenges. A publication of the Progressive Grocer Association.

Mohrman, S. & Ledford, G. (1985, Winter). The Design of Employee Participation Groups: Guidelines Based on Empirical Research. Human Resources Management, 24(3).

Mohrman, S., Mohrman, A., Ledford, G., Cummings, T., & Lawler, E. (1985). Epilogue: Walking the Tightrope Between Theory and Practice. In Doing Research That is Useful for Theory and Practice. San Francisco: Jossey-Bass.

Mohrman, S. A. and Novelli, L., Jr. (1985). Beyond Testimonials: Learning from a Quality Circles Program. Journal of Occupational Behavior, VI.

Mitroff, I. I. and Mohrman, S. A., (1986). Correcting Tunnel Vision. The Journal of Business Strategy.

Mitroff, I. I. and Mohrman, S. A. (1986). The Whole System is Broke and in Desperate Need of Fixing: Notes on the Second Industrial Revolution. International Journal of Technology Management, 1(1), 65-76.

Mohrman, S., Lawler, E., Mohrman, A., & Ledford, G. (1986). Quality of Worklife: Implications for Industrial Psychology. In C. L. Cooper and I. T. Robertson (Eds.), Review of Industrial/Organizational Psychology. New York: John Wiley & Sons.

Cummings, T. G. and Mohrman, S. A. (1987). Self-Designing Organizations: Towards Implementing Quality of Work Life Innovations. In R. Woodman and W. Pasmore (Eds.), Research in Organizational Change and Development, Vol. I. Greenwich: JAI Press.

Lawler, E. E. and Mohrman, S. A. (1987, Spring). Quality Circles: After the Honeymoon. Organizational Dynamics, 15(4), 42-54.

Lawler, E. E. and Mohrman, S. A. (1987). Unions and the New Management. The Academy of Management Executive, 1(4).

Mitroff, I. I. and Mohrman, S. A. (1987, Winter). The Slack is Gone: How the U.S. Lost Its Competitive Edge in the World Economy. The Academy of Management Executive, 1(1).

Mohrman, S. A. (1987, Summer). A Case of Union Management Cooperation: A Contextual Presentation. Consultation.

Mohrman, S. A. (1987). Union Management Cooperative: A Case Study in Ambivalence. In A. Glassman, N. Berger-Davidson and T. Cummings (Eds.), Labor Relations: Reports from the Firing Line. BPI Press.

Mohrman, S. A. and Mitroff, I. I. (1987, June). Business Not as Usual. Training and Development Journal.

Ledford, G. E., Lawler, E. E., & Mohrman, S. A. (1988). The Quality Circle and Its Variations. In J. P. Campbell and R. J. Campbell (Eds.), Frontiers in Industrial/Organizational Psychology, Vol. II: Individual and Group Productivity in Organizations. San Francisco: Jossey-Bass. An edited version appears as a two-part article in Incentive Magazine. (1989, May-June).

Mohrman, A. M., Mohrman, S. A., & Worley, C. G. (1988, January 1). Performance Management in The Highly Interdependent World of High Technology. In The Proceedings of the Conference on Managing the High Technology Firm. Boulder, Colorado, The University of Colorado.

- Mohrman, S. A. and Lawler, E. E.** (1988). Participative Managerial Behavior and Organizational Change. Journal of Change Management, 1(1).
- Lawler, E. E., III and Mohrman, S. A.** (1989, April 1). Involvement Management: Champions of Change. Executive Excellence, 6(4).
- Lawler, E. E. and Mohrman, S. A.** (1989, April). With HR Help, All Managers Can Practice High-Involvement Management. Personnel.
- 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 et al. (Eds.), Large Scale Organizational Change. San Francisco: Jossey-Bass.
- Mohrman, A. M., Jr., and Mohrman, S. A.** (1989). Changing the Organization Through Time: A New Paradigm. In A. M. Mohrman, et al. (Eds.), Large Scale Organizational Change. San Francisco: Jossey-Bass.
- Mohrman, S. A. and Lawler, E. E.** (1989, Summer). Parallel Participation Structures. Public Administration Quarterly. OD IV, Part 2, 13(2).
- Mohrman, S. A. and Mohrman, A. M., Jr.** (1989). The Environment as Agent of Change. In A. M. Mohrman, et al. (Eds.), Large Scale Organizational Change. San Francisco: Jossey-Bass.
- Mohrman, S. A., Ledford, G. E., & Mohrman, A. M., Jr.** (1989). About Large-Scale Organizational Change. In A. M. Mohrman, et al (Eds.), Large Scale Organizational Change. San Francisco; Jossey-Bass.
- Mohrman, S. A., Mohrman, A. M., & Ledford, G. E., Jr.** (1989). Interventions that Change Organizations. In A. M. Mohrman, et al. (Eds.), Large Scale Organizational Change. San Francisco: Jossey-Bass 1989.
- Mohrman, A. M., Jr., Mohrman, S. A., & Worley, C. G.** (1990). High Technology Performance Management. In M. A. Von Glinow and S. A. Mohrman (Eds.), Managing Complexity in High Technology Organizations. New York: Oxford University Press.
- Mohrman, S.** (1990). Allan Labs: Strategic Change Interventions. In A. M. Glassman and T. G. Cummings (Eds.), Cases in Organization Development and Change. Irwin.
- Mohrman, S. A. and Von Glinow, M. A.** (1990, March). High Technology Organizations: Context, Organization and People. Journal of Engineering and Technology Management.
- Mohrman, S. A. and Von Glinow, M. A.** (1990). High Technology Organizations. An Introduction. In M. A. Von Glinow and S. A. Mohrman (Eds.), Managing Complexity in High Technology Organizations. New York: Oxford University Press.

Mohrman, S. A. and Von Glinow, M. A. (1990). High Technology Organizations: A Synthesis. In M. A. Glinow and S. A. Mohrman (Eds.), Managing Complexity in High Technology Organizations. New York: Oxford University Press.

Von Glinow, M. A. and Mohrman, S. A. (1990, March). Attachment and Withdrawal Patterns of High Technology Workers. Journal of High Technology Management.

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).

Lawler, E. E., III, Mohrman, S. A., & Ledford, G. E., Jr. (1992). Employee Involvement and Total Quality Management: Practices and Results in the 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, 3(9): 1-4. September 1992.

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.

Mohrman, A. M., Jr., Mohrman, S. A., & Lawler, E. E., III. (1992). The Performance Management of Teams. In B. Bruns (Ed.), Performance Measurement Evaluation and Incentive (pp. 217-241). Boston: Harvard University Press.

Mohrman, S. A. (1992, Winter). Future Directions in Organizational Development. The Newsletter of the Academy of Management.

Mohrman, S. A., Lawler, E. E., III, & Mohrman, A. M., Jr. (1992, Winter). Applying Employee Involvement in Schools. Educational Evaluation and Policy Analysis, 14(4), 347-360.

Mohrman, S. A., Mohrman, A. M., Jr., & Cohen, S. G. (1992). Human Resource Strategies for Lateral Integration in High Technology Settings. In L. R. Gomez-Mejia and M. W. Lawless (Eds.), Advances in Global High Technology Management, Vol. 1. (pp. 31-57). Greenwich: JAI Press.

Wohlstetter, P. and Mohrman, S. A. (1992). School-Based Management: Strategies for Success. A Policy Brief published by the Consortium for Policy Research in Education.

Ledford, G. E., Jr., and Mohrman, S. A. (1993). Self-Design for High Involvement: A Large-Scale Organizational Change. Human Relations, 46(1).

Ledford, G. E., Jr., and Mohrman, S. A. (1993). Looking Backward and Forward at Action Research. Human Relations, 46(11), 1349-1359.

Mohrman, S. A. (1993, Spring). Empowerment. There's More to It Than Meets the Eye. Tapping the Network Journal of the Quality and Productivity Management Association, 4(1), 14-17.

Mohrman, S. A. (1993). Integrating Roles and Structure in the Lateral Organization. In J. Galbraith and E. E. Lawler, III (Eds.), Organizing for the Future: The New Logic for Managing Complex Organizations. (pp. 109-141). San Francisco: Jossey Bass.

Mohrman, S. A. and Mohrman, A. M., Jr. (1993). Organizational Change and Learning. In J. Galbraith and E. E. Lawler, III (Eds.), Organizing for the Future: The New Logic for Managing Complex Organizations. (pp. 87-108). San Francisco: Jossey Bass.

Tenkasi, R. V. and Mohrman, S. A. (1994). Technology Transfer as Collaborative Learning. In T. Backer (Ed.), The Behavioral Science Knowledge Base on Technology Transfer. Rockville, MD: U.S. Department of Health Services.

Wohlstetter, P., Smyer, R., & Mohrman, S. A. (1994, Fall). New Boundaries for School-Based Management: The High Involvement Model. Educational Evaluation and Policy Analysis, 16(3), 268-286..

Mohrman, S. A. (1995). Designing Work Teams. In H. Richer and C. Fay (Eds.), Enhancing Workplace Effectiveness (pp.257-276). San Francisco: Jossey-Bass.

Mohrman, S. A. and Cohen, S. G. (1995). When People Get Out of the Box: New Attachments to Co-Workers. In A. Howard (Ed.), The Changing Nature of Work. (pp. 365-410). San Francisco: Jossey-Bass.

Robertson, P., Wohlstetter, P., & Mohrman, S. A., (1995, August). Generating Curriculum and Instructional Innovations Through School-Based Management. Educational Administration Quarterly, 31(3), 375-404.

Ledford, G. E. Jr., Lawler, E. E., III, & Mohrman, S. A., (1995, July-August). Reward Innovation in Fortune 1000 Companies. Compensation and Benefits Review, pp.76-80.

Mohrman, A.M., Jr., and Mohrman, S.A. (1995, July-August). Performance Management is Running the Business. Compensation and Benefits Review, 69-76.

Mohrman, S. A. (1995, November). Center for Effective Organizations Team-Based Organization Design. Teams: The Magazine for High Performance Organizations and Their Work Teams, pp. 44-47.

Mohrman, S. A., Mohrman, A. M., Jr., & Cohen, S. G. (1995). Organizing Knowledge Work Systems. In M. Beyerlein, D.A. Johnson, and S.T. Beyerlein (Eds.), Advances In Interdisciplinary Studies of Work Teams, Vol. II: Knowledge Work in Teams (pp. 61-91). Greenwich: JAI Press.

- Mohrman, S. A., Tenkasi, R. V., Lawler, E. E., & Ledford, G. E.** (1995). Total Quality Management: Practice and Outcomes in the Largest US Firms. Employee Relations, 5(3), 27-43.
- Lawler, E. E., III and Mohrman, S. A.** (1996). A New Logic for Organizing. In W. F., Massey, (Ed.), Resource Allocation in Higher Education. Ann Arbor, MI: University of Michigan Press.
- Mohrman, A. M., Jr., Mohrman, S. A. & Odden, A. R.** (1996, Spring). Aligning Teacher Compensation with Systemic School Reform. Skill-Based Pay and Group-Based Performance Rewards. Educational Evaluation and Policy Analysis, 18(1), 51-71.
- Mohrman, S. A.** (1996). Entries in L. H. Peters, S. A. Youngblood, and C. P. Greer. (Eds.), Blackwell Dictionary of Human Resources Management: “Knowledge Work,” “Knowledge Teams,” “Self-Managing Teams,” “Quality Circles.” Oxford: Blackwell Publishers.
- Mohrman, S. A.** (1996). Horizontal Management. Entry 13:34:17. In L. H. Peters, S. A. Youngblood, and C. P. Greer. (Eds.), The Blackwell Encyclopedic Dictionary of Human Resource Management. Oxford: Blackwell Publishers.
- Mohrman, S. A. and Lawler, E. E., III**, (1996). Motivation for School Reform. In S. H. Fuhrman and J. A. O’Day (Eds.), Rewards and Reform: Creating Educational Incentives That Work. San Francisco: Jossey-Bass.
- Mohrman, S. A., Lawler, E. E., III, & Ledford, G. E. Jr.** (1996, January/February). Do Employee Involvement and TQM Programs Work? The Journal of Quality and Participation, 19(1), 6-11.
- Mohrman, S. A.** (1997). Empowerment: There’s More to It than Meets the Eye. In B. Ginnado (Ed.), The Power of Empowerment: What the Experts Say and 16 Case Studies (pp. 15-23). Arlington Heights: Pride Publications.
- Mohrman, S. A. and Lawler, E. E., III.** (1997, Spring). Transforming the Human Resource Function. Human Resource Management Journal, 36(1), 157-162. Reprinted in D. Ulrich, M. Losey, and G. Lake (Eds.), The Future of Human Resources. New York: John Wiley & Sons. 1997.
- Mohrman, S. A. and Mohrman, A. M., Jr.** (1997). Fundamental Organizational Change as Organizational Learning: Creating Team-Based Organizations. In W.A. Pasmore and R.W. Woodman (Eds.), Research in Organizational Change and Development, Vol. 10 (pp. 197-228). Greenwich: JAI Press, Inc.
- Mohrman, S. A. and Mohrman, A. M., Jr. & R. V. Tenkasi.** (1997). The Discipline of Organization Design. In C. L. Cooper and S. E. Jackson (Eds.), Creating Tomorrow’s Organizations (pp. 191-206). Chichester: John Wiley & Sons.

Wohlstetter, P., Mohrman, S. & Robertson, P. (1997). Successful School-Based Management: A Lesson for Restructuring Urban Schools. In D. Ravitch and J.P. Viteritti, (Eds.), New Schools for a New Century: The Redesign of Urban Education (pp. 201-225). New Haven, CT: Yale University Press.

Lawler, E. E., III and Mohrman, S. A. (1998). Employee Involvement, Reengineering, and TQM: Focusing on Capability Development. In S. A. Mohrman, J. R. Galbraith, E. E. Lawler, III & Associates. Tomorrow's Organization: Crafting Winning Capabilities in a Dynamic World (pp.179-208). San Francisco: Jossey-Bass.

Mohrman, A. M., Jr. and Mohrman, S. A. (1998). Catalyzing Organizational Change and Learning: The Role of Performance Management. In S. A. Mohrman, J. R. Galbraith, E. E. Lawler III and Associates. Tomorrow's Organization: Crafting Winning Capabilities in a Dynamic World (pp. 362-393). San Francisco: Jossey-Bass.

Mohrman, S. A. (1998). Top Management Viewed From Below: A Learning Perspective on Transformation. In J. A. Conger, G. M. Spreitzer, & E. E. Lawler (Eds.), The Leader's Change Handbook: An Essential Guide to Setting Direction and Taking Action (pp. 271-300). San Francisco: Jossey-Bass.

Mohrman, S. A. and Lawler, E. E., III. (1998). Facing the Challenges of the Future. In S. A. Mohrman, J. R. Galbraith, E. E. Lawler & Associates. Tomorrow's Organization: Crafting Winning Capabilities in a Dynamic World (pp. 394-412). San Francisco: Jossey-Bass.

Mohrman, S. A. and Lawler, E. E., III. (1998). The New Human Resources Management: Creating the Strategic Business Partnership. In S. A. Mohrman, J. R. Galbraith, E. E. Lawler III & Associates. Tomorrow's Organization: Crafting Winning Capabilities in a Dynamic World (pp. 211-230). San Francisco: Jossey-Bass.

Tenkasi, R. V., Mohrman S. A., & Mohrman, A. M., Jr. (1998). Accelerating Learning During Transition. In S. A. Mohrman, J. R. Galbraith, E. E. Lawler, III & Associates. Tomorrow's Organization: Crafting Winning Capabilities in a Dynamic World (pp.330-361). San Francisco: Jossey-Bass.

Cohen, S. G., Mohrman, S. A., & Mohrman, A. M. (1999). We Can't Get There Unless We Know Where We Are Going: Direction Setting for Knowledge Work Teams. In R. Wageman (Ed.), Research on Groups and Teams (pp. 1-31). Greenwich: JAI Press.

Mohrman, A. M. Jr., Mohrman, S. A., Lawler, E. E. & Ledford, G. E. (1999). Introduction to the New Edition. In E. E. Lawler, III, A. M. Mohrman, Jr., S. A. Mohrman, G. E. Ledford, T. G. Cummings & Associates. Doing Research that is Useful for Theory and Practice (pp. ix-xlix). Lanham: Lexington Press.

Mohrman, S. A. (1999). The Context for Geographically Dispersed Teams and Networks. In Cooper, C. and Rousseau (Eds.), Trends in Organizational Behavior. (pp. 63-80). New York: John Wiley & Sons.

Pelled, L. H., Ledford, G. E., & Mohrman, S. A. (1999). Demographic Dissimilarity and Workplace Inclusion. Journal of Management Studies, 37(1).

Tenkasi, R. V. and Mohrman, S. A. (1999). Global Change as Contextual Collaborative Knowledge Creation. In D. L. Cooperrider and J. E. Dutton (Eds.), Organizational Dimensions of Global Change : No Limits to Cooperation (Human Dimensions of Global Change) (pp. 114-136). Corwin Press.

Lawler, E. E., III and S. A. Mohrman. (2000). Beyond the Visions: What Makes HR Effective? Human Resource Planning, 23(4), 10-20.

Mohrman, S. A and Quam, K. F. (2000). Consulting to Team-Based Organizations: An Organizational Design and Learning Approach. Consulting Psychology Journal: Practice & Research, 52(1), 20-35.

Mohrman, S. A., Tenkasi, R. V., & Mohrman, A. M., Jr. (2000). Learning and Knowledge Management in Team-Based New Product Development Organizations. In M. M. Beyerlin, D. A. Johnson, and S. T. Beyerlin (Eds.), Advances in Interdisciplinary Studies of Work Teams, Vol. 5 (pp. 63-88). Greenwich: JAI Press.

Mohrman, S. A. (2001). Seize the Day: Organizational Studies Can and Should Make a Difference. Human Relations, 54(1), 57-65.

Mohrman, S. A, Gibson, C. B., & Mohrman, A. M., Jr. (2001). Doing Research that is Useful to Practice. Academy of Management Journal, 44(2), 347-375.

Finegold, D., Benson, G., & Mohrman, S. A. (2002). Harvesting What They Grow: Can Firms Get a Return on Investments in General Skills? Organization Dynamics: 31:2, 151-164.

Finegold, D., Mohrman, S. A., & Spreitzer, G. (2002). Age Effects on the Predictors of Technical Workers' Commitment and Willingness to Turnover. Journal of Occupational Behavior, 23(1), 1-20.

Mohrman, S. A. (2002). The Organizational Level of Analysis: Consulting to the Implementation of New Organizational Designs. In R. L. Lowman (Ed.), Handbook of Organizational Consulting Psychology (pp. 54-75). San Francisco: Jossey-Bass.

Mohrman, S. A., Finegold, D., & Klein, J. A. (2002). Designing the Knowledge Enterprise: Beyond Programs and Tools. Organization Dynamics. 31:2, 134-150.

Lawler, E. E., III and Mohrman, S. A. (2003). HR as a Strategic Partner: What Does It Take to Make It Happen? Human Resources Planning Journal. 26:3, pp. 15-29.

Mohrman, A.M. and Mohrman, S. (2003). Self-Designing a Performance Management System. In N. Adler, A. Shani, & A. Styhre, (Eds.), Collaborative Research in Organizations: Leveraging Academy-Industry Partnerships (pp.313-333). Thousand Oaks, CA: Sage Press.

- Mohrman, S.A.** (2003). Designing Work for Knowledge-Based Competition. In S. Jackson, M. Hitt, & A. Denisi, (Eds.), Managing Knowledge for Sustained Competitive Advantage: Designing Strategies for Effective Human Resource Management (pp. 94-126). San Francisco: Jossey-Bass.
- Mohrman, S. A., Klein, J. A. & Finegold, D.** (2003). Managing the Global New Product Development Network: A Sense-Making Perspective. In C. Gibson and S. Cohen, (Eds.), Virtual Teams that Work: Creating Conditions for Virtual Team Effectiveness (pp. 37-58). San Francisco: Jossey-Bass.
- Mohrman, S.A., Mohrman, A.M. Jr., & Finegold, D.** (2003). An Empirical Model of the Organization Knowledge System in New Product Development Firms. Journal of Engineering and Technology Management, 20(1-2), 7-38.
- Mohrman, S.A., Tenkasi, R.V., & Mohrman, A.M. Jr.** (2003). The role of Networks in Fundamental Organizational Change: A Grounded Analysis. The Journal of Applied Behavioral Science, 39(3), 301-323.
- Benson, G., Finegold, D. & Mohrman, S.A.** (2004). You Paid for the Skills, Now Keep Them: Tuition-Reimbursement and Voluntary Turnover. The Academy of Management Journal, 47(3), 315.
- Lawler, E. E., III and Mohrman, S. A.** (2004). Human Resources Management: New Consulting Opportunities. In L. Greiner & F. Poulfelt, (Eds.), Advanced Management Consulting (pp. 133-148). Palo Alto: Stanford University Press.
- Mohrman, S. A., Galbraith, J. R., & Monge, P.** (2006). Network Attributes Impacting the Generation and Flow of Knowledge Within and From the Basic Science Community. In J. Hage and M. Meeus (g). Innovation, Science and Industrial Change: The Handbook of Research. London: Oxford Press. 196-216.
- Mohrman, S. A.** (2007). Designing Organizations to Lead with Knowledge. In T. Cummings (Ed.), The Handbook of Organization Development (pp. 519-538). Thousand Oaks, CA: Sage Publications.
- Mohrman, S. A.** (2007). Having Relevance and Impact: The Benefits of Integrating the Perspectives of Design Science and Organizational Development. Journal of Applied Behavioral Science, 48, 12-22.
- Mohrman, S., Mohrman A.M., Jr., Cohen, S., & Winby, S.** (2007). The Collaborative Learning Cycle: Advancing Theory and Building Practical Design Frameworks Through Collaboration. In A.B. Shani, S.A. Mohrman, W.A. Pasmore, B. Stymne, & N. Adler (Eds.), Handbook of Collaborative Management Research (pp. 509-530). Thousand Oaks, CA: Sage Press.
- Mohrman, S., Pasmore, W., Shani, A.B. (Rami), Stynme, B., & Adler, N.** (2007). The Promise of Collaborative Management Research. In A.B. Shani, S.A. Mohrman, W.A.

Pasmore, B. Stymne, & N. Adler (Eds.), Handbook of Collaborative Management Research (pp. 7-31). Thousand Oaks, CA: Sage Press.

Mohrman, S., Pasmore, W., Shani, A.B. (Rami), Stymne, B., & Adler, N. (2007). Toward Building a Collaborative Research Community. In A.B. Shani, S.A. Mohrman, W.A. Pasmore, B. Stymne, & N. Adler (Eds.), Handbook of Collaborative Management Research (pp. 615-634). Thousand Oaks, CA: Sage Press.

Mohrman, S. A., & Shani, A. B. (Rami). (2007). The Multiple Voices of Collaboration: A Critical Reflection. In A.B. Shani, S.A. Mohrman, W.A. Pasmore, B. Stymne, & N. Adler (Eds.), Handbook of Collaborative Management Research (pp. 531-538). Thousand Oaks, CA: Sage Press.

Mohrman, S. (2007) . Designing Organizations for Growth: The Human Resource Contribution. Human Resource Planning. 30:4, 34-45.

Mohrman, S. (2008). Leading Change: Do it With Conversation. Leadership Excellence. 25:10, p.5.

Mohrman, S. (2009). Action Research. In J. Levine and M. Hogg (Eds.), Encyclopedia of Group Processes and Intergroup Relations (pp. 1-6). Thousand Oaks, CA: Sage Press.

Mohrman, S. A., & Worley, C. R. (2009). Dealing with Rough Times: A Capabilities Development Approach to Surviving and Thriving. Human Resource Management: 48:3. 431-443.

Wagner, C. S., & Mohrman, S.A. (2009). Science as a Communications Network: An Illustration of Nanoscale Science Research. In N. Vonartis and Franco Malerba (Eds.), Innovation Networks in Industries. London: Edward Elgar Press.

Fenlon, M. & Mohrman, S.A. (2009, August). Counting for Change. HR Magazine.

Jarzabkowski, P., Mohrman, S.A. & Scherer, A.G. (2010). Organization Studies as Applied Science: The Generation and Use of Academic Knowledge about Organizations. Introduction to the Special Issue. Organization Studies. 33: 9&10. pp 1189-1208.

Mohrman, S. A. (2010). Emotions, Values, and Methodology: Contributing to the World We Live in Whether We Intend to or Not. Journal of Management Inquiry.

Thomas, J. & Mohrman, S.A. (2010). A Vision of Science Data and Analytics for the Science of Science Policy. In Lane, J. & Valdez, W, The Handbook of the Science of Science Policy, Palo Alto: Stanford University Press. pp. 258-281.

Mohrman, S.A. and Worley, C.G. (2010). The Organizational Sustainability Journey: Introduction to the Special Issue. In Mohrman, S.A. and Worley, C.G., Editors (2010). Organizing for Sustainability. Special Issue. Organization Dynamics. Fall 2010.

Mohrman, S.A. and McCracken, A. (2011). A Physician First. In D.D Warrick and Jens Mueller (Eds.), Lessons in leadership: Learning from real world cases (pp. 4-9). Chicago: Rossi - Smith.

Mohrman, S.A. and Lawler, E.E. III (2011). Research for Theory and Practice: Framing the Challenge. In S.A. Mohrman and E.E. Lawler, III (Eds.), Useful Research: Advancing Theory and Practice (pp. 9-35). San Francisco, Berrett-Koehler.

Mohrman, S.A. and Mohrman, A.M. Jr. (2011). Collaborative Organization Design Research at the Center for Effective Organizations. In S.A. Mohrman and E.E. Lawler, III (Eds.), Useful Research: Advancing Theory and Practice (pp. 57-80). San Francisco, Berrett-Koehler.

Mohrman, S.A. and Lawler, E.E. III (2011). What We Have Learned. In S.A. Mohrman and E.E. Lawler, III (Eds.), Useful Research: Advancing Theory and Practice (pp. 407-418). San Francisco, Berrett-Koehler.

McCracken, A. and Mohrman, S.A. (2012). Huron Hospital: Leading with Sustainability to Create a High-Performing System. In D.D. Warrick and Jens Mueller (Eds.), Lessons in leadership: Learning from real world cases. Chicago: Rossi - Smith.

Mohrman, S.A. and Shani, A.B. (Rami) (2011). Organizing for Sustainable Effectiveness: Taking Stock and Moving Forward. In S.A. Mohrman and A.B. Shani, (Eds.), Organizing for Sustainability (pp. 1-40). London, England: Emerald Press.

A.B. (Rami) Shani, and S.A. Mohrman. (2011). Organizing for Sustainable Effectiveness: Reprise and Way Forward. In S.A. Mohrman and A.B. Shani (Eds.), Organizing for Sustainability (pp. 215-238). London, England: Emerald Press.

Worley, C.G., Mohrman, S.A. & Nevitt, J.A. (2011). Large Group Interventions: An Empirical Field Study of Their Composition, Process, and Outcomes. The Journal of Applied Behavioral Science, 47(4), 404-431.

Mohrman, S.A. and Lawler, E.E. III (2012) Generating Knowledge That Drives Change. Academy of Management Perspectives, 26(1), 41-51.

Mohrman, S.A. and Shani, A.B. (eds) (2012). Organizing for Sustainable Healthcare: The Emerging Global Challenge. In S. Mohrman and A. Shani (Eds.), Organizing for Sustainable Healthcare (pp. 1-39). London, England: Emerald Press.

Mohrman, S.A. and Kanter, Michael. (2012). Designing for Health: Learning from Kaiser Permanente. In S. Mohrman and A. Shani (Eds.), Organizing for Sustainable Healthcare (pp. 77-111). London, England: Emerald Press.

Shani, A.B. and Mohrman, S.A. (2012). Learning to Organize for Sustainable Health Care: Rigor, Reflection and Relevance. In S. Mohrman and A. Shani (Eds.), Organizing for Sustainable Healthcare (pp. 227-249). London, England: Emerald Press.

Mohrman, S.A., Vernon, C.E. & McCracken, A. (2013). Sustainability at the Cleveland Clinic: A Network-Based Capability Development Approach. In Worley, C. and Mirvis, P.H. (Eds.), Building Networks and Partnerships. Volume 3 of the *Organizing for Sustainability Series* (pp. 65-100). London, England: Emerald Press.

Lawler, E.E., III and Mohrman, S.A. (2013). Sustainability. What Should Boards Do? The Corporate Board, July-August.

Worley, C. and Mohrman, S.A. (October, 2014) Is Change Management Obsolete? In *Organization Dynamics* special issue on Research at the Center for Effective Organizations, 43 (3) (pp. 214-224).

Mohrman, S.A. and Lawler, E.E.,III. (2014). Designing Organizations for Sustainable Effectiveness: A New Paradigm for Organizations and Academic Researchers. Journal of Organizational Effectiveness: People and Performance, 1(1), 14 – 34.

Mohrman, S.A. and Kanter, Michael, MD. (2014). Creating High Value, Sustainable Healthcare: The Technical and Social Elements of Evidence-based Medicine at the Southern California Permanente Medical Group. In S. Mohrman and A. Shani, (Eds.), Reconfiguring the Eco-System for Sustainable Healthcare. Volume 4 of the *Organizing for Sustainability Series*. (pp. 133-164). London, England, Emerald Press.

Mohrman, S.A. and Shani, A. (2014). Healthcare: An Ecosystem in Transition. In S. Mohrman and A. Shani, (Eds.), Reconfiguring the Eco-System for Sustainable Healthcare. Volume 4 of the *Organizing for Sustainability Series*. (pp. 1-30) London, England, Emerald Press.

Shani, A. and Mohrman, S.A. (2014). Reconfiguring the Eco-Sytem for Sustainable Healthcare: Integrating outside-in and Inside-out perspectives. In Mohrman and A. Shani, (Eds.), Reconfiguring the Eco-System for Sustainable Healthcare. Volume 4 of the *Organizing for Sustainability Series*. (pp. 217-242). London, England, Emerald Press.

Worley, C. and Mohrman, S.A. (2015). Designing for Sustainable Effectiveness: The Role of Embeddedness and Agility. In S. Mohrman, J. O’Toole and E. Lawler, III (Eds). Corporate Stewardship: Achieving Sustainable Effectiveness. (pp. 112-133) Sheffield, England, Greenleaf Publishing.

Mohrman, S.A., J. O’Toole, and E.E. Lawler, III. (2015). Achieving sustainable Effectiveness: Business Not as Usual. In S. Mohrman, J. O’Toole and E. Lawler, III (Eds). Corporate Stewardship: Achieving Sustainable Effectiveness. (pp. 2-13). Sheffield, England, Greenleaf Publishing.

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

Mohrman, S.A. (2016) Edward Emmet Lawler III: 8th Recipient SIOP Distinguished Scientific Contributions Award in *The SAGE Encyclopedia of Industrial and Organizational Psychology, 2nd edition*

Mohrman, S.A., Breyley-Parker, S., Palacpac, L. Wilk, C. (2016). The Emergence of a Local Foods Network in Northeast Ohio. In R. Cagliano, F.A. Caniato, and C.G. Worley (Eds.), Organizing for a Sustainable Foods Value Stream. Organizing Supply Chain Processes for Sustainable Innovation in the Agri-Food Industry, Volume 5 of *Organizing for Sustainable Effectiveness* (pp. 235-261). London: Emerald Press.

Mohrman, S.A. (2017). Partnering to Advance Sustainable Effectiveness at the Center for Effective Organizations. In Bartunek and McKenzie (Eds.), Academic Practitioner Research Partnerships: Developments, Complexities and Opportunities. (pp.217-233) London: Routledge Press Organizational Change and Development Series.

Mohrman, S.A. (2017). Edward Emmet Lawler, III: Scholar, Change Agent, Sports Fanatic and a Hell of a Nice Guy. In (Szabla, Pasmore and Barnes, editors) *Enduring Thoughts of the Thinkers of Organizational Change*. Palgrave MacMillian.

Mohrman, S.A. and Winby, S. (forthcoming June 2018). Working Toward Sustainable Development: Consulting to the Eco-System. In Shani and Numair (Eds.b), Research on Organization Change and Development, Volume 26. London: Emerald Press.

Winby, S. and Mohrman, S.A. (in press, 2018). Digital Sociotechnical Systems Design. *Journal of Applied Behavioral Science*.

Pasmore, W. Winby, S. Mohrman, S.A. and Vanasse, R. (in press, 2018). Reflections: Sociotechnical Systems Design and Organization Change, *Journal of Change Management*.

BOOKS AND MONOGRAPHS

Lawler, E., Mohrman, A., Mohrman, S., Cummings, T. & Ledford, G., (Eds.). (1985). Doing Research That is Useful for Theory and Practice. San Francisco: Jossey-Bass.

Lawler, E. E., III, Ledford, G. E., Jr., Mohrman, S. A. & Associates. (1989). Employee Involvement in America: A Study in Contemporary Practice. Houston: American Productivity and Quality Center.

Mohrman, A. M., Jr., Mohrman, S. A., Ledford, G. E. Jr., Cummings, T.G., Lawler, E. E., III & Associates. (1989). Managing Large Scale Organizational Change. San Francisco: Jossey-Bass.

Mohrman, S. A. and Cummings, T. G. (1989). Self-Designing Organizations: Learning How to Create High Performance. Reading: Addison-Wesley.

Von Glinow, M. A. and Mohrman, S. A. (Eds.). (1990). Managing Complexity in High Technology Organizations. New York: Oxford University Press.

Lawler, E. E., Mohrman, S. A., & Ledford, G. E. (1992). Employee Involvement and Total Quality Management: Practices and Results in Fortune 1000 Companies. San Francisco: Jossey-Bass.

Mohrman, S. A., and Wohlstetter, P. (1994). School-Based Management: Organizing for High Performance. 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 in Fortune 1000 Companies. San Francisco: Jossey-Bass.

Mohrman, S. A., Cohen, S. G., & Mohrman, A. M., Jr. (1995). Designing Team Based Organizations. San Francisco: Jossey-Bass.

Mohrman, S. A., Lawler, E. E., III, & McMahan, G. (1996). New Directions for the Human Resources Organization: An Organization Design Approach. Center for Effective Organizations and Human Resource Planning Society.

Mohrman, S. A. and Mohrman, A.M. (1997). Designing and Leading Team-Based Organizations: A Workbook for Organizational Self-Design. San Francisco: Jossey-Bass.

Wohlstetter, P., Van Kirk, A., Robertson, P., & Mohrman, S.A. (1997). Organizing for Successful School-Based Management. Alexandria, VA: Association for Supervision and Curriculum Development.

Lawler, E. E., III, Mohrman, S. A., & Ledford, G. E. (1998). Strategies for High Performance Organizations: Employee Involvement, TQM, and Reengineering Programs in Fortune 1000 Corporations. San Francisco: Jossey-Bass.

Mohrman, S. A., Galbraith, J. R., Lawler, E.E., III & Associates. (1998). Tomorrow's Organization: Crafting Winning Capabilities in a Dynamic World. San Francisco: Jossey- Bass.

Lawler, E. E., III, Mohrman, A. M. Jr., Mohrman, S. A., Ledford, G. E., Cummings, T. G., & Associates. (1999). Doing Research that is Useful for Theory and Practice. Lanham: Lexington Press.

Lawler, E. E., III and Mohrman, S. A. (2000). Creating a Strategic Human Resources Organization. Center for Effective Organizations and Human Resource Planning Society.

Lawler, E. E., Mohrman, S. A., & Benson, G. S. (2001). Organizing for High Performance: The CEO Report On Employee Involvement, TQM, Reengineering, and Knowledge Management in Fortune 1000 Companies. San Francisco: Jossey-Bass.

Lawler, E. E., III and Mohrman, S. A. (2003). Creating a Strategic Human Resources Organization: An Assessment of Trends and New Directions. Palo Alto: Stanford University Press.

Lawler, E.E., III, Boudreau, J.W., & Mohrman, S.A. (2006). Achieving Strategic Excellence: An Assessment of Human Resource Organizations. Palo Alto: Stanford University Press.

Mohrman, S. (2006). Section Editor: “Knowledge and Cognition.” In J. Hage and M. Meeus (Eds.). Innovation, Science and Industrial Change: The Handbook of Research. London: Oxford Press.

Shani, A. B., Mohrman, S. A., Pasmore, W. A., Stymne, B., & Adler, N. (Eds.). (2007). Handbook of Collaborative Management Research. Thousand Oaks: Sage Press.

Mohrman, S.A. and Lawler, E.E. III (eds.) (2011). *Useful Research: Advancing Theory and Practice.* San Francisco, Berrett-Koehler.

Mohrman, S.A. and Shani, A.B. (eds) (2011). *Organizing for Sustainability.* London, England: Emerald Press.

Mohrman, S.A. and Shani, A.B. (eds.) (2012). *Organizing for Sustainable Healthcare.* Volume 2 of the *Organizing for Sustainability Series.* London, England: Emerald Press.

Weisz, Jeffrey, Mohrman, S.A. and McCracken, A. (2012). *It’s a Great Time to Be a Physician: Building a Healthcare System that Works.* Second River Healthcare Press.

Mohrman, S.A. & Shani, A.B. (eds.) (2014). *Reconfiguring the Eco-System for Sustainable Healthcare.* Volume 4 of the *Organizing for Sustainability Series.* London, England: Emerald Press.

Mohrman, S.A. and Pillans, G. (2013). *Emerging Approaches to Organization Design.* A Publication of the Corporate Research Forum and the Center for Effective Organizations. September, 2013.

Mohrman, S.A., O’Toole, J., and Lawler, E.E. (eds.) (2015). *Corporate Stewardship: Achieving Sustainable Effectiveness.* London: Greenleaf Press.

TECHNICAL REPORTS:

Mohrman, S. A., Galbraith, J. R., & Monge, P. (2004). *Network Attributes Impacting The Generation and Flow of Knowledge Within and From the Basic Science Community.* Technical report submitted to Sandia National Laboratories and the Department of Energy, May, 2004.

Mohrman, S. A. and Galbraith, J. R. (2005). Dynamics of the Adaptive Mesh Refinement (AMR) Network: The Organizational and Managerial Factors that Contribute to the Stream of Value from the Basic Research Funding of the Office of Science. Technical report submitted to Advanced Systems Technology and Management (AdSTM) and the Department of Energy, April, 2005

Mohrman, S. A. and Wagner, C. (2006). The dynamics of knowledge creation: A baseline for the assessment of the role and contribution of the department of energy's nanoscale science research centers. Submitted to the U.S. Department of Energy /Office of Science through Contract No. DE-AC02-04ER30321, July 2006.

Mohrman, S.A. and Wagner, C. (2008). The Dynamics of knowledge creation: Phase one Assessment of the role and contribution of the department of energy's nanoscale science research centers. Submitted to the U.S. Department of Energy /Office of Science through Contract No. DE-AC02-04ER30321, September, 2008.

SPECIAL ISSUES EDITED

Jarzabkowski, P., Mohrman, S.A. & Scherer, A.G. , Editors (2010). Organization Studies as Applied Science: The Generation and Use of Academic Knowledge about Organizations. Special Issue. Organization Studies. 33: 9&10.

Mohrman, S.A. and Worley, C.G., Editors (2010). Organizing for Sustainability. Special Issue. *Organization Dynamics*. Fall 2010.bb

OTHER PROFESSIONAL ACTIVITIES

EXECUTIVE BOARD: Organization Development Division of the Academy of Management, 1988-1993; Board of Governors, The Academy of Management, 1995-1998. Board of Governors: The Human Resource Planning Society, 1998-2002; The Academic Advisory Board of the Organization Design Forum, 2015-present.

EDITORIAL BOARD MEMBER: *Human Resource Planning; Journal of Action Research; Journal of Applied Behavioral Sciences; Journal of Change Management. Human Resource Management Journal.*

REVIEW PAPERS: for the following divisions of the National Academy of Management: Organizational Development and Change, Organizational Behavior, Human Resources.

REVIEW FOR JOURNALS: *Journal of Occupational Behavior, Academy of Management Review, Academy of Management Journal, Academy of Management Executive, and IEE Transactions on Engineering Management, Human Resources Management, Journal of Change Management..*

REVIEW TEXTS AND BOOKS: for Addison-Wesley, John Wiley, Harvard Press and Cornell University Press, Jossey-Bass, Sage.