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**EDUCATION**

1976	Ph.D. program in Business (Organizational Behavior and Industrial Relations), University of California, Berkeley
1971	MBA (Information Systems), University of California, Berkeley
1965	B.S. (Chemistry), University of Texas at El Paso

**EMPLOYMENT**

1993 - Present	Frank E. Buck Professor of Management
2004 - 2010	Hank McKinnell-Pfizer Director of the Center for Leadership Development and Research Graduate School of Business Stanford University
1999 - 2000	Henry Ford Carroll Visiting Professor Harvard Business School
1984 - 1993	Lorraine T. Mitchell Chair in Leadership and Communication II, Haas School of Business University of California, Berkeley.
1981 - 1993	Research Psychologist, Institute of Personality Assessment and Research, University of California, Berkeley.
1979 - 1993	Assistant, Associate and Full Professor, Haas School of Business

- University of California, Berkeley.
- 1976 - 1978      Assistant Professor  
Anderson Graduate School of Management  
University of California, Los Angeles
- 1975 - 1976      Lecturer  
School of Public Health  
University of California, Berkeley.
- 1965 - 1969      Captain, United States Army.

## **PUBLICATIONS**

### **a) Books**

- Tushman, M., O'Reilly, C., and Nadler, D. (eds.) *The Management of Organizations: Strategies, Tactics, Analyses*. Cambridge, MA: Harper-Collins, 1989.
- Tushman, M. and O'Reilly, C. *Winning Through Innovation: A Practical Guide to Managing Organizational Change and Renewal*. Cambridge, MA: Harvard Business School Press, 1997. (2<sup>nd</sup> edition, 2002).
- O'Reilly, C. and Pfeffer, J. *Hidden Value: How Companies Get Extraordinary Results With Ordinary People*. Boston, MA: Harvard Business School Press, 2000.
- O'Reilly, C. and Tushman, M. *Lead and Disrupt: How to Solve the Innovator's Dilemma*. Stanford University Press, 2016.
- Waldman, D. and O'Reilly, C. *Developing Leadership Capabilities through Video-based cases: A Story-telling Approach*. Sage, in press.

### **b) Articles**

- Logan, N., O'Reilly, C.A., and Roberts, K.H. 1973. "Job satisfaction among part-time and full-time workers." *Journal of Vocational Behavior*, 3, 33-41.
- O'Reilly, C. A., and Roberts, K.H. 1973. "Job satisfaction among whites and non-whites: A cross-cultural approach." *Journal of Applied Psychology*, 57, 295-299. Also in D. Ford (ed.), Readings in Minority Group Relations. San Diego, CA: University Associates Publishers, 1976.

- Roberts, K. H., and O'Reilly, C. A. 1974. "Failures in upward communication in organizations: Three possible culprits." *Academy of Management Journal*, 17, 205-215. Also in Society for Technical Communication, Anthology of Readings in Communication, 1977.
- O'Reilly, C. A., and Roberts, K. H. 1974. "Information filtration in organizations: Three experiments." *Organizational Behavior and Human Performance*, 11, 253-265. Also in L. Porter and K. Roberts (eds.), Communication in Organizations. Baltimore, MD: Penguin, 1977.
- Roberts, K. H., and O'Reilly, C. A. 1974. "Measuring organizational communication." *Journal of Applied Psychology*, 59, 321-326.
- Roberts, K. H., O'Reilly, C. A., Bretton, G. E., and Porter, L. W. 1974. "Organizational theory and organizational communication: A communication failure?" *Human Relations*, 27, 501-524. Also in L. W. Porter and K. H. Roberts (eds.), Communication in Organizations. Baltimore, MD: Penguin, 1977.
- O'Reilly, C. A., Bretton, G. E., and Roberts, K. H. 1974. "Professional employees' preference for upward mobility." *Journal of Vocational Behavior*, 5, 139-145.
- O'Reilly, C. A., and Roberts, K. H. 1975. "Individual differences in personality, position in the organization, and job satisfaction." *Organizational Behavior and Human Performance*, 14, 144-150.
- O'Reilly, C. A., and Roberts, K. H. 1976. "Relationships among components of credibility and communication in work units." *Journal of Applied Psychology*, 61, 99-102.
- Roberts, K. H., Cerruti, N., and O'Reilly, C. A. 1976. "The effect of training designed to increase organizational communication effectiveness." *Nursing Research*, 25, 197-200. Also in G. F. Wieland (ed.), Improving Health Care Management. Ann Arbor, MI: Health Administration Press, 1980.
- Folkins, C., O'Reilly, C. A., Roberts, K. H., and Miller, S. 1977. "Physical environment and job satisfaction in a community mental health center." *Community Mental Health Journal*, 13, 24-30.
- O'Reilly, C. A. 1977. "Personality-job fit: Implications for individual attitudes and performance." *Organizational Behavior and Human Performance*, 18, 33-46.
- O'Reilly, C. A., and Roberts, K. H. 1977. "Task group structure, communication, and effectiveness in three organizations." *Journal of Applied Psychology*, 62, 674-681.
- O'Reilly, C.A. 1977. "Superiors and peers as information sources, work group supportiveness, and individual decision making performance." *Journal of Applied Psychology*, 62, 632-635.

- O'Reilly, C. A. 1978. "The intentional distortion of information in organizational communication: A laboratory and field approach." *Human Relations*, 31, 173-193. Also in D. Katz, R. Kahn, and J. Adams (eds.), Organizational Research. San Francisco, CA: Jossey-Bass, 1980, 328-344.
- O'Reilly, C. A., and Roberts, K. H. 1978. "Supervisor influence and subordinate mobility aspirations as moderators of consideration and initiating structure." *Journal of Applied Psychology*, 63, 96-102.
- Miller, S., O'Reilly, C. A., Roberts, K. H., and Folkins, C. 1978. "Factor structure and scale reliabilities of the ACL across time." *Journal of Consulting and Clinical Psychology*, 46, 189-191.
- Roberts, K. H., and O'Reilly, C. A. 1978. "Organizations as communication structures: An empirical approach." *Human Communication Research*, 4, 283-293.
- Roberts, K. H., and O'Reilly, C. A. 1979. "Some correlates of communication roles in organizations." *Academy of Management Journal*, 22, 42-57.
- Bloom, J. R., O'Reilly, C. A., and Parlette, G. N. 1979. "Changing images of professionalism: The case of Public Health Nurses." *American Journal of Public Health*, 69, 43-46.
- O'Reilly, C. A., and Caldwell, D. 1979. "Informational influence as a determinant of task characteristics and job satisfaction." *Journal of Applied Psychology*, 64, 157-165.
- Anderson, J., Busman, G., and O'Reilly, C. 1979. "What factors influence union decertification elections?" *Monthly Labor Review*, 102, 32-36.
- Bloom, J., Parlette, G.N., and O'Reilly, C. A. 1980. "Collective bargaining by nurses: A comparative analysis of management and employee perceptions." *Health Care Management Journal*, 5, 25-40. Also in N. Metzger (ed.), Handbook of Health Care Human Resources Management, Aspen Press, 1981, 729-736.
- O'Reilly, C. A., Parlette, G. N., and Bloom, J. 1980. "Perceptual measures of task characteristics: The biasing effects of differing frames of reference and job attitudes." *Academy of Management Journal*, 23, 118-131. Also in J. Barbera and B. Armandi (eds.), Organizational Behavior: Classic and Contemporary Readings. New York: Kendall-Hunt, 1983.
- O'Reilly, C. A., and Caldwell, D. 1980. "Job choice: The impact of intrinsic and extrinsic justifications on subsequent satisfaction and commitment." *Journal of Applied Psychology*, 65, 559-565.
- O'Reilly, C. A., and Anderson, J. 1980. "Trust and the communication of performance appraisal information: The effect of feedback on performance and job satisfaction." *Human Communication Research*, 6, 290-298.

- Anderson, J., O'Reilly, C. A., and Busman, G. 1980. "Union decertification in the U.S.: 1947-1977." *Industrial Relations*, 19, 100-107.
- O'Reilly, C. A. 1980. "Individuals and information overload in organizations: Is more necessarily better?" *Academy of Management Journal*, 23, 684-696.
- O'Reilly, C., and Weitz, B. 1980. "Managing marginal employees: The use of warnings and dismissals." *Administrative Science Quarterly*, 25, 467-484. Also, R. Steers and L. Porter (eds.), Motivation and Work Behavior, McGraw-Hill, 1987, 445-458.
- Anderson, J., and O'Reilly, C. A. 1981. "Effects of an organizational control system on managerial attitudes and performance." *Human Relations*, 34, 491-502.
- O'Reilly, C. A., and Caldwell, D. 1981. "The commitment and job tenure of new employees: Some evidence of postdecisional justification." *Administrative Science Quarterly*, 26, 597-616.
- Anderson, J., O'Reilly, C. A., and Busman, G. 1982. "The decertification process: Evidence from California." *Industrial Relations*, 21, 178-195. Also, in J. Martin, T. Keaveny, and R. Allen (eds.), Readings and Cases in Labor Relations and Collective Bargaining, Addison-Wesley, 1985.
- O'Reilly, C. A. 1982. "Variations in decision makers' use of information sources: The impact of quality and accessibility of information." *Academy of Management Journal*, 25, 756-771.
- Caldwell, D., and O'Reilly, C. A. 1982. "Task perceptions and job satisfaction: A question of causality." *Journal of Applied Psychology*, 67, 361-369.
- Caldwell, D., and O'Reilly, C. A. 1982. "Responses to failure: The effects of choice and responsibility on impression management." *Academy of Management Journal*, 25, 121-136.
- Caldwell, D., and O'Reilly, C. A. 1982. "Boundary spanning and individual performance: The impact of self-monitoring." *Journal of Applied Psychology*, 67, 124-127.
- O'Reilly, C. A., and Anderson, J. 1982. "Personnel/human resources management in the United States: Some evidence of change." *Irish Business and Administrative Review*, 4, 3-12. Also, in G. Milkovich and S. Rynes (eds.), Current Issues in Human Resource Management: Commentary and Readings, BPI, 1985, 18-26.
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- O'Reilly, C. A., and Caldwell, D. 1985. "The impact of normative social influence and cohesiveness on task perceptions and attitudes: A social information processing approach." *Journal of Occupational Psychology*, 58, 1-14.
- Caldwell, D. and O'Reilly, C.A. 1985. "Personality characteristics and self-monitoring," *Psychological Reports*, 57, 103-110.
- O'Reilly, C. A., and Chatman, J. 1986. "Organizational commitment and psychological attachment: The effects of compliance, identification, and internalization on prosocial behavior." *Journal of Applied Psychology*, 71, 492-499.
- Mirabile, R., Caldwell, D. and O'Reilly, C. A. 1986. "Designing and linking human resource programs," *Training and Development Journal*, 40, 60-65.
- Pfeffer, J., and O'Reilly, C. A. 1987. "Hospital demography and turnover among nurses," *Industrial Relations*, 26, 158-172.
- Mirabile, R., Caldwell, D. and O'Reilly, C.A. 1987. "Soft skills, hard numbers." *Training*, 24, 53-56.
- O'Reilly, C.A., Main, B. and Crystal, G. 1998. "CEO compensation as tournament and social comparison: A tale of two theories." *Administrative Science Quarterly*, 33, 257-274. Also, in K. Hallock (Ed.), *The Economics of Executive Compensation*, Edgar Elgar Publishing, London, England, 1999.
- O'Reilly, C. A., and Puffer, S. 1989. "Positive effects from negative sanctions: The impact of rewards and punishments in a social context." *Journal of Occupational Psychology*, 62, 41-53.
- O'Reilly, C. A., Caldwell, D., and Barnett, W. 1989. "Group demography, social integration, and turnover." *Administrative Science Quarterly*, 34, 21-37. (Administrative Science Quarterly Scholarly Contribution Award, 1995)
- O'Reilly, C. A. 1989. "Corporations, Culture and Commitment: Motivation and Social Control in Organizations." *California Management Review*, 31, 9-25. Also, in Tushman, M.,

- O'Reilly, C., & Nadler, D. (eds.), The Management of Organizations. Cambridge, MA: Harper-Collins, 1989; R. Steers and L. Porter (eds.), Motivation and Work Behavior. McGraw-Hill, 1990, 242-255; B. Staw (ed.), Psychological Dimensions of Organizational Behavior, Macmillan, 1995, 293-305; J. Kelly, J. Prince and B. Ashforth (eds), Organizational Behavior: Readings, Cases and Exercises. Prentice-Hall, 1991, 174-188.
- O'Reilly, C.A. 1989. "Corporate Culture: Considerations based on an empirical study of high growth firms in Silicon Valley." *Economia Aziendale*, 8, 303-321.
- Tsui, A., and O'Reilly, C. A. 1989. "Beyond simple demographic effects: The importance of relational demography in superior-subordinate dyads," *Academy of Management Journal*, 32, 402-423.
- Wade, J., O'Reilly, C.A., and Chandratat, I. 1990. "Golden parachutes: CEOs and the exercise of social influence." *Administrative Science Quarterly*, 35, 587-603.
- Culnan, M., O'Reilly, C. A., and Chatman, J. 1990. "Mapping the intellectual structure of organizational behavior, 1972-1984: A co-citation analysis." *Journal of the American Society for Information Science*, 41, 453-458.
- Caldwell, D., and O'Reilly, C. A. 1990. "Measuring person-job fit with a profile comparison process." *Journal of Applied Psychology*, 75, 649-657.
- Caldwell, D., Chatman, J., and O'Reilly, C.A. 1990. "Building organizational commitment: A multi-firm study." *Journal of Occupational Psychology*, 63, 245-261.
- O'Reilly, C.A., Chatman, J., and Caldwell, D. 1991. "People and organizational culture: A profile comparison approach to assessing person-organization fit." *Academy of Management Journal*, 34, 487-516. Also in Cary L. Cooper and William H. Starbuck (eds.), Work: Context and Consequences. London: Sage Publications, 2005.
- Tsui, A., Egan, J., and O'Reilly, C.A. 1992. "Being different: Relational demography and organizational attachment." *Administrative Science Quarterly*, 37, 549-579. (Academy of Management award for best published research paper in 1992; also Administrative Science Quarterly Scholarly Contribution Award, 1998).
- Main, B., O'Reilly, C.A., and Wade, J. 1993. "Top executive pay: Tournament or teamwork?" *Journal of Labor Economics*, 11, 606-628. Also in Frank Ackerman, Neva Goodwin, Laurie Dougherty and Kevin Gallagher (eds.), 2000. *The Political Economy of Inequality*. Washington, D.C.: Island Press.
- O'Reilly, C.A., and Chatman, J. 1994. "Working Smarter and Harder: A Longitudinal Study of Managerial Success." *Administrative Science Quarterly*, 39, 603-627.

- Main, B., O'Reilly, C.A., and Crystal, G. 1994. "Over here and over there: A comparison of top executive pay in the U.K. and the U.S.A." *International Contributions to Labor Studies*, 4, 115-127.
- Main, B., O'Reilly, C.A. and Wade, J. 1995. "The CEO, the Board of Directors, and Executive Compensation: Economic and Psychological Perspectives," *Industrial and Corporate Change*, 4, 293-332.
- Belliveau, M., O'Reilly, C.A., and Wade, J. 1996. "Social capital: The effects of social similarity and status on CEO compensation." *Academy of Management Journal*, 39, 1568-1593.
- Tushman, M. and O'Reilly, C.A. 1996. "The ambidextrous organization: Managing evolutionary and revolutionary change." *California Management Review*, 38, 8-34. (Winner of the 1996 Arthur Andersen Consulting Award for Best Paper Published in the California Management Review)
- Chatman, J., Caldwell, D. and O'Reilly, C.A. 1999. "Managerial personality and performance: A semi-idiographic approach." *Journal of Research in Personality*, 33, 514-545.
- Craik, K., Ware, A., Kamp, J., O'Reilly, C.A., Staw, B. & Zedeck, S. 2002. "Explorations of construct validity in a combined managerial and personality assessment programme." *Journal of Occupational and Organizational Psychology*, 75, 171-193.
- O'Reilly, C.A. 2002. "The wrong kind of ownership." *Across the Board*, Sept.-Oct. 19-20.
- Caldwell, D. & O'Reilly, C.A. 2003. "The determinants of team-based innovation in organizations: The role of social influence." *Small Group Research*, 34, 497-517.
- Chatman, J. & O'Reilly, C.A. 2004. "Asymmetric reactions to work group sex diversity among men and women." *Academy of Management Journal*, 47, 193-208.
- O'Reilly, C.A. & Tushman, M. 2004. "The ambidextrous organization." *Harvard Business Review*, April, 74-83.
- Chatman, J.A., O'Reilly, C.A. and Chang, V. 2005. "Cisco Systems: Developing a Human Capital Strategy." *California Management Review*, 47, 127-167.
- Wade, J., O'Reilly, C.A. and Pollock, T. 2006. "Overpaid CEOs and underpaid managers: Fairness and executive compensation." *Organization Science*, 17, 527-544.
- Beckman, C., Burton, D. and O'Reilly, C.A. 2007. "Early teams: The impact of team demography on VC financing and going public." *Journal of Business Venturing*, 22, 147-173.



- Elfenbein, H.A. and O'Reilly, C.A. 2007. "The effects of relational demography and person-culture fit on group process and performance." *Group & Organization Management*, 32, 109-142.
- Tushman, M.L., O'Reilly, C.A., Fenollosa, A.E., Kleinbaum, A.M. and McGrath, D. 2007. "Relevance and rigor: Executive education as a lever in shaping practice and research." *Academy of Management Learning and Education*, 6, 345-362.
- Tushman, M. and O'Reilly, C. 2007. "Research and Relevance: Implications of Pasteur's quadrant for doctoral programs and faculty development." *Academy of Management Journal*, 50, 769-774.
- O'Reilly, C. and Main, B. 2007. "Setting the CEO's pay: It's more than simple economics." *Organizational Dynamics*, 36, 1-12.
- Harreld, J.B., O'Reilly, C.A. and Tushman, M.L. 2007. "Dynamic capabilities at IBM: Driving strategy into action." *California Management Review*, 49, 21-43.
- Caldwell, D., Chatman, J., O'Reilly, C., Ormiston, M. and Lapid, M. 2008. "Implementing strategic change in a health care system: The importance of leadership and change readiness." *Health Care Management Review*, 33, 124-133.
- O'Reilly, C.A., Harreld, J.B. and Tushman, M.L. 2009. "Organizational ambidexterity: IBM and emerging business opportunities." *California Management Review*, 5, 1-25. (Winner of the 2009 Accenture Award for Best Paper Published in the California Management Review)
- O'Reilly, C.A., Caldwell, D.F., Chatman, J.A., Self, W. and Lapid, M. 2010. "How leadership matters: The effects of leadership on strategy implementation." *Leadership Quarterly*, 21, 104-113.
- O'Reilly, C.A. and Main, B.G. 2010. "Economic and psychological perspectives on CEO compensation: A review and synthesis." *Industrial and Corporate Change*, 19, 675-712.
- O'Neill, O.A. and O'Reilly, C.A. 2010. "Careers as Tournaments: The Impact of Sex and Gendered Organizational Culture Preferences on MBAs' Income Attainment." *Journal of Organizational Behavior*, 31, 856-876. (Winner of the Best Paper Award for 2010).
- Tushman, M., Smith, W., Wood, R., Westerman, G. & O'Reilly, C. 2010. "Organizational designs and innovation streams" *Industrial and Corporate Change*, 19, 1331-1366.
- O'Neill, O.A. & O'Reilly, C.A. 2011. "Reducing the backlash effect: Self-monitoring and women's promotions." *Journal of Occupational and Organizational Psychology*, 84, 825-832.

- O'Neill, O.A., Stanley, L.A., & O'Reilly, C.A. 2011. "Disaffected Pollyannas: The influence of positive affect on salary expectations, turnover and long-term satisfaction." *Journal of Occupational and Organizational Psychology*, 84, 599-617.
- O'Reilly, C.A. & Tushman, M.L. 2011. "Organizational ambidexterity in action: How managers explore and exploit." *California Management Review*, 53, 1-18.
- Benjamin, B. & O'Reilly, C.A. 2011. "Becoming a leader: Early career challenges faced by MBA graduates." *Academy of Management Learning & Education*, 10, 452-472.
- Gregory-Smith, I., Main, B.G. & O'Reilly, C.A. 2013. "Appointments, pay and performance in U.K. boardrooms by gender." *Economic Journal*, 12, 109-128.
- O'Reilly, C.A. & Tushman, M.L. 2013. "Organizational ambidexterity: Past, present, future." *Academy of Management Perspectives*, 27, 324-338.
- Tushman, M.L., Harreld, J.B., O'Reilly, C.A. & Binns, A. 2014. "The art of strategic renewal: Transforming organizations before a crisis." *Sloan Management Review*, 55, 21-23.
- O'Reilly, C.A., Doerr, B., Caldwell, D.F. & Chatman, J.A. 2014. "Narcissistic CEOs and executive compensation." *Leadership Quarterly*, 25, 218-231.
- Chatman, J.A., Caldwell, D.F., O'Reilly, C.A. & Doerr, B. 2014. "Parsing organizational culture: How the norm for adaptability influences the relationship between culture consensus and financial performance in high technology firms." *Journal of Organizational Behavior*, 35, 785-808.
- O'Reilly, C.A., Caldwell, D.F., Chatman, J.A. & Doerr, B. 2014. "The promise and problems of organizational culture: CEO personality, culture, and firm performance." *Group & Organization Management*, 39, 595-625. (Winner of the Best Macro Paper Award for 2014).
- Tinsley, C., Wade, J., Main, B. & O'Reilly, C. 2017. "Gender diversity on U.S. corporate boards: Are we running in place?" *Industrial and Labor Relations Review*, 70, 160-189.

### c) Chapters in Books

- O'Reilly, C. A. and Pondy, L. 1979. "Organizational communication." In S. Kerr (ed.), *Organizational Behavior*. Columbus, Ohio: Grid, 119-150.
- O'Reilly, C. A. 1983. "The use of information in organizational decision making: A model and some propositions." In L. Cummings and B. Staw (eds.), *Research in Organizational*

- Behavior*, 5. Greenwich, CT: JAI Press, 103-139. Also in L. Cummings and B. Staw (eds.), Information and Cognition in Organizations, Greenwich, CT: JAI Press, 1990, 89-126.
- Mitchell, T., and O'Reilly, C. A. 1983. "Managing poor performance and productivity in organizations." In K. Rowland and G. Ferris (eds.), *Research in Personnel and Human Resources Management*, 1. Greenwich, CT: JAI Press, 201-234. Also in G. Ferris and K. Rowland (eds.), Performance Evaluation, Goal Setting, and Feedback. Greenwich, CT: JAI Press, 1990, 151-184.
- O'Reilly, C. A., Chatman, J., and Anderson, J. 1987. "Message flow and decision making." In L. Porter, L. Putnam, K. Roberts, and F. Jablin (eds.), *Handbook of Organizational Communication*. Beverly Hills: Sage, 600-623.
- O'Reilly, C.A. 1991. "Organization behavior: Where we've been, where we're going," *Annual Review of Psychology*, 42: 427-458.
- O'Reilly, C.A., Snyder, R., and Boothe, J. 1993. "Executive team demography and organizational change." In G. Huber and W. Glick (eds.), *Organizational Design and Change*. New York: Oxford University Press, 147-175.
- O'Reilly, C.A. and Chatman, J. 1996. "Culture as social control: Corporations, cults, and commitment." In B. Staw and L. Cummings (eds.), *Research in Organizational Behavior*, 18: 167-210.
- O'Reilly, C.A. and Tushman, M. 1997. "Using culture for strategic innovation: Promoting innovation through social control." In M. Tushman and P. Anderson (eds.) *Managing Strategic Innovation and Change*. New York: Oxford University Press, 200-216.
- Tushman, M., Anderson, P., and O'Reilly, C.A. 1997. "Technology cycles, innovation streams, and ambidextrous organizations: Organizational renewal through innovation streams and strategic change." In M. Tushman and P. Anderson (eds.) *Managing Strategic Innovation and Change*. New York: Oxford University Press, 3-23.
- O'Reilly, C.A., Williams, K. & Barsade, S. 1998. "Group demography and innovation: Does diversity help?" In E. Mannix and M. Neale (eds.) *Research on Managing in Groups and Teams*, (Vol. 1), Greenwich, CT: JAI Press, 77-140. (Winner of the Organizational Behavior Division of the Academy of Management Best Paper Award).
- Williams, K. and O'Reilly, C.A. 1998. "Demography and diversity in organizations: A review of 40 years of research." In B. Staw and R. Sutton (eds.) *Research in Organizational Behavior*, 20, Greenwich, CT: JAI Press, 77-140.
- O'Reilly, C.A. "Organizational Culture." 1998. In R. Dorf (ed.) *The Handbook of Technology Management*, Boca Raton, FL: CRC Press, 76-81.

- Caldwell, D., Chatman, J. and O'Reilly, C. 2008. "Profile comparison methods for assessing organizational fit." In C. Ostroff and T. Judge (eds.), *Perspectives on Organizational Fit*, Mahwah, NJ: Lawrence Erlbaum Associates.
- O'Reilly, C. and Tushman, M. 2008. "Ambidexterity as a dynamic capability: Resolving the innovator's dilemma." In A. Brief and B. Staw (eds.) *Research in Organizational Behavior*, 28, Greenwich CT: JAI Press, 185-206.
- O'Reilly, C. 2012. "Organizational ambidexterity." In David Teece and Mie Augier (Eds.), *Palgrave Encyclopedia of Strategic Management*, London: Palgrave.
- Tushman, M., O'Reilly, C. and Harreld, J. 2014. "Leading proactive punctuated change." In R. Henderson, R. Gulati and M. Tushman (eds.) *Leading Sustainable Change: An Organizational Perspective*, Oxford: Oxford University Press, 2015.
- Chatman, J. and O'Reilly, C. 2017. "Paradigm lost: Reinvigorating the study of organizational Culture." *Research in Organizational Behavior*, 36, Greenwich, CT: Sage, 199-224.
- O'Reilly, C., Doerr, B. and Chatman, J. 2017. "See you in court: How CEO narcissism increases firms' vulnerability to lawsuits." *Leadership Quarterly*, 29, in press.

#### **d) Presentations**

- O'Reilly, C.A. "Two empirical studies of the influence of interpersonal and situational factors on communication and job satisfaction." Paper presented at the Eightieth Annual Meetings of the American Psychological Association, Honolulu, August 1972.
- O'Reilly, C. A., and Roberts, K. H. "Communication: A way of viewing organizations." Proceedings of the Academy of Management. Thirty-fourth Annual Meeting, Seattle, Washington, 1974.
- Roberts, K. H., and O'Reilly, C. A. "Measuring organizational communication: Some instrument and aggregation problems." Paper presented at the Thirty-seventh Annual Meeting of the Academy of Management, Kissimmee, Florida, 1977.
- O'Reilly, C. A., and Roberts, K. H. "Interpersonal communication and objective and perceptual assessments of performance in organizations." Proceedings of the Thirty-seventh Annual Meeting of the Academy of Management, Kissimmee, August 14-17, 1977, 375-379.
- O'Reilly, C. A. "Superiors and peers as information sources, work group supportiveness, and individual decision making performance." Paper presented at the meetings of the Midwestern Psychological Association, Chicago, May 1977.

- O'Reilly, C. A., Bloom, J. R., and Parlette, G. N. "Professional workers and union activity: The impact of individual and contextual factors on the decision to strike." Paper presented at the Eighty-fifth Annual Meetings of the American Psychological Association, San Francisco, August 1977.
- O'Reilly, C. A. "The intentional distortion of information in organizational communication: A laboratory and field approach." Paper presented at the Eighth Annual Meeting of the American Institute for Decision Sciences, San Francisco, November 1976.
- Roberts, K. H., and O'Reilly, C. A. "Some correlates of communication roles in organizations." Paper presented at the Thirty-eighth Annual Meeting of the Academy of Management, San Francisco, August 1978.
- Bloom, J. R., O'Reilly, C. A., and Parlette, G. N. "Changing images of professionalism: The case of Public Health Nurses." Paper presented at the Annual Meetings of the American Sociological Association, Chicago, September 1977.
- O'Reilly, C. A., and Caldwell, D. "Informational influence as a determinant of task characteristics and job satisfaction." Paper presented at the Eighty-sixth Annual Meetings of the American Psychological Association, Toronto, August 1978.
- Anderson, J., Busman, G., and O'Reilly, C.A. "What factors influence union decertification elections?" Paper presented at AFL-CIO Conference on Union Organizing, Los Angeles, April 18-19, 1979.
- O'Reilly, C. A., and Anderson, J. "Organizational communication and decision making: The impact of contextual factors on information acquisition and use in laboratory and field settings. Paper presented at the Twenty-fourth International Meeting of The Institute of Management Sciences, Honolulu, 1979.
- Bloom, J., Parlette, G.N., and O'Reilly, C. A. "Collective bargaining by nurses: A comparative analysis of management and employee perceptions." Paper presented at the Annual Meeting of the American Public Health Association, Los Angeles, October 1978.
- O'Reilly, C. A., Parlette, G. N., and Bloom, J. "Perceptual measures of task characteristics: The biasing effects of differing frames of reference and job attitudes." Proceedings of the Thirty-ninth Annual Meeting of the Academy of Management, Atlanta, 1979, 64-68.
- O'Reilly, C. A., and Caldwell, D. "Job choice: The impact of intrinsic and extrinsic justifications on subsequent satisfaction and commitment." Paper presented at the Thirty-ninth Annual Meeting of the Academy of Management, Atlanta, 1979.
- O'Reilly, C. A., and Anderson, J. "Trust and the communication of performance appraisal information: The effect of feedback on performance and job satisfaction." Paper

presented at the Thirty-ninth Annual meeting of the Academy of Management, Atlanta, 1979.

Cascio, W., and O'Reilly, C. A. "Comparable worth and job evaluation: The biasing effect of subfactors and contextual cues." Paper presented at the Eighty-ninth Annual Convention of the American Psychological Association, Los Angeles, 1981.

Anderson, J., and O'Reilly, C. A. "Effects of an organizational control system on managerial attitudes and performance." Paper presented at the Thirty-ninth Annual Meeting of the Academy of Management, Atlanta, 1979.

O'Reilly, C. A., and Caldwell, D. "The commitment and job tenure of new employees: Some evidence of postdecisional justification." Paper presented at the Fortieth Annual Meeting of the Academy of Management, Detroit, 1980.

Anderson, J., O'Reilly, C. A., and Busman, G. "The decertification process: Evidence from California." Paper presented at the Fortieth Annual Meeting of the Academy of Management, Detroit, 1980.

O'Reilly, C. A. "Variations in decision makers' use of information sources: The impact of quality and accessibility of information." Proceedings of the Fortieth Annual Meeting of the Academy of Management. Detroit, August 1980, 183-187. (Best Paper Award, Organizational Communication Division).

Caldwell, D., and O'Reilly, C. A. "Task perceptions and job satisfaction: A question of causality." Paper presented at the Forty-first Annual Meeting of the Academy of Management, San Diego, California, 1981.

Caldwell, D., and O'Reilly, C. A. "Responses to failure: The effects of choice and responsibility on impression management." Paper presented at the Forty-first Annual Meeting of the Academy of Management, San Diego, California, 1981.

O'Reilly, C. A., and Anderson, J. "Personnel/human resources management in the United States: Some evidence of change." Paper presented at the 1982 ORSA/TIMS meetings, San Diego, October 1982

Caldwell, D., and O'Reilly, C. A. "The joint impact of source credibility and message content on decision making: An application to personnel selection." Paper presented at the Forty-second Annual Meeting of the Academy of Management, New York, August 1982

McCain, B., O'Reilly, C. A., and Caldwell, D. "The Dimensionality of Attitudinal Commitment, Behavioral Commitment and Job Satisfaction: A Confirmatory Factor Analysis." Paper presented at the Annual Meeting of the American Institute of Decision Sciences, San Francisco, November 1982.

- McCain, B., O'Reilly, C. A., and Pfeffer, J. "The effects of departmental demography on turnover: The case of a University." Proceedings of the Forty-second Annual Meeting of the Academy of Management, New York, 1982, 235-239.
- Caldwell, D., O'Reilly, C. A., and Morris, J. "Intrinsic motivation and responses to an organizational reward: A field test of the sufficiency of justification hypothesis." Paper presented at the Forty-second Annual Meeting of the Academy of Management, New York, August 1982.
- Caldwell, D., and O'Reilly, C. A. "Rewards and contexts: A field test of the overjustification effect." Paper presented at the Ninety-first Annual Convention of the American Psychological Association, Anaheim, August 1983.
- O'Reilly, C. A. "Corporations, cults, and organizational culture: Lessons from Silicon Valley companies." Paper presented at the Forty-third Annual Meetings of the Academy of Management, Dallas, Texas, August 1983.
- O'Reilly, C. A. "Charisma as communication: The impact of top management credibility and philosophy on employee involvement." Paper presented at the Forty-fourth Annual Meetings of the Academy of Management, Boston, MA, 1984.
- Caldwell, D., and O'Reilly, C. A. "The impact of information on job choice and turnover decisions." Proceedings of the Forty-third Annual Meeting of the Academy of Management, Dallas, Texas, 1983, 200-203.
- O'Reilly, C. A., and Caldwell, D. "The impact of normative social influence and cohesiveness on task perceptions and attitudes: A social information processing approach." Paper presented at the Ninetieth Annual Convention of the American Psychological Association, Washington, D.C., August 1982.
- O'Reilly, C. A. "Organizational demography and the management of human resources: Problems and prospects for the next decade." Invited paper presented at the Fiftieth Anniversary of the Industrial Relations Center, University of Minnesota, Minneapolis, MN, October 1985.
- O'Reilly, C. A., and Chatman, J. "Organizational commitment and psychological attachment: The effects of compliance, identification, and internalization on prosocial behavior." Paper presented at the Forty-fifth Annual Meetings of the Academy of Management, San Diego, California, 1985.
- O'Reilly, C. A. "Organizational culture and effectiveness." Paper presented at the Forty-sixth Annual Meetings of the Academy of Management, Chicago, IL, 1986.

- Chatman, J., and O'Reilly, C. A. "Source credibility as a determinant of information system use." Paper presented at the Joint National Meeting of TIMS/ORSA, Los Angeles, April, 1986.
- O'Reilly, C. A., Chatman, J., and Anderson, J. "Message flow and decision making." Paper presented at the Forty-sixth Annual Meetings of the Academy of Management, Chicago, IL, 1987.
- Caldwell, D. and O'Reilly, C.A. "The impact of experienced and observed rewards and punishments on attitudes and behaviors: A field test." Best Paper Proceedings of the Forty-seventh Annual Meetings of the Academy of Management, New Orleans, August 1987, 181-185.
- O'Reilly, C.A. and Kelly, W.A. "The social psychology of successful human resource practices in strong culture firms: A multinational comparison." Paper presented at the University of Michigan Symposium on Human Resource Management in the Multinational Corporation, Tokyo, June 2-5, 1987.
- O'Reilly, C.A., Main, B. and Crystal, G. "CEO compensation as tournament and social comparison: A tale of two theories." Paper presented at the Forty-seventh Annual Meetings of the Academy of Management, New Orleans, August 1987.
- O'Reilly, C. A., and Puffer, S. "Positive effects from negative sanctions: The impact of rewards and punishments in a social context." Paper presented at the Forty-fifth Annual Meetings of the Academy of Management, San Diego, CA, 1985.
- O'Reilly, C. A., Caldwell, D., and Barnett, W. "Group demography, social integration, and turnover." Paper presented at the Forty-sixth Annual Meetings of the Academy of Management, Chicago, IL, 1986.
- O'Reilly, C.A., and Flatt, S. "Executive team demography, organizational innovation, and firm performance." Paper presented at the Forty-ninth Annual Meetings of the Academy of Management, Washington, D.C., 1989.
- Wade, J., O'Reilly, C.A., and Chandratat, I. "Golden parachutes: CEOs and the exercise of social influence." Paper presented at the Forty-ninth Annual Meeting of the Academy of Management, Washington, D.C., 1989.
- Culnan, M., O'Reilly, C. A., and Chatman, J. "Mapping the intellectual structure of organizational behavior, 1972-1984: A co-citation analysis." Paper presented at the Forty-sixth Annual Meetings of the Academy of Management, Chicago, IL, 1986.



- Caldwell, D., and O'Reilly, C.A. "Measuring person-job fit with a profile comparison process." Paper presented at the Fiftieth Annual Meeting of the Academy of Management, San Francisco, 1990.
- O'Reilly, C.A., and Wade, J. "The CEO, the Board of Directors, and Executive Compensation: Who Controls Whom?" Paper presented at the Fiftieth Annual Meeting of the Academy of Management, San Francisco, 1990.
- Caldwell, D., Chatman, J., and O'Reilly, C.A. "Building organizational commitment: A multi-firm study." Paper presented at the Fiftieth Annual Meetings of the Academy of Management, San Francisco, 1990.
- O'Reilly, C.A., Chatman, J., and Caldwell, D. "People and organizational culture: A profile comparison approach to assessing person-organization fit." Paper presented at the Fiftieth Annual Meeting of the Academy of Management, San Francisco, 1990.
- O'Reilly, C.A., Caldwell, D., and Mirabile, R. "A profile comparison approach to person-job fit: More than a mirage." Proceedings of the Fifty-Second Annual Meetings of the Academy of Management, Las Vegas, August, 1992, 237-241.
- Tsui, A., Egan, J., and O'Reilly, C.A. "Being different: Relational demography and organizational attachment." Paper presented at the Fifty-First Annual Meetings of the Academy of Management, Miami, 1991.
- O'Reilly, C.A., and Chatman, J. "Working Smarter and Harder: A Longitudinal Study of Managerial Success." Paper presented at the Fifty-Second Annual Meetings of the Academy of Management, Atlanta, 1993.
- Chatman, J., Caldwell, D., and O'Reilly, C.A. "Managerial personality and early career success: A profile comparison approach." Paper presented at the Ninth Annual Conference of the Society for Industrial and Organizational Psychology, Nashville, TN, 1994.
- Caldwell, D. and O'Reilly, C.A. "Promoting team-based innovation: The use of normative influence." Paper presented at the Fifty-fourth Annual Meetings of the Academy of Management, Vancouver, B.C., August, 1995.
- Wade, C., Pollock, T. & O'Reilly, C.A. "CEO pay and trickledown economics: The effect of CEO pay equity on employee wages." Paper presented at the Fifty-fourth Annual Meetings of the Academy of Management, Vancouver, B.C., August, 1995
- Belliveau, M., O'Reilly, C.A., and Wade, J. "Social capital: The effects of social similarity and status on CEO compensation." Paper presented at the Fifty-Third Annual Meetings of the Academy of Management, Dallas, August, 1994.

O'Reilly, C.A., Williams, K. & Barsade, S. "Group demography and innovation: Does diversity help?" Paper presented at the Fifty-Fifth Annual Meetings of the Academy of Management, Cincinnati, August, 1996.

O'Reilly, C.A., Williams, K., and Barsade, S. "The impact of relational demography on teamwork: Understanding when differences make a difference." Paper presented at the annual meetings of the Academy of Management, Chicago, August, 1999 (Winner of the OB Division Best Paper Award).

Burton, D. and O'Reilly, C.A. "The impact of high commitment values and practices on technology start-ups." Paper presented at the annual meetings of the Academy of Management, Toronto, Canada., August, 2000.

Elfenbein, H. and O'Reilly, C.A. "Fitting in: The effects of relational demography and person-organization fit on group process and performance." Paper presented at the annual meetings of the Academy of Management, Washington, D.C., August, 2001.

Beckman, C., Burton, D. and O'Reilly, C.A. "The impact of high commitment values and practices on technology start-ups." Paper presented at the annual meetings of the Academy of Management, Washington, D.C., August, 2001.

Chatman, J. & O'Reilly, C.A. "Rational ambivalence: Asymmetric effects of work group demography on men and women's responses to being in the minority." Paper presented at the annual meetings of the Academy of Management, Denver, August, 2002.

O'Reilly, C.A. & O'Neill, O. "Women's careers: The impact of sex and gender identity on career attainment." Paper presented at the annual meetings of the Academy of Management, Seattle, Washington, August, 2003.

O'Reilly, C.A. and Main, B.G. "Setting the CEO's pay: Economic and psychological perspectives." Paper presented at the annual meetings of the Academy of Management, Atlanta, 2006.

O'Neill, O.A., Stanley, L.J., Priya, K. and O'Reilly, C.A. "A longitudinal study of positive affect, organizational changes, and career satisfaction." Paper presented at the annual meetings of the Academy of Management, Anaheim, August, 2008.

O'Reilly, C.A. & Tushman, M.L. "Organizational Ambidexterity: IBM and Emerging Business Opportunities." Paper presented at the annual meetings of the Academy of Management, Chicago, August, 2009.

O'Reilly, C.A. "Understanding organizational ambidexterity: An investigation of the underlying micro-mechanisms." Paper presented at the annual meetings of the Academy of Management, Montreal, August, 2010.

- Burton, M.D., O'Reilly, C.A. & Bidwell, M. "Management Systems for Exploration and Exploitation: The Micro-Foundations of Organizational Ambidexterity." Paper presented at the annual meetings of the Academy of Management, Boston, August, 2012.
- Chatman, J.A., Caldwell, D.F., O'Reilly, C.A. & Doerr, B. "Organizational culture and performance in high technology firms: The effects of culture content and strength." Paper presented at the annual meetings of the Academy of Management, Boston, August, 2012.
- O'Reilly, C. & Tushman, M. "Organizational Ambidexterity: Past, Present and Future." Paper presented at the annual meetings of the Academy of Management, Orlando, August, 2013.
- Tinsley, C., Wade, J., Main, B. & O'Reilly, C. "Progress on gender diversity for corporate boards: Are we running in place?" Paper presented at the annual meetings of the Academy of Management, Philadelphia, August, 2014.
- Bianchi, E., Wade, J., Main, B. & O'Reilly, C. "Minding the gender pay gap: Female CEOs and executive compensation." Paper presented at the annual meetings of the Academy of Management, Vancouver, B.C., August, 2015.
- Chatman, J. and O'Reilly, C. "Paradigm lost: Reinvigorating the study of organizational culture."  
Paper presented at the annual meetings of the Academy of Management, Anaheim, CA, August, 2016.

#### e) Case Studies

- O'Reilly, C. and Pfeffer, J. *Southwest Airlines (A)*. Case # HR-01. Graduate School of Business, Stanford University, 1994.
- O'Reilly, C. *Southwest Airlines (A-1)*. Case # HR-02. Graduate School of Business, Stanford University, 1995
- O'Reilly, C. *The World Bank: Breaking With Tradition*. 1997.
- O'Reilly, C. & Caldwell, D. *Cypress Semiconductor (A): Vision, Values, and "Killer" Software*. Case #HR-08. Graduate School of Business, Stanford University, 1998.
- O'Reilly, C. & Caldwell, D. *Cypress Semiconductor (B): Vision, Values, but No "Killer" Software*. Case #HR-09. Graduate School of Business, Stanford University, 1998.

- O'Reilly, C. *Cisco Systems: The Acquisition of Technology is the Acquisition of People*. Case #HR-10. Graduate School of Business, Stanford University, 1998.
- O'Reilly, C. *New United Motors Manufacturing, Inc. (NUMMI)*. Case #F-HR-11. Graduate School of Business, Stanford University, 1998.
- O'Reilly, C. & Pfeffer, J. *PSS World Medical: The Challenges of Growth and Financial markets*. Case HR-12. Graduate School of Business, Stanford University, 1999.
- O'Reilly, C. *Human Resources at Novartis: Aligning Business and HR Strategy*. 1999.  
Hoffer-Gittell, J. & O'Reilly, C. *JetBlue Airways: Starting from Scratch*. Harvard Business School Case 9-801-354, 2001.
- Thuraisingham, C. & O'Reilly, C. *Homestead Technologies: A Start-up Built to Last*. Case HR-18. Graduate School of Business, Stanford University, 2001.
- Chang, V. & O'Reilly, C. *Siebel Systems: Culture as a Pillar of Success*. Case HR-14, Graduate School of Business, Stanford University, 2001.
- Tushman, M., O'Reilly, C. & Powell, R. *IBM Software Solutions (A)*. Harvard Business School Case 9-402-016. August, 2001.
- Yokoi, G. & O'Reilly, C. *Building the Culture at Agilent Technologies: Back to the Future*. Case HR-20, Graduate School of Business, Stanford University, 2001.
- Caldwell, D. & O'Reilly, C. *The Liberty Medical Group*. Case OB-43(A) and (B), Graduate School of Business, Stanford University, 2003.
- Wang, I. & O'Reilly, C. *Transforming Human Resources at Novartis: The Human Resource Information System*. HR-22. Graduate School of Business, Stanford University, 2003.
- Chang, V., O'Reilly, C. & Pfeffer, J. *Wells Fargo and Norwest: A Merger of Equals*. HR-26 (A) and (B). Graduate School of Business, Stanford University, 2004.
- Catalano, C. & O'Reilly, C. *Yahoo!: A New HR Challenge (A)*. HR-25. Graduate School of Business, Stanford University, 2004.
- Chatman, J. & O'Reilly, C. *Cisco Systems: Developing a Human Capital Strategy (A) and (B)*. Haas School of Business. University of California, Berkeley, 2004.
- Perlstein, T., Capur, A. & O'Reilly, C. *Internal Branding at Yahoo!: Crafting the Employee Value Proposition*. HR-25B. Graduate School of Business, Stanford University, 2005.
- Bannasch, E., Butts, D., Shapowal, A., Strike, J., Wertheim, M., Barnett, W. & O'Reilly, C.

- Trader Joe's – 1996*. SM-9A. Graduate School of Business, Stanford University, 2006.
- O'Reilly, C. *Trader Joe's – 2006*. SM-9B. Graduate School of Business, Stanford University, 2006.
- O'Reilly, C., Rao, H., Sutton, R. and Hoyt, D. *JetBlue Airways: A New Beginning*. L-17. Graduate School of Business, Stanford University, 2010.
- O'Reilly, C. & Caldwell, D. *Cypress Semiconductor: A Federation of Entrepreneurs*. OB-84. Graduate School of Business, Stanford University, 2012.
- Itoh, A., Kimura, H. Beaumont, C., Kneller, R. & O'Reilly, C. *Takeda Pharmaceuticals: Becoming a Global Company (A) (B) (C)*. 2012
- Hoyt, D., Drabkin, D., O'Reilly, C. & Pfeffer, J. *DaVita: A Community First, A Company Second*. OB-89, Graduate School of Business, 2014.

## PROFESSIONAL ACTIVITIES

### Invited Reviews:

Organizational Behavior and Human Decision Processes  
Journal of Applied Psychology  
Academy of Management Journal  
Academy of Management Review  
Administrative Science Quarterly  
Journal of Management  
Journal of Business Research  
Industrial Relations  
National Science Foundation  
Human Relations  
Journal of Occupational Behavior  
Management Science  
California Management Review  
Strategic Management Journal  
Communication Research  
Journal of Management Studies  
Academy of Management Review  
Canadian Journal of Administrative Sciences  
Journal of Applied Social Psychology  
Psychological Bulletin  
British Journal of Social Psychology  
Evaluation and Program Planning

Basic and Applied Social Psychology  
Applied Psychology: An International Review  
Advances in Industrial and Labor Relations  
Information Systems Research  
Journal of Organizational Behavior  
Organization Science  
Industrial and Corporate Change  
Journal of Marketing Research

Editorial Board Membership:

Academy of Management Journal, 1979-1981  
Journal of Business Research, 1979-1987  
Administrative Science Quarterly, 1981-1989  
Communication Research, 1987-1993  
California Management Review, 1991-1997  
Journal of Applied Psychology, 2001-2004  
Leadership Quarterly, 2017-  
California Management Review, 2017-

Memberships:

Fellow, American Psychological Association  
 Academy of Management  
 Society for Organizational Behavior  
 Phi Beta Kappa  
 Society for Industrial/Organizational Psychology (SIOP)  
 Fellow, American Psychological Society

Boards:

American Compensation Committee Research Advisory Board (1999-2001)  
 Deploy Solutions Technical Advisory Board (2001-2007)  
 CriticalPoint Software Technical Advisory Board (2000-2002)  
 ThinkShed Technical Advisory Board (2000-2004)  
 Pomello Technical Advisory Board (2013-present)  
 ChangeLogic (2009-current)

Haas School of Business Outstanding Teacher Award, 1979-1980, 1987-1988, 1989-1990.

Executive Education Program Director, University of California, Berkeley, School of Business  
 "Management Development: A Comprehensive Approach," 1980 - 1984.

Program Director, University of California, Berkeley, Institute of Industrial Relations, Human  
 Resource Conferences, 1980, 1984.

Member, University of California Staff Personnel Board, 1980-1982.

Member, Executive Board, Personnel/Human Resources Division, Academy of Management, 1981-1985.

Director, California Business Alumni, 1981-1984.

Member, Haas School of Business Fund Council, 1983-1986.

Program Committee, Society for Industrial and Organizational Psychology, American Psychological Association, 1983-1986.

Fellowship Committee, Society for Industrial and Organizational Psychology, American Psychological Association, 1986-1990.

Co-Director, Managing Strategic Innovation and Change Executive Program, Columbia University, Lecco, Italy, 1987-1994.

Co-Director, Joint Executive Education Program, University of California, Berkeley, and Nomura School of Advanced Management, "Managing Strategic Innovation", Tokyo, 1990-1992.

Director, Human Resources Executive Program, Graduate School of Business, Stanford University, August, 1994 - 2005.

Director, Joint Harvard-INSEAD-Stanford World Bank Executive Program, 1996-1999.

Director, Leading Change and Organizational Renewal, Graduate School of Business, Stanford University, February, 1998-present.

Co-Director, Leading and Leveraging Innovative Organizations, BP-Amoco Stanford Executive Program, January, 2000.

Co-Director, Leading Organizational Change and Renewal, HBS Executive Program, 2000-2003.

Director, DHL Leading Change and Organizational Renewal Program, Graduate School of Business, Stanford University, 2002.

Co-Director, Cox Communications Human Resources Executive Program, Graduate School of Business, Stanford University, 2002.

Stanford Graduate School of Business Distinguished Teaching Award, 2001-2002.

Director, Novartis Human Resource Excellence Program, Graduate School of Business, Stanford University, 2002-2007

**January, 2017**

Co-Director, Genentech Leadership Program, Graduate School of Business, Stanford University, 2008.

Co-Director, Advanced Management Program for Asian Executives, 2010.