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Lee Dyer

Professor

Center for Advanced Human Resource Studies

ILR School, Cornell University

Ithaca, New York 14853

EDUCATION

PhD 1971	Industrial Relations Research Institute University of Wisconsin-Madison
MBA 1968	Graduate School of Business University of Wisconsin-Madison
BBA 1965	School of Business University of Wisconsin-Madison

PROFESSIONAL EXPERIENCE

1985-Present	Professor, ILR School, Cornell University (2000-Present, Chairman, Department of Human Resource Studies)
1988-1995	Director, Center for Advanced Human Resource Studies (CAHRS) ILR School, Cornell University
1985-1986	Consultant, Human Resource Strategy Touche Ross & Co. (now Deloitte & Touche) (on leave from Cornell University)
1977-1985	Associate Professor, ILR School, Cornell University (1979-1983, Chairman: Department of Personnel and Human Resource Studies)
1978-1979	Consultant, Personnel Planning Corning Glass Works (on leave from Cornell University)
1971-1977	Assistant Professor, ILR School, Cornell University
1971-Present	Concurrent with academic positions served as a consultant to a number of public and private organizations in the following areas: Organizational agility, human resource strategy development, human resource forecasting and planning, internal staffing systems design, and executive development. Clients have included Colgate-Palmolive, IBM, Deloitte & Touche, Corning, NCR, Schering-Plough, Hallmark, Eastman Kodak, Exxon-Mobil, the U.S. Navy Personnel Research and Development Center, Petroleos de Venezuela S.A., and Coopers and Lybrand (The Netherlands).
1968-1971	Teaching Assistant, Graduate School of Business, University of Wisconsin
Prior to 1968	Human resource experience in U.S. Army, and management experience with Proctor and Gamble.

HONORS

P.W. Wood Lecturer, Queen's University (1993)
Fellow, National Academy of Human Resources (inducted 1994)
Herbert G. Heneman Jr. Career Achievement Award (2003)
Michael R. Losey Human Resource Research Award (2004)

Research & Teaching Interests

Research

The Agile Enterprise: Studies of ways in which organizations use agility to gain a competitive edge, with special emphasis on key dimensions of organizational capability, including people.

Human resource strategy formation and implementation: Research designed to clarify the content of human resource strategies and to better understand the processes through which such strategies are developed, implemented, and disseminated within and across organizations, domestically and globally.

Teaching

Teach graduate and undergraduate seminars and courses in the following areas:

- The Agile Enterprise (People in Agile Organizations)
- HR Leadership: Views From the Top
- Business Strategy and Human Resources

Conduct executive development programs at Cornell and throughout the world on organizational agility, human resource strategy, and the evolving role of the human resource organization.

PROFESSIONAL MEMBERSHIPS

- Human Resource Planning Society
- Academy of Management
- Society for Human Resource Management
- Labor and Employment Relations Association (formerly IRRA)

OTHER RECENT ACTIVITIES

Lecture and conduct workshops on organizational agility, human resource strategy and related topics at the University of Melbourne, Australia; DeBaak Institute and The Free University of Amsterdam, The Netherlands; Instituto de Estudios Superiores de Administracion, Venezuela; Queen's University, Canada; the University of Michigan; and other professional forums such as the Conference Board, The Institute for International Human Resources, Society for Human Resource Management, and The Human Resource Planning Society.

Member, Advisory Board, Center for Advanced Human Resource Studies

Member, Planning Team, Inaugural Chief Human Resource Officers Academy (2003)

Trustee, National Academy of Human Resources Foundation (1995-2003).

Board of Directors (1989-2000), Research Committee (1980-2000), and Nominations Committee (1993-2001), Annual Meeting Program Committee (1997), and SOTA/P Committee (1997-2000), Human Resources Planning Society.

Co-editor, Contributing Editor, and (now) Editorial Board, Human Resource Planning, (1977-present).

Editorial Board, Human Resource Management (1983-present).

Editorial Board, Asia Pacific Journal of Human Resources, (1987-present).

Editorial Board, International Journal of Human Resource Management, (1993-present).

Reviewer, Journal of Applied Psychology, Industrial and Labor Relations Review, Academy of Management Journal, Allyn and Bacon, Irwin, Pitman, and Kent.

BOOKS & MONOGRAPHS

People in E-Business: New Challenges, New Solutions. New York: Human Resource Planning Society, 2000. (with P. Wright).

Execution: The Critical “What’s Next” in Strategic Human Resource Management. New York: Human Resource Planning Society, 1999. (with P. Wright and M. Takla).

Strategic Human Resources Management In The 21st Century, Stamford, CT: JAI Press, 1999. Special edition of Research Personnel and Human Resource Management, (co-edited with P. Wright, J. Boudreau, and G. Milkovich).

Human Resources as a Source of Competitive Advantage, Kingston, Ontario: Industrial Relations Centre Press, Queen's University, 1993.

Personnel/Human Resource Management. 4th Edition, Homewood, IL: Richard D. Irwin, 1989, (with H.G. Heneman III, D.P. Schwab, and J.A. Fossum).

Human Resource Management: Evolving Roles and Responsibilities, ASPA/BNA. Washington: Bureau of National Affairs, 1988 (editor).

Human Resource Planning: Tested Practices of Five Major U.S. and Canadian Companies. New York, Random House, 1986 (editor).

Industrial Relations Research in the 1970s: Review and Appraisal. Madison, WI: Industrial Relations Research Association, 1982 (co-editor with T.A. Kochan and D.J.B. Mitchell).

Affirmative Action Planning. New York: Human Resource Planning Society, 1979 (co-editor with G.T. Milkovich).

The Effectiveness of Union-Management Safety and Health Committees. Kalamazoo, MI: W.E. Upjohn Institute for Employment Research, 1977 (with T.A. Kochan and D.P. Lipsky).

Organizational Careers: Individual Planning and Organizational Development. Ithaca, N.Y.: Publications Division, NYSSILR, Cornell University, 1976 (editor).

Correlates of Managerial Preferences for Selected Salary Criteria. Monograph Series, Industrial Relations Center, University of Minnesota, May, 1976. (with R. Theriault).

Project Management: An Annotated Bibliography. Ithaca, N.Y.: Publications Division, NYSSILR, Cornell University, 1976 (with G.D. Paulson).

A Design and Methodology for Conducting Evaluation of a Quality of Work Program. Ithaca, N.Y.: NYSSILR, Cornell University, 1973 (issued by Publications Division, 1976) (with others).

JOURNAL ARTICLES, BOOK CHAPTERS & PROCEEDINGS PAPERS

“Complexity Based Agile Enterprises: Putting Self-Organization to Work” in A. Wilkinson, T. Redman, and S. Snell (eds). Sage Handbook of Human Resource Management. London: Sage (In press). (Also available as CAHRS Working Paper No. 08-01.) (With Jeff Ericksen).

“Dynamic Organizations: Achieving Marketplace Agility through Workforce Scalability”. In J. Storey (ed). Human Resource Management: A Critical Text, 3rd Edition. London: Thompson Learning. (2007) (Also available as CAHRS Working Paper No. 06-12.) (with J. Ericksen).

“In Pursuit of Marketplace Agility: Applying Precepts of Self-Organizing Systems to Optimize Human Resource Scalability”. In M. Losey, S. Meisinger and D. Ulrich (eds). The Future of Human Resource Management. New York: Wiley. 2005. (Also published in Human Resource Management, 44, 2005). (with J. Ericksen).

“Right From the Start: Exploring the Effects of Early Events on Subsequent Project Team Development and Performance”. Administrative Science Quarterly. 49, 2005. (An earlier version of this paper is available as CAHRS Working Paper No. 02-20.) (with J. Ericksen).

“Toward a Strategic Human Resource Model of High Reliability Organization Performance”. International Journal of Human Resource Management. 16, 2005. (Also available as CAHRS Working Paper No. 04-02.) (with J. Ericksen).

“Dynamic Organizations: Achieving Marketplace and Organizational Agility with People.” In R. Peterson and E. Mannix (eds). Leading and Managing People in the Dynamic Organization (Mahwah, NJ: Lawrence Erlbaum Associates, 2003) (with R. Shafer).

- “Crafting Human Resource Strategy to Foster Organizational Agility: A Case Study,” Human Resource Management, 40, 3, 2001. (Available as CAHRS Working Paper No. 00-08) (with R. Shafer, J. Kilty, J. Amos, and J. Ericksen)
- “HRM: An American View”, in J. Storey (ed), Human Resource Management: A Critical Text, 2nd Edition. (London: Thomson Learning, 2001) (with T. Kochan).
- “Toward a New Social Contract Around Work: The Role of Management,” Perspectives on Work, 4, 1, 2000.
- “What’s Next? Key findings from the 1999 State of the Arts & Practice Study,” Human Resource Planning, 22, 4, 1999 (with P. Wright and M. Takla).
- “Agile Organizations: A New paradigm for Human Resource Strategy Research,” in P.J. Dowling, et. al. (eds), From the Edge: Management Beyond 2000, Proceedings of the Annual ANZAM Conference, Hobart, Tasmania, Australia, 1999. (with R. A. Shafer).
- “From Human Resource Strategy to Organizational Effectiveness: Lessons From Research on Organizational Agility,” in P. Wright, L. Dyer, J. Boudreau, and G. Milkovich (eds). Strategic Human Resources Management in the Twenty First Century (Stamford, CT: JAI Press, 1999) (with R.A. Shafer) (available as CAHRS Working Paper No. 98-12).
- “Personnel and Human Resource Management,” in J. McKelvey and M. Neufeld (eds). Industrial Relations at the Dawn of the New Millennium (Ithaca, NY: ILR School 1998) (with W. Burdick).
- “Key Competencies for a Transformed Human Resource Organization: Results of a Field Study,” Human Resource Management, 35,3, Fall 1996 (with D. Blancero and J. Boroski).
- “Due Process for Non-union Employees: The Influence of System Characteristics on Fairness Perceptions,” Human Resource Management, 35,3, Fall 1996 (with D. Blancero).
- “Human Resource Strategies and Firm Performance: What Do We Know and Where Do We Need To Go?” International Journal of Human Resource Management, 6, 3, 1995 (with T. Reeves). (Available as CAHRS Working Paper No. 94-29).
- “Is There a New HRM? Contemporary Evidence and Future Directions”, in B. Downie, P. Kumar, and M. L. Coates (eds), Managing Human Resources in the 1990s and Beyond: Is the Workplace Being Transformed? (Kingston, Ontario: Industrial Relations Centre Press, Queen's University, 1995) (with T. Kochan) (Available as CAHRS Working Paper No. 94-22).
- “International Human Resource Studies: A Framework for Future Research,” in D. Lewin, O.Mitchell, and P. Scherer (eds), Research Frontiers in Industrial Relations and Human

Resources, (Madison, WI: Industrial Relations Research Association, 1993) (with T. Kochan and R. Batt).

“Managing Transformational Change: The Role of HR Professionals,” International Journal Human Resource Management, 4, 3, September 1993 (with T. Kochan). Reprinted in J. Niland, R. Lansbury, and C. Verevis (eds). The Future of Industrial Relations in a Changing World (Sage, 1994).

“Une Etude Empirique Sur les Roles de Base des Services de Ressources Humaines,” Relations Industrielles, 47, 4, Autumn 1992 (with C. Labelle).

“Human Resource Management and Organizational Effectiveness: High Technology Entrepreneurial Startup Firms In Israel,” Human Resource Management, 28, 3, Fall 1989 (with P. Bamberger and S. Bacharach).

“Human Resource Planning in High Technology Entrepreneurial Startups,” Human Resource Planning, 13, 1, 1990 and (in abbreviated form) Proceedings of the 26th Annual Meeting of the Eastern Academy of Management, 1988 (with P. Bamberger and S. Bacharach).

“Toward a Strategic Perspective of Human Resource Management,” in Dyer, L. (ed), Human Resource Management: Evolving Roles and Responsibilities, ASPA/BNA (Washington: Bureau of National Affairs, 1988) (with G. W. Holder).

“Formulating Human Resource Strategies in a Professional Service Firm: A Systemic Approach” in R. J. Niehaus, (ed.), Strategic Human Resource Planning Applications (New York: Plenum, 1987).

“Managerial Strategy Development: A Model, Propositions, and Suggested Research,” Proceedings of the Annual Meeting of the Association of Human Resource Management and Organizational Behavior, 1985 (with D. J. Koys).

“Corporate Revitalization Through Human Resource Management.” Optimum, 16, 2, 1985.

“Strategic Human Resource Management and Planning” in K. Rowland and G. Ferris (eds), Research in Personnel and Human Resource Management, Vol.3 (Greenwich, CT: JAI Press, 1985).

“Linking Human Resource and Business Strategies.” Human Resource Planning, 7, 2, 1984.

“Human Resource Planning at IBM.” Human Resource Planning, 7, 3, 1984.

“Contemporary Employment Stabilization Practices” in T.A. Kochan and T.A. Barocci (eds), Industrial Relations and Human Resource Management: Text, Readings, and Cases (Boston: Little, Brown, 1985 [with F. Foltman and G. Milkovich]).

- “Studying Strategy in Human Resource Management: An Approach and an Agenda,” Industrial Relations, 23, 2, 1984.
- “Bringing Human Resources Into the Strategy Formulation Process,” Human Resource Management, 22, 3, Fall 1983. Reprinted in F. Foulkes, Strategic Issues in Human Resource Management (Englewood Cliffs, NJ: Prentice-Hall, 1989).
- “HRM Planning” in S. Carroll and R. Schuler (eds), Human Resources Management in the 1980's, Washington: Bureau of National Affairs, 1983 (with G. Milkovich and T. Mahoney).
- “Appraising a Decade's Research: An Overview” in T.A. Kochan, D.J.B. Mitchell, and L. Dyer (eds). Industrial Relations Research in the 1970s Review and Appraisal. (Madison, WI: Industrial Relations Research Association, 1982) (with T.A. Kochan and D.J.B. Mitchell).
- “Personnel/Human Resource Management Research” in T.A. Kochan, D.J.B. Mitchell, and L. Dyer (eds). Industrial Relations Research in the 1970s: Review and Appraisal. (Madison, WI: Industrial Relations Research Association, 1982) (with D.P. Schwab).
- “Human Resource Planning” in K. Rowland and G. Ferris (eds). Personnel Management. (Boston: Allyn and Bacon, 1982).
- “Affirmative Action Planning at AT&T: An Applied Model,” Human Resource Planning, 2, 2, 1979 (with E.C. Wesman).
- “Correlates of Faculty Salary Levels,” Industrial Relations, 18, 2, Spring 1979 (with D.P. Schwab).
- “Implications of the Age Discrimination Amendments for Performance Appraisal,” Journal of the College and University Personnel Association, 29,4, Winter 1978 (with T.A. DeCotiis).
- “Retirement Options and EEO/AA Goals: A Human Resource Planning Perspective,” Journal of the College and University Personnel Association, 29, 4, Winter 1978 (with T.A. DeCotiis).
- “Impacts of Pay on Employee Behaviors and Attitudes: An Update;” The Personnel Administrator, 23, 1, Jan. 1978. Reprinted in H.G. Heneman III and D.P. Schwab. Perspectives on Personnel/Human Resource Management. Irwin, 1978, and elsewhere (with D.P. Schwab and J. Fossum).
- “Les Cadres et Leurs Augmentations de Salaire en Amerique du Nord,” Review Internationale de Gestion, 2, 4, Nov. 1977 (with R. Theriault).
- “Project Performance: Dimensions and Determinants,” Industrial Marketing Management, 6, 5, Nov. 1977. Reprinted in Research Management, Jan. 1979 (with T.A. DeCotiis).

- “Critères D'Augmentations De Salaries Chez Les Cadres Canadiens-Français, Canadiens-Anglais et Américains,” Relations Industrielles, 32, 1, 1977 (with R. Theriault).
- “Union Attitudes Toward Management Cooperation,” Industrial Relations, 16, 2, May 1977 (with D.P. Lipsky and T.A. Kochan).
- “The Determinants of Pay Satisfaction: An Update,” paper presented as part of a workshop on “Trends and Developments in Compensation Theory and Research,” Proceedings of the National Conference of the American Compensation Association, 1976.
- “The Nature of Project Leader Behavior and Its Impact on Major Dimensions of Project Performance,” Proceedings of Annual Meeting of Project Management Institute, 1976 (with T.A. Decotiis and A.T. Hundert).
- “Expectancy Theory as a Within-Person Behavioral Choice Model: An Empirical Test of Some Conceptual and Methodological Refinements,” Organizational Behavior and Human Performance, 17, 1, Oct. 1976 (with D.F. Parker).
- “The Determinants of Pay Satisfaction,” Journal of Applied Psychology, 61, 5, Oct. 1976 (with R. Theriault).
- “Implications of New Theories of Work for the Design of Compensation Systems,” Proceedings of the Annual Meeting of the Industrial Relations Research Association, 1975. Excerpted in Monthly Labor Review, 99, 3, March, 1976.
- “Managerial Perceptions Regarding Salary Increase Criteria,” Personnel Psychology, 29, 2, Summer 1976 (with D.P. Schwab and R. Theriault).
- “A Model of Organizational Change in the Context of Union-Management Relations,” Journal of Applied Psychology, 60, 6, December 1975 (with D.F. Parker).
- “A Note on the Measurement of Valence Perceptions in Expectancy Theory Research,” Journal of Applied Psychology, 60, 6, December 1975 (with D.F. Parker).
- “Classifying Outcomes in Work Motivation Research: An Examination of the Intrinsic-Extrinsic Dichotomy,” Journal of Applied Psychology, 60, 4, Aug. 1975 (with D.F. Parker).
- “Managerial Perceptions of Salary Criteria for Themselves, Their Subordinates, and Their Satisfaction with These Criteria,” Proceedings of the Annual Meeting of the Academy of Management, 1975 (with D.P. Schwab and R. Theriault).

“MBO and Motivation: An Empirical Study,” Proceedings of the Annual Meeting of the Academy of Management, 1975 (with W. Weyrauch).

“Collective Bargaining and the Quality of Work: The View of Local Union Activists,” Proceedings of the Annual Meeting of the Industrial Relations Research Association, 1974 (with T. Kochan and D. Lipsky).

“The Motivational Impact of a Compensation System on Employee Performance.” Organizational Behavior and Human Performance, 9, 2, April 1973 (with D.P. Schwab).

“Job Search Success of Middle-Aged Managers and Engineers,” Industrial and Labor Relations Review, 26, April 1973.

“Implications of Job Displacement at Mid-Career,” Industrial Gerontology, 17, Spring 1973.

“Managerial Jobseeking: Methods and Techniques,” Monthly Labor Review, 95, 12, Dec. 1972.

“Private Pension Plan Coverage in Manufacturing: A Cross-Sectional Study,” Industrial Gerontology, 11, Summer 1971 (with D.P. Schwab).

SELECTED PRESENTATIONS DELIVERED (but not published)

“Pitfalls and Pratfalls in Strategic Human Resource Management” delivered at meeting of the Central NY chapter of Society for Human Resource Management, Syracuse, NY, September 2005.

“Marketplace Agility and Human Resource Scalability: A Resource-Based View” delivered at Conference on New Models of Strategic HRM: A Global Perspective”, ILR School, Cornell University, May 2003.

“Top Management Teams in Dynamic Organization: Modeling and Leading The Dynamic Firm” delivered at Conference on Understanding the Dynamic Organization, Johnson Graduate School of Management, Cornell University, March 2001.

“Dynamic Organizations: Crafting Research Agendas for a New Paradigm” delivered at Conference on Understanding The Dynamic Organization, Johnson Graduate School of Management, Cornell University, March 2001.

“People in e-Business: New Challenges, New Solutions” delivered at the 2000 Annual Conference of the Human Resource Planning Society, New York, April 2000 (with P. Wright).

“State of the Art/State of the Practice Report” delivered at the 1999 Annual Conference of the Human Resource Planning Society, San Diego, CA, March 1999 (with P. Wright and M. Takla).

“Organizational Agility : Competence to Compete in a Topsy-Turvy World” delivered at Aligning Human Resource and Business Strategy Workshop, Human Resource Planning Society, Phoenix, AZ., February 1998

“The Agile Edge: Creating Agile Organizations Through People” a workshop conducted at the Annual Meeting of the Human Resource Planning Society, Palm Desert, CA, April 1996 (with R. Shafer).

“Business and Human Resource Strategies in a Global Context” delivered at the 10th World Congress of the International Industrial Relations Association, Washington, DC, June 1995 (with T. Reeves).

“Is There a New HRM? Contemporary Evidence and Future Directions” delivered at the conference “Managing Human Resources in the 1990s and Beyond: Is the Workplace Being Transformed”, Industrial Relations Centre, Queen's University, Kingston, Ontario, September, 22-23, 1994 (with T. Kochan).

“Human Resources as a Source of Competitive Advantage”. Annual W. Donald Wood lecture, Queen's University, Kingston, Ontario, Canada, October 14, 1993.

“Managing Transformational Change: The Role of HR Professionals” delivered at The 9th World Congress of The International Industrial Relations Association, Sydney, Australia, August 1992 (with T. Kochan).

“Procedural Fairness in Employee Relations: Theory and Research” delivered at the 49th annual meeting of The Academy of Management, Washington, DC, August 1989 (with D. Blancerio).

“Putting It All Together: Human Resource Strategies for an Increasingly Competitive World” delivered at the 1989 Research Symposium of the Human Resource Planning Society, Newport, RI, June 1989.

“Strategic Perspectives of Human Resource Management” delivered at the East Coast Regional Seminar of ASPA International, November 1988 and Annual Conference of ASPA International, Miami, March 1989.

“Types de Gestionnaire et Strategies Competitives” delivered at the Annual Meeting of the Administrative Sciences Association of Canada, Toronto, June 1987 (with T. Wils).

“Linking Human Resource and Business Strategies” delivered at the annual meeting of the Human Resource Planning Society, San Francisco, March 1987 (with R. Shafer).

- “Formulating Human Resource Strategies in a Professional Service Firm: A Systemic Approach” delivered at the Research Symposium of the Human Resource Planning Society, Philadelphia, December 1985 (with R. Shafer).
- “Relating Business Strategy to Human Resource Strategy: Some Preliminary Evidence” delivered at the 44th annual meeting of the Academy of Management, Boston, August 1984 (with T. Wils).
- “Integrating Human Resources into Strategic Planning” delivered at Symposium on Strategic Planning and Human Resource Management, University of Michigan, March 1983.
- “Strategy Formulation and Human Resource Management” delivered at Symposium on Strategic Planning and Human Resource Management, University of Michigan, March 1982.
- “Human Resource Planning at IBM” delivered at the annual meeting of the Human Resource Planning Society, Denver, February 1983.
- “Strategic Repositioning: The Human Resource Component” delivered at Business Week's Fourth Annual Human Resource Conference: Corporate Repositioning Its Effects on Human Resource Strategies, San Francisco, January 1983.
- “Human Resource Strategy” presented at the annual meeting of the Strategic Management Society, Montreal, October, 1982.
- “Human Resource Planning at Corning Glass Works” delivered at the annual meeting of the Human Resource Planning Society, San Francisco, March 1981 (with R.A. Shafer).
- “Human Resource Planning at Corning Glass Works,” delivered at the annual meeting of the Human Resource Planning Society, Toronto, Canada, April, 1980 (with R.A. Shafer).
- “Personnel Policy Theory and Research: The Need and the Reality,” delivered as part of a symposium on Theory and Research in Personnel and Labor-Management Relations: Some suggestions for the 1980s at the Annual Meeting of the Academy of Management, Detroit, August 1980.
- “Determinants of Project Team Effectiveness in a Matrix Organization,” delivered at the annual meeting of the Academy of Management, Orlando, August 1977 (with T.A. Decotiis). Abstracted in Proceedings.
- “Predicting the Decision to Leave a Work Organization: A Comparison of Satisfaction Measures and a Role Choice Model,” delivered at the annual meeting of the Academy of Management, Orlando, August 1977 (with D.F. Parker). Abstracted in Proceedings.
- “Labor Unions and Organizational Change: A New Frontier for OD?” delivered at the annual meeting of the Academy of Management, Seattle, August 1974 (with T. Kochan). Abstracted in Proceedings.

“Turnover as a Function of Perceived Ease and Desirability,” delivered at the annual meeting of the Academy of Management, Seattle, August 1974 (with D.P. Schwab). Abstracted in Proceedings.

“Career Implications of Job Displacement in Middle Age: Experience of Managers and Engineers,” delivered at annual meeting of the Gerontological Society, San Juan, Puerto Rico, December 1972.

“Factors Associated with Reemployment Success Among Middle-Aged Managerial Job Seekers,” delivered at annual meeting of Gerontological Society, Houston, October 1971.

“Determinants of Private Pension Plan Coverage in Manufacturing,” delivered at annual meeting of Gerontological Society, Toronto, October 1970 (with D.P. Schwab).

RESEARCH REPORTS

People in Agile Organizations, submitted to the Agility Forum, Lehigh University, Spring 1998 (with R.A. Shafer and J. Amos.)

The Effectiveness of Union-Management Safety and Health Committees, submitted to the Ford Foundation, Spring 1976 (with T.A. Kochan and D.P. Lipsky).

A Survey of Local Union Leaders and Members' Attitude Toward Collective Bargaining and Issues Involving the Quality of Working Life, submitted to the Ford Foundation, June 1975 (with D.P. Lipsky and T.A. Kochan).