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Karl E. Weick

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Office Address

School of Business Administration
The University of Michigan
Ann Arbor, Michigan 48109-1234
(734) 763-1339
Fax (734) 936-8716
email: karlw@umich.edu

Home Address

1509 Brooklyn Avenue
Ann Arbor, Mich. 48104
(734) 996-1716

Personal History

1. Born October 31, 1936, Warsaw, Indiana
2. Married Karen Lee (Eickhoff), December 13, 1957
3. Three boys: Kirk (b. Dec. 16, 1960), Kyle (b. Oct. 4, 1962), Kris (b. April 2, 1964)

Academic History

1. Undergraduate work: 1954-1958, Wittenberg University, Springfield, Ohio.
Degree: A.B., June, 1958.
2. Graduate work: 1958-1962, The Ohio State University, Columbus, Ohio
Degree: M.A. in Psychology, March, 1960. Advisor, Dr. Harold B. Pepinsky.
Degree: Ph.D. in Psychology, August, 1962. Advisors, Dr. Douglas P. Crowne and Dr. Milton Rosenberg.

Membership in Honorary and Professional Organizations

1. American Psychological Association, Fellow Div. 14, Fellow Div. 8
2. Academy of Management, Fellow
3. American Sociological Association
4. Society of Experimental Social Psychology
5. Macro Organizational Behavior Society
6. American Psychological Society, Fellow

7. Society of Industrial and Organizational Psychology, Fellow
8. Society for study of Symbolic Interaction

Work History

1. Rensis Likert Collegiate Professor of Organizational Behavior and Professor of Psychology, The University of Michigan, January 1, 1988 to present.
2. Harkins and Co. Centennial Chair in Business Administration, University of Texas, July 1984 - January 1988.
3. Thomas F. Gleed Professor of Business and Finance, Seattle University, September 1983 - July 1984.
4. Nicholas H. Noyes Professor of Organizational Behavior and Professor of Psychology, July 1977 - June 30, 1984, Cornell University, Ithaca, New York.
5. Professor of Psychology and Organizational Behavior, July 1972 - June 1977; Cornell University, Ithaca, New York.
6. Visiting Professor, July-August, 1974; Organizational Theory Program, Stanford University, Palo Alto, California.
7. Professor of Psychology, June 1968 - June 1972; Associate Professor, September 1965 - June 1968, University of Minnesota, Minneapolis, Minnesota.
8. Director, Laboratory for Research in Social Relations, June 1968 - June 1972, University of Minnesota, Minneapolis, Minnesota.
9. Visiting Professor of Psychology, Institute for Social Psychology, State University of Utrecht, Utrecht, THE NETHERLANDS. June 1969 - June 1970.
10. Co-director (with V. H. Vroom) of Ford Foundation Workshop on Organizational Behavior, August 1-31, 1965. Carnegie Institute of Technology.
11. Visiting Professor of Psychology (part-time), September 1963 - February 1964. Wabash College, Crawfordsville, Indiana.
12. Assistant Professor of Psychology, September 1962 - August 1965. Purdue University, Lafayette, Indiana.

Academic Honors

1. Charles E. Platt Award in Psychology (1957-1958), Wittenberg University.
2. Winner of the Best Dissertation of the Year Award in Creative Talent Awards Program sponsored by the American Institute for Research (1961-1962).
3. Co-winner of American College of Hospital Administration 1972 Book of the Year Award, (with J. Campbell, M. Dunnette, and E. Lawler).
4. Distinguished Career Award. Organization and Management Theory Division, Academy of Management. August 16, 1986.
5. Best Article of Year. Academy of Management Review. Presented at Academy of Management, San Francisco, 1990.
6. Irwin Award for Distinguished Scholarly Contributions. Presented at Academy of Management, San Francisco, 1990.
7. Elected to Michigan Society of Fellows, September 1990.
8. Senior Faculty Research Award. University of Michigan Business School, May 12, 1992.
9. Katz-Newcomb Lecture, Dept. of Psychology, The University of Michigan, April 23, 1993.
10. IBM Distinguished Research Lecture, Pennsylvania State University, April 20, 1995.
11. Mitstifer Lecture, University Council for Educational Administration, Salt Lake City, Utah, October 28, 1995.
12. Chosen to give the Distinguished Lecture by Division of Technology and Innovation Management, Academy of Management, August 1999.
13. Elected "Fellow" of the British Academy of Management (2/99).

Professional Activities

1. Guest Editor, Special Issue Devoted to Organizational Experiments, Administrative Science Quarterly, 1969, **14**(2).
2. NSF Visiting Scientist, Claremont Graduate School, Claremont, California, March 1969.
3. Member of Social Science Research Review Committee, National Institute of Mental Health, 1969-1972.

4. Member of Scientific Affairs Committee, Division 14, American Psychological Association, 1969-1970.
5. Faculty member, American Accounting Association Doctoral Consortium, Salt Lake City, Utah, 1972.
6. Chairman, Dissertation Award Committee, Society of Experimental Social Psychology, 1973.
7. Member of Project Consulting Committee, American Accounting Association, 1973.
8. Faculty member, American Accounting Association Faculty Course in Behavior Science, Virginia Polytechnic Institute, 1973; Louisiana State University, 1974.
9. Member of American Psychological Association Advisory Committee on Museum Exhibits, 1973-1976.
10. Member of Advisory Board, Economic Behavior Program, The University of Michigan, 1974-1978.
11. Chairman of National Institute of Education Research Planning Task Force on Organizations as Loosely Coupled Systems, 1975.
12. Member of National Science Foundation Review Panel for Social Psychology Program, 1974-1976.
13. Invited participant, 20th Annual National Security Seminar, Army War College, June 4-7, 1974.
14. Member of Executive Committee, Society of Experimental Social Psychology, 1974-1977.
15. Member of Grants-in-aid Review Committee, Society for the Psychological Study of Social Issues, 1973-1974.
16. Member of National Science Foundation, Subcommittee on Applied Social and Behavior Sciences, Division of Applied Research, 1978-1980.
17. Visiting Scholar, Cleveland State University, April 13-17, 1981.
18. Board of Directors, Organizational Behavior Teaching Society, 1979-1981.
19. National Fellow, University of Chicago, Educational Finance and Productivity Center.
20. Member of Division 14 (APA) Planning Committee on Innovations in Methodology, 1978-1981.

21. Chairman, Organizational Research Study Group, Program on School Capacity for Problem Solving, National Institute of Education, 1977-1979.
22. Member, Committee on Program Evaluation in Education. National Research Council of National Academy of Science, 1980.
23. Board of Directors, Eastern Academy of Management, 1981-1983.
24. Editorial Board, **Applied Social Psychology Annual**, Len Bickman (Ed.). A SPSSI Publication.
25. Editorial Board, **Small Group Behavior**, 1979-1981.
26. Editorial Board, **Administrative Science Quarterly**, 1970-1977.
27. Associate Editor, **Organizational Behavior and Human Performance**, 1971-1977.
28. Editorial Board, **International Journal of Small Group Research**, 1984-present.
29. Editorial Board, **Exchange**, 1984-1986.
30. Editorial Board, **Accounting, Organizations, and Society**, 1983-1994.
31. Editorial Board, **Journal for the Theory of Social Behavior**, 1977-present.
32. Appointed to Advisory Board, **Science 85**, "Science of Business Department."
33. Advisory Editor, **Contemporary Psychology**, 1973-1992.
34. Editor, **Administrative Science Quarterly**, 1977-1985.
35. Editorial Board, **Communication Research**, April 1986-present.
36. Board of Advisors, Industrial Crisis Institute, New York University, October 1986-present.
37. International Council of Advisors, Institute for the Humanities at Salado, Texas, elected April 1987.
38. Member, Award Review Panel for the Fritz Roethlisberger Memorial Award: Organizational Behavior Teaching Society.
39. Editorial Advisory Board, **Organization Science**, November 1987-1995.
40. Editorial Board, **Industrial Crisis Quarterly**, November 1987-present.
41. Editorial Board, **Academy of Management Review**, January 1988-1994.

42. Scientific Advisory Board, MIT Center for Coordination Science.
43. Member, Academy of Management Committee to Award Irwin Prize for Distinguished Lifetime Contributions to Scholarship of Management, 1991-present.
44. Member, Academy of Management Committee to nominate Best Book of Year, 1991-present.
45. Member, All Academy of Management Committee on Teaching.
46. Marketing Institute Research Board.
47. Editorial Board, **Organization and Environment**.
48. Committee on Human Performance, Organizational Systems, and Maritime Safety, Marine Board, National Research Council (apptd. 1995 to 3 year term).
49. Editorial Board, **Advances in Qualitative Organizational Research** (J. Wagner III, ed.), 1996-present.
50. Topic Editor on Human Factors, **Wildfire** (J. Greenlee, ed.).
51. Co-editor, Special Issue of **Organization Science** on “Improvisation in Organizations.”
52. Appointed to International Advisory Board, PDI Global Research Consortia, December 1996.
53. Appointed to International Advisory Board of Network on Organizational Discourse, University of London, February 1997.
54. Founding Board, Institute for Research on Risk Mitigation, Berkeley.
55. Editorial Board, Human Communication Research.
56. Editorial Board, Journal of Contingencies and Crisis Management.
57. Expert Advisory Panel for Patient Safety System Design, Dept. of Veterans Affairs. 1997-1999.
58. International Advisory Board of Network on Organizational Discourse, University of London, February 1997-present.
59. Apptd. To McGill-McConnell Academic Advisory Board: Programs for the Voluntary Sector (8/98).
60. International Editorial Board, Management Learning.

Publications

A. Books

1. **Productivity in organizations: a metatheory of work and its assessment.** Columbus, Ohio: Ohio State Research Foundation, 1965. Offset, (with H. B. Pepinsky, J. Riner, and M. Moll).
2. **The social psychology of organizing.** Reading, Mass.: Addison-Wesley, 1969. Translated into Portuguese and published in 1973 by Edgard Blucher. Translated into Japanese and published by Seishin Shobo Ltd., Tokyo, 1980. Translated into Spanish and published by Fondo Educativo Interamericano, 1980. Chapter 5 reprinted in Ralph L. Blankenship, **Colleagues in organization**, New York: Wiley, 1977. Chapter 2 reprinted in J. H. Jackman and C. P. Morgan, **Organizational theory: a macro perspective for management**, Englewood Cliffs, N.J.: Prentice-Hall, 1978. Pp. 66-72. What organizing looks like reprinted in J. A. Litterer (Ed.), **Organizations: structure and behavior**. New York: Wiley, 1980. Pp. 428-440.
3. **Managerial behavior, performance, and effectiveness.** New York: McGraw-Hill, 1970, (with J. Campbell, M. Dunnette, and E. E. Lawler).
4. **Social psychology of organizing. Revised edition.** Reading, Mass.: Addison-Wesley, 1979. Chapter 6 reprinted in O. Grusky and G. A. Miller, (Eds.), **The sociology of organizations**. N.Y.: Free Press, 1981. Pp. 265-279.
5. **Sensemaking in organizations.** Thousand Oaks, Calif.: Sage, 1995. Senso E. Significato Nell 'Organizzazione. Raffaello Contina, 1997. Milano. (Italian translation of "Sensemaking in Organizations").

B. Journal Articles

1. The simulation of productivity in organizations. **Personnel Administration**, 1961, **24**, 18-24, (with H. B. Pepinsky).
2. The reduction of cognitive dissonance through task enhancement and effort expenditure. **Journal of Abnormal and Social Psychology**, 1964, **68**, 533-539.
3. When prophecy pales: The fate of dissonance theory. **Psychological Reports**, 1965, **16**, 1261-1275.

4. The concept of equity in the perception of pay. **Administrative Science Quarterly**, 1966, **11**, 414-439. Reprinted in H. L. Tosi, R. House, and M. Dunnette (Eds.), **Managerial motivation and compensation**. East Lansing: Michigan State University, University Press, 1971.
5. Triads: A laboratory analogue. **Organizational Behavior and Human Performance**, 1966, **1**, 191-211, (with D. D. Penner).
6. Interrelations among measures of affiliation. **Journal of Social Psychology**, 1966, **69**, 223-235, (with Deanne Knapp and D. Knapp).
7. Dissonance and the revision of choice criteria. **Journal of Personality and Social Psychology**, 1966, **3**, 701-705, (with D. D. Penner and H. G. Fitch).
8. Dissonance and task enhancement: A problem for compensation theory? **Organizational Behavior and Human Performance**, 1967, **2**, 189-208. Reprinted in H. L. Tosi, R. House, and M. Dunnette (Eds.), **Managerial motivation and compensation**. East Lansing: Michigan State University Press, 1971.
9. The realignment of discrepant reinforcement value. **Journal of Personality and Social Psychology**, 1968, **8**, 180-187, (with P. Prestholdt).
10. Preferences among forms of equity. **Organizational Behavior and Human Performance**, 1968, **3**, 400-416, (with B. Nasset).
11. Laboratory organizations and unnoticed causes. **Administrative Science Quarterly**, 1969, **14**, 294-303.
12. Discrepant membership as an occasion for effective cooperation. **Sociometry**, 1969, **32**, 413-424, (with D. D. Penner).
13. Social psychology in an era of social change. **American Psychologist**, 1969, **24**, 990-998. Reprinted in H. Kaufman and L. Solomon (Eds.), **Readings in Introductory Social Psychology**. New York: Holt, Rinehart & Winston, 1971. Reprinted in H. C. Lindgren (Ed.), **Readings in Social Psychology. 2nd Ed.** New York: Wiley, 1973. Reprinted in E. P. Hollander and R. G. Hunt (Eds.), **Current Perspectives in Social Psychology. 4th Ed.** New York: Oxford, 1975. Reprinted in H. Brown and R. Stevens (Ed.), **Social Behavior and Experience**. London: University of London Press, 1975.
14. Fate of arbitrary traditions in a laboratory microculture. **Journal of Personality and Social Psychology**, 1971, **17**, 179-191, (with D. P. Gilfillan).

15. Amendments to organizational theorizing. **Journal of Academy of Management**, 1974, **17**, 487-502. Reprinted in J. M. Ivancevich and A. D. Szilagyi (Eds.), **Readings in organizational behavior and management**. Santa Monica, Calif: Goodyear, 1977, 15-30.
16. The effect of composer credibility on orchestra performance. **Sociometry**, 1973, **36**, 435-462, (with D. P. Gilfillan and T. Keith).
17. Middle range theories of social systems. **Behavioral Science**, 1974, **19**, 357-367.
18. The sway and decay of tradition. **JSAS Catalog of Selected Documents in Psychology**, 1975, **5**, 189-190, (with D. P. Gilfillan).
19. Educational organizations as loosely coupled systems. **Administrative Science Quarterly**, 1976, **21**, 1-19. Reprinted in H. J. Leavitt, L. R. Pondy, and D. M. Boje, (Eds.), **Readings in managerial psychology. 3rd Ed.** Chicago: University of Chicago, 1980. Reprinted in Mary Zey-Ferrell and M. Aiken (Eds.), **Organizations: Critical perspectives**. Chicago: Scott Foresman, 1981, 217-226. Reprinted in J. V. Baldrige and T. Deal (Eds.), **The dynamics of organizational change in education**. Berkeley: McCutcheon, 1983. Pp. 15-37.
20. The management of stress. **MBA**, 1975, **9**, 37-40, (October 1975).
21. Careers as eccentric predicates. **Cornell Executive**, 1976, **2**, 6-10.
22. The future of work: The reward for the individual. **Industrial and Labor Relations Report**, 1975, **12**, (1), 26-28.
23. Reply to Ross Stagner comments on "The management of stress," **MBA**, 1976, **10**(2), 18-19, (February 1976).
24. The equity context. **Organizational Behavior and Human Performance**, 1976, **15**, 32-65, (with M. Bougon and G. Maruyama).
25. Laboratory experimentation with organizations: A reappraisal. **Academy of Management Review**, 1977, **2**(1), 123-128.
26. Cognition in organizations: An analysis of the Utrecht Jazz Orchestra. **Administrative Science Quarterly**, 1977, **22**, 606-639, (with M. Bougon and D. Binkhorst).
27. Organization design: Organizations as self-designing systems. **Organizational Dynamics**, 1977, **6**(2), 30-46. Reprinted in J. Veiga and J. Yanouzas (Eds.), **The dynamics of organization theory**. New York: West, 1979. Pp. 208-216.
28. The metaphors of business. **Cornell Executive**, 1978, **4**(2), 2-4.

29. Affirmation as inquiry. **Small Group Behavior**, 1982, **13**, 441-450.
30. Unobtrusive measures in organizational theory: A reminder. **Administrative Science Quarterly**, 1979, **24**, 620-659, (with E. Webb).
31. Blindspots in organizational theorizing. **Group and Organizational Studies**, 1980, **5**(2), 178-188.
32. The management of eloquence. **Executive**, 1980, **6**(13), 18-21. Reprinted in Hampton, Summer, Webber: **Organizational behavior and the practice of management**. Scott Foresman.
33. Interfaces between management accounting and organizational behavior. **Exchange**, 1981, **6**(3), 25-33, (with Robert Swieringa).
34. Administering education in loosely coupled schools. **Phi Delta Kappan**. June 1982. Pp. 673-676. Condensed in **The Education Digest**, December 1982, pp. 28-32.
35. Stress in accounting systems. **Accounting Review**, 1983, **58**, 350-369.
36. An assessment of laboratory experiments in accounting. **Journal of Accounting Research**. Supplement, 1982, **Vol. 20**, pp. 56-101, (with Robert Swieringa).
37. Contradictions in a community of scholars: the cohesion-accuracy tradeoff. **The Review of Higher Education**, Summer, 1983, **6**(4), 253-267.
38. Small wins: Redefining the scale of social problems. **American Psychologist**, 1984, **39**(1), 40-49. Reprinted in E. Seidman and J. Rappaport (Eds.), **Redefining social problems**. NY: Plenum, 1986. Reprinted in W. Shadish and Charles Reichardt (Eds.), **Evaluation studies review annual**, Vol. 12. Newbury Park, Calif.: Sage, 1987. Reprinted in D. Rubinstein and R. Griffin, **Readings in management**. Houghton-Mifflin, 1989.
39. Misconceptions about managerial productivity. **Business Horizons**, 1983, **26**(4), 47-52. (July-August, 1983).
40. Toward a model of organizations as interpretation systems. **Academy of Management Review**, 1984, **9**, 284-295, (with Richard Daft).
41. Action rationality in managerial accounting. **Accounting Organizations, and Society**, 1987, **12**, 293-308, (with R. Swieringa). Reprinted in J. Bell (Ed), **Accounting control systems**, 2nd. ed. Los Angeles: Markus Wiener, 1989.
42. Arguments and narration in organizational communication. **Journal of Management**, 1986, **12**, 243-259, (with L. Browning).

43. The concept of loose coupling: An assessment. **Dialogue**, American Educational Research Association, December 1986, 8-11.
44. Cosmos vs. chaos: Sense and nonsense in electronic contexts. **Organizational Dynamics**, Autumn, 1985, **14**, 50-64.
45. The fine tuning of graduate education. **Organizational Behavior Teaching Review**, 1987, **11**, 44-47.
46. Academic journals in the classroom. **Organizational Behavior Teaching Review**, 1987, **11**, 27-42, (with J. D. Orton).
47. Organizational culture as a source of high reliability. **California Management Review**, 1987, **29**, 112-127.
48. Enacted sensemaking in crisis situations. **Journal of Management Studies**, 1988, **25**(4), 305-317.
49. Can information loss be reversed? Evidence for serial reconstruction. **Communication Research**, February 1989, **16**(1), 3-24, (with L. Kurke and E. Ravlin).
50. Mental models of high reliability systems. **Industrial Crisis Quarterly**, 1989, **3**, 127-142.
51. Loose coupling: Beyond the metaphor. **Current Contents**. (Citation Classic), 1989, **21**(12), 14.
52. Theory construction as disciplined imagination. **Academy of Management Review**, 1989, **14**(4), 516-531.
53. Styles of scholarship: "Tonight let's do Thompson". **Journal of Organizational Change Management**, 1990, **2**(2), 18-21.
54. On relevance. **OBTS News and Commentary**, 1989, **6**(3), 1-2.
55. The vulnerable system: An analysis of the Tenerife air disaster. **Journal of Management**, 1990, **16**(3), 571-593.
56. Loosely coupled systems: A reconceptualization. **Academy of Management Review**, 1990, **16**(2), 203-223, (with J. D. Orton).
57. Organized improvisation: 20 years of organizing. **Communication Studies**, 1989, **40**(4), 241-248.
58. Social behavior in organizational studies. **Journal of the Theory of Social Behaviour**, 1990, **20**(4), 322-345, (with Lloyd E. Sandelands).

59. The non-traditional quality of organizational learning. **Organization Science**, 1991, **2** (2), 116-124.
60. Fixing with the voice: A research agenda for applied communication. **Journal of Applied Communication Research**, 1991, **19** (1 & 2), 1-19. (with Larry D. Browning).
61. Organizing on a global scale: A research and teaching agenda. **Human Resource Management**, 1990, **29** (1), 49-62. (With Paul W. Van Orden).
62. Fatigue of the spirit in organizational theory and organizational development: Reconnaissance man as remedy. **Journal of Applied Behavioral Science**, 1990, **26** (3), 313-327.
63. Agenda setting in organizational behavior: A theory-focused approach. **Journal of Management Inquiry**, 1992, **1** (3), 171-182.
64. Collective mind in organizations: Heedful interrelating on flight decks. **Administrative Science Quarterly**, 1993, **38** (3), 357-381. (With Karlene Roberts).
65. Small Wins. **Dividend**, Winter 1993, **24** (1), 2-6.
66. The collapse of sensemaking in organizations: The Mann Gulch disaster. **Administrative Science Quarterly**, 1993, **38** (4), 628-652.
67. The role of renewal in organizational learning. **The International Journal of Technology Management**, 1996, **11**, 738-746.
68. The interpretive problem in technical service work: A commentary. **Technology Studies**, 1995, **2** (1), 83-85.
69. South Canyon revisited: Lessons from high reliability organizations. **Wildfire**, 1995, **4** (4), 54-68.
70. What theory is not, theorizing is. **Administrative Science Quarterly**, 1995, **40**, 385-390.
71. Fighting fires in educational administration. **Educational Administration Quarterly**, 1996, **32**, 565-578.
72. Drop your tools: An allegory for organizational studies. **Administrative Science Quarterly**, 1996, **41** (2), 301-313.
73. Speaking to practice: The scholarship of integration. **Journal of Management Inquiry**, 1996, **5**, 251-258.

74. Prepare your organization to fight fires. **Harvard Business Review**, May-June 1996, **74** (3), 143-148. Reprinted in J. Katzenback (Ed.), **The work of teams**. Harvard Bus. School Press, 1998, 131-138.
75. An appreciation of social context: One legacy of Gerald Salancik. **Administrative Science Quarterly**, 1996, **41**, 563-573.
76. Improvisation as a mindset for organizational analysis. **Organization Science**, 1998, **9** (5), 543-555.
77. Wildfire and wisdom. **Wildfire**, 1998, **7** (1), 14-19.
78. Organizational change and development. **Annual Review of Psychology**, 1999, **50**, 361-386, Palo Alto: Annual Reviews Inc. (with R. L. Quinn).
79. Foresights of failure: An appreciation of Barry Turner. **Journal of Contingencies and Crisis Management**, 1998, **6** (2), 72-75.
80. Organizing for high reliability: Processes of collective mindfulness. **Research in Organizational Behavior**, 1999, **21**, 91-123, (with K. Sutcliffe and D. Obstfeld).
81. Organizing and the search for excellence: Making sense of the times in theory and practice. **Organization**, 1999, **6** (1), 129-148, (with Ian Colville and Robert H. Waterman).
82. That's moving: Theories that matter. **Journal of Management Inquiry** (June 1999, In Press).
83. Mindful moments in a mindless organization: Becoming a learning community. **Reflections: The Journal of the Society of Organizational Learning** (In Press).
84. The aesthetics of imperfection in orchestras and organizations. **Comportamento Organizacional e Gestao**, 1999, **5** (1) (In Press).

C. Chapters in Edited Volumes

1. Laboratory experimentation with organizations. In J. G. March (Ed.), **Handbook of organizations**. Chicago: Rand-McNally, 1965. Pp. 194-260. Reprinted in L. L. Cummings and W. E. Scott (Eds.), **Readings in organizational behavior and human performance**. Homewood, Ill: Irwin-Dorsey, 1969. Pp. 68-88.

2. Organizations in the laboratory. In V. Vroom (Ed.), **Methods of organizational research**. Pittsburgh: University of Pittsburgh, 1967. Pp. 1-56. Reprinted in R. T. Mowday and R. M. Steers (Eds.), **Research in organizations: Issues and controversies**. Santa Monica: Goodyear, 1979. Pp. 164-197.
3. Systematic observational methods. In G. Lindzey and E. Aronson (Eds.), **Handbook of social psychology. Rev. Ed.**, Reading, Mass.: Addison-Wesley, 1968. Pp. 357-451.
4. Task acceptance dilemmas: A site for research on cognition. In S. Feldman (Ed.), **Cognitive consistency**. New York: Academic Press, 1966. Pp. 225-255.
5. Research team productivity. In R. Bower (Ed.), **Studies on behavior in organizations**. Athens, Ga.: University of Georgia, 1966. Pp. 135-156, (with H. B. Pepinsky, J. Riner, and M. Moll).
6. Promises and limitations of laboratory experiments in the development of attitude change theory. In Carolyn Sherif and M. Sherif (Eds.), **Attitude, ego-involvement, and change**. New York: Wiley, 1967. Pp. 51-75. Reprinted in G. I. Schulman, B. C. Straits and P. L. Wuebben (Eds.), **The social psychology of experimental situations: An essay and selected readings**. San Francisco: Glendessary Press, 1974.
7. Processes of ramification among cognitive links. In R. Abelson, E. Aronson, W. McGuire, T. Newcomb, and M. J. Rosenberg, and P. Tannenbaum (Ed.), **Theories of cognitive consistency**. Chicago: Rand-McNally, 1968. Pp. 512-519.
8. The Panglossian world of self-justification. In R. Abelson, E. Aronson, W. McGuire, T. Newcomb, M. J. Rosenberg, and P. Tannenbaum (Eds.), **Theories of cognitive consistency**. Chicago: Rand-McNally, 1968. Pp. 706-715.
9. Trans-level experimentation. In B. P. Indik and K. Berrien (Eds.), **Individuals, groups, and organizations**. New York: Teachers College Press, 1968. Pp. 216-232.
10. The ess in stress: Conceptual and methodological factors issues. In J. McGrath (Ed.), **Social and psychological factors in stress**. New York: Holt, Rinehart, and Winston, 1970. Pp. 287-347.
11. The twigging of overload. In H. B. Pepinsky (Ed.), **People and information**. New York: Pergammon, 1970. Pp. 67-129.

12. Retrospect in tasks. In B. M. Bass, J. Haas, and R. Cooper (Eds.), **Managing for accomplishment**. Lexington, Mass.: D. C. Heath, 1970. Pp. 88-100.
13. Group processes, family processes and problem solving. In J. Aldous, T. Condon, R. Hill, M. Straus, and I. Tallman (Eds.), **Family problem solving**. New York: Dryden, 1971. Pp. 3-32.
14. Improving organizational theory. In M. W. Frey (Ed.), **New developments in management and organization theory**. Amherst: University of Mass., 1971. Pp. 11-26.
15. Critique. In T. S. Burns (Ed.), **Behavioral experiments in accounting**. Columbus, Ohio: College of Admin. Science, 1972. Pp. 257-273.
16. Conceptual tradeoffs in studying organizational change. In J. McGuire (Ed.), **Contemporary management: Issues and viewpoints**. Englewood Cliffs, N.J.: Prentice-Hall, 1974. Pp. 244-251.
17. Some challenges for future group research: Reflections on the experience in psychology. In R. T. Golembiewski (Ed.), **The small group in political science: The last two decades of development**. Athens, Georgia: University of Georgia Press, 1978. Pp. 482-504.
18. Enactment processes in organizations. In B. Staw and G. Salancik (Ed.), **New directions in organizational behavior**. Chicago: St. Clair, 1977. Pp. 267-300.
19. Reward concepts: Dice or marbles? In T. H. Hammer and S. B. Bacharach (Eds.), **Reward systems and power distribution: Searching for solutions**. Ithaca, New York: NYSSILR, 1977. Pp. 33-55.
20. Spines of leaders. In M. W. McCall and M. M. Lombard, (Eds.), **Leadership: Where else can we go?** Durham, N.C.: Duke University Press, 1978. Pp. 37-61.
21. On repunctuating the problem of organizational effectiveness. In H. Pennings and P. Goodman (Eds.), **Organizational effectiveness**. San Francisco: Jossey-Bass, 1977. Pp. 193-225.
22. Cognitive processes in organizations. In B. Staw (Ed.), **Research in organizational behavior: An annual series of analytical essays and critical reviews (Vol. 1)**. Greenwich, Conn.: JAI Press, 1978. Pp. 41-74.
23. Some thoughts on normal science and Argyris's Model I and Model II. In J. G. Hunt and L. L. Larson (Eds.), **Crosscurrents in leadership**. Carbondale: Southern Illinois University Press, 1979. Pp. 88-96.

24. Overview of second conference on behavioral experiments in accounting. In T. Burns (Ed.), **Behavioral experiments in accounting: II**. Columbus, Ohio: Ohio State University Press, 1979. Pp. 413-422.
25. Middle range themes in organizational theorizing. In C. Pinder and L. Moore (Eds.), **Middle range theory and the study of organizations**. Boston: Martinus-Nijhoff, 1980. Pp. 392-407.
26. Psychology as gloss. In R. Kasschau and C. N. Cofer (Eds.), **Psychology's second century**. New York: Praeger, 1981. Pp. 110-132.
27. The effectiveness of organizational interpretation systems. In K. Cameron and D. Whetton (Eds.), **Organizational effectiveness: A comparison of multiple models**. N.Y.: Academic, 1983. Pp. 71-93, (with Richard Daft).
28. Evolutionary theory as a backdrop for administrative practice. In H. Stein (Ed.), **Organization and the human services: Cross-disciplinary reflections**. Philadelphia: Temple University Press, 1981. Pp. 106-141.
29. Systematic observational methods. In G. Lindzey and E. Aronson (Eds.), **Handbook of social psychology. Third Ed.** New York: Random House, 1985. Pp. 567-634.
30. Management of organizational change among loosely coupled elements. In P. Goodman (Ed.), **Change in organizations**. San Francisco: Jossey-Bass, 1982. Pp. 375-408.
31. Rethinking research on decision making. In G. Ungson and D. Braunstein (Eds.), **Decision making: An interdisciplinary inquiry**. Boston: Kent, 1982. Pp. 325-333.
32. Perspectives on action in organizations. In J. Lorsch (Ed.), **Handbook of organizational behavior**. Englewood Cliffs, N.J.: Prentice-Hall, 1987. Pp. 10-28.
33. Utilization as reverse simulation: Making the world more like the laboratory. In R. H. Kilmann, K. W. Thomas, D. P. Slevin, R. Nath, and S. L. Jerrell (Eds.), **Producing useful knowledge for organizations**. New York: Praeger, 1983. Pp. 494-520.
34. Organizational communication: Toward a research agenda. In L. Putnam and M. Pacanowsky (Eds.), **Communication and organization: An interpretive approach**. Beverly Hills: Sage, 1983. Pp. 13-29.
35. Managerial thought in the context of action. In S. Srivastava (Ed.), **The executive mind**. San Francisco: Jossey-Bass, 1983: Pp. 221-242.
36. A stress analysis of future battlefields. In J. G. Hunt (Ed.), **Leadership and future battlefields**. Washington: Pergamon-Brassey's, 1985. Pp. 32-46.

37. Sources of order in underorganized systems: Themes in recent organizational theory. In Y. Lincoln (Ed.), **Organizational theory and inquiry: The paradigm revolution**. Beverly Hills: Sage, 1985. Pp. 106-136.
38. Theoretical assumptions and research methodology selection. In F. Warren McFarlan (Ed.), **The information systems research challenge**. Boston, Mass.: Harvard Business School Press, 1984. Pp. 111-129.
39. Editing innovation into Administrative Science Quarterly. In L. L. Cummings and P. Frost (Eds.), **Publishing in the organizational sciences**. Homewood, IL: Irwin, 1985. Pp. 366-376.
40. Editing a controversial manuscript: A case study. In L. L. Cummings and P. Frost (Eds.), **Publishing in the organizational sciences**. Homewood, IL: Irwin, 1985. Pp. 650-656.
41. Editing a rejection: A case study. In L. L. Cummings and P. Frost (Eds.), **Publishing in the organizational sciences**. Homewood, IL: Irwin, 1985. Pp. 774-780.
42. The significance of corporate culture. In P. Frost, L. F. Moore, M. R. Louis, C. C. Lundberg, and J. Martin (Eds.), **Organizational culture**. Beverly Hills: Sage, 1985. Pp. 381-389.
43. Substitutes for corporate strategy. In D. J. Teece (Ed.), **The Competitive Challenge**. Cambridge, MA: Ballinger, 1987, Pp. 221-233.
44. Organizations as cause maps. In H. P. Sims, Jr., and D. A. Gioia (Eds.), **Social cognition in organizations**. San Francisco: Jossey-Bass, 1986. Pp. 102-135, (with Michel G. Bougon).
45. Career improvisation in self-designing organizations. In M. B. Arthur, D. T. Hall, and B. S. Lawrence (Eds.), **Handbook of career theory**. NY: Cambridge, 1989. Pp. 313-328, (with L. Berlinger).
46. Theorizing about organizational communication. In L. M. Porter, L. J. Putnam, K. H. Roberts, and F. M. Jablin (Eds.), **Handbook of organizational communication**. Beverly Hills: Sage, 1987. Pp. 97-122.
47. How professional organizations work: Implications for school organization and management. In T. Sergiovanni (Ed.), **Schooling for tomorrow**. Rockleigh, NJ: Allyn and Bacon, 1989. Pp. 330-355, (with Reuben McDaniel).
48. Interpretation-based decision aids. In M. A. Tolcott and V. E. Holt (Eds.), **Impact and potential of decision research on decision aiding**. Washington, D.C.: American Psychological Assn., December 1987. Pp. 61-63.
49. Small sins and large evils. In P. B. Woodruff and H. A. Wilmer (Eds.), **Facing evil**. Peru, Ill: Open Court, 1988. Pp. 83-92.

50. Area introduction and overview. In Y. Ijiri and R. L. Kuhn (Eds.), **New directions in creative and innovative management**. Cambridge: Ballinger, 1988. Pp. 127-130.
51. One way transfers and organizational cohesion. In J. Anderson (Ed.), **Communication yearbook**. Vol. 12. Beverly Hills: Sage, 1989. Pp. 675-687, (with J. Douglas Orton).
52. Technology as equivoque: Sense-making in new technologies. In P. S. Goodman and L. Sproull (Eds.), **Technology and organizations**. San Francisco: Jossey-Bass, 1990. Pp. 1-44.
53. Cartographic myths in organizations. In A. S. Huff (Ed.), **Mapping strategic thought**. London: Wiley, 1990. Pp. 1-10.
54. The management of closeness in Jungian training societies: An organizational analysis. In H. A. Wilmer (Ed.), **Closeness**. Denver: Shambala, 1992. Pp. 181-202.
55. Jolts as a synopsis of organizational studies. In R. Stablien and P. J. Frost (Eds.), **Doing exemplary organizational research**. Newbury Park, Calif.: Sage, 1992. Pp. 99-104.
56. Turning context into text: An academic life as data. In A. Bedeian (Ed.), **Management laureates: A collection of autobiographical essays**. Greenwich, Conn.: JAI, 1993. Pp. 285-323.
57. Sensemaking in organizations: Small structures with large consequences. In J. Keith Murnighan (Ed.), **Social psychology in organizations: Advances in theory and research**. Englewood Cliffs, N. J.: Prentice-Hall, 1993. Pp. 10-37.
58. Organizational redesign as improvisation. In G. Huber and W. Glick (Eds.), **Mastering organizational change: Enhancing performance through redesign**. NY: Oxford, 1993. Pp. 346-379.
59. Sensemaking support systems. In L. M. Jessup & J. S. Valecich (Eds.), **Group support systems: New perspectives**. N. Y.: Macmillan, 1993. Pp. 230-252. (with David Meader).
60. Prosaic inspirations: The organizing of a vision. In P. Shrivastava, A. Huff, & J. Dutton (Eds.), **Advances in strategic management**. Vol. 8. Greenwich, Conn: JAI, 1992. Pp. 307-316.
61. Conceptual options in the study of organizational learning. In M. M. Crossnan, H. M. Lane, J. C. Rush, and R. E. White (Eds.), **Learning in organization**. London, Ontario: Western Business School, 1993. Pp. 25-49.
62. Creativity and the aesthetics of imperfection. In C. M. Ford and D. Gioia (Eds.), **Creative action in organizations**. Sage, 1995. Pp. 187-192.
63. Teaching as learning in public. In R. Andre and P. Frost (Eds.), **Researchers hooked on teaching**. Sage, 1997. Pp. 283-300.

64. Theory. In N. Nicholson (Ed.), **Encyclopedic dictionary of organizational behavior**. Cambridge, Mass.: Basil Blackwell, 1995. Pp. 563-565.
65. Organizational learning: Affirming an oxymoron. In S. R. Clegg, C. Hardy, & W. Nord (Eds.), **Handbook of organization studies**. Sage, 1996. Pp. 440-458 (With Frances Westley).
66. Communication and organizational learning. In F. M. Jablin & L. L. Putnam (Eds.), **The new handbook of organizational communication**. Sage, (In Press.) (With Susan J. Ashford).
67. Swift trust and temporary systems. In R. M. Kramer and T. R. Tyler (Eds.), **Trust in organizations**. Thousand Oaks, Calif: Sage, 1996. Pp. 166-195. (With Debra Meyerson and Roderick M. Kramer). Reprinted in C. Cooper (Ed.) *Classics in management thought*. Elgar, (In Press).
68. Enactment and the boundaryless career. In M. B. Arthur and D. M. Rousseau (Eds.), **Boundaryless careers: Work, mobility, and learning in the new organizational era**. New York: Oxford, 1996. Pp. 40-57.
69. The attitude of wisdom: Ambivalence as the optimal compromise. In S. Srivastva and D. L. Cooperrider (Eds.), **Organizational wisdom and executive coverage**. San Francisco: Lexington, 1998. Pp. 40-64.
70. Collective mind as an organizational dimension of global change. In J. Dutton and D. Cooperrider (Eds.), **The human dimensions of global change: Inquiries into the new era of cooperation**. Sage, (In Press).
71. The essence of organizing. Introduction to Japanese translation of **The Social Psychology of Organizing**. Tokyo: Bunshindo, 1997.
72. Quality improvement: A sensemaking perspective. In R. Scott and R. Cole (Eds.), **Process Improvement**. Sage, (In Press).
73. Organizational learning. In C. Dorf (Ed.), **The handbook of technology of management**, Berkeley: CRC Press, 1999. Pp 7-70 to 7-76, (With S. Sitkin and K. M. Sutcliffe).
74. Tool retention and fatalities in wildland fire settings: Conceptualizing the naturalistic. In G. Klein and E. Salas (Eds.), **Naturalistic Decision Making**. (In Press).
75. Sensemaking as a driving force in change at OilCo. In A. Kleiner & G. Roth, **Perspectives on Corporate Transformation: The OilCo Learning History**. Oxford Univer. Press (In Press).

D. Book Reviews

1. Review of M. H. Jones, "Executive decision-making." 2nd Ed., **Personnel Psychology**, 1963, **16**, 192-195.

2. Review of N. R. F. Maier, "Problem solving discussions and conferences." **Contemporary Psychology**, 1964, **9**, 174-176.
3. Review of L. P. Bradford, J. R. Gibb, and K. D. Benne (Eds.), "T-group theory and laboratory method." **Contemporary Psychology**, 1965, **10**, 244-245.
4. Brief review of O. Klineberg and R. Christie, "Perspectives in social psychology." **Contemporary Psychology**, 1966.
5. Review of H. Toch, "The social psychology of social movements." **Contemporary Psychology**, 1967, **12**, 368-370.
6. Review of I. Heiskanen, "Theoretical approaches and scientific strategies in administrative research: A methodological study." **Administrative Science Quarterly**, 1968, **13**, 338-342.
7. Review of H. Garfinkel, "Studies in ethnomethodology." **Contemporary Psychology**, 1969, **14**, 357-360.
8. Review of E. P. Willems and H. L. Raush (Eds.), "Naturalistic view-points in psychological research," and R. Barker, "Ecological psychology." **Science**, 1969, **166**, 856-858.
9. Review of R. A. Bauer and K. J. Gergen, "The study of policy formation." **American Journal of Psychology**, 1970.
10. Review of G. Katona, B. Strumple, and E. Zahn, "Aspirations and affluence." **Contemporary Psychology**, 1972, **17**, 193-195.
11. Review of M. Natanson, "The journeying self," and W. Percy, "Love in the Ruins," **Contemporary Psychology**, 1972, **176**, 1113-1114.
12. Review of H. Mintzberg, "The nature of managerial work," **Administrative Science Quarterly**, March, 1974, 111-118.
13. Review of D. Canter and T. Lee (Eds.), "Psychology and the built environment." **Contemporary Psychology**, 1975, **20**, 686-687.
14. Review of N. W. Hiemstra and L. H. McFarling, "Environmental psychology." **Contemporary Psychology**, 1976, **21**, 71. Briefly Noted.
15. Review of R. Steinberg, "Man and the organization." **Contemporary Psychology**, 1976, **21**, 73. Briefly Noted.
16. Review of C. Lave and H. G. March, "An introduction to models in social science." **Contemporary Psychology**, 1975, **20**, 914. Briefly Noted.
17. Review of J. Neulinger, "The psychology of leisure." **Contemporary Psychology**, 1976, **21**, 312. Briefly Noted.
18. Review of R. Trappl and F. de P. Hanika, "Progress in cybernetics." **Contemporary Psychology**, 1976, **21**, 313. Briefly Noted.

19. Review of P. G. Herbst, "Socio-technical design: Strategies in multi-disciplinary research." **Contemporary Psychology**, 1976, **21**, 377. Briefly Noted.
20. Review of A. N. Nash and S. J. Carroll, "The management of compensation." **Contemporary Psychology**, 1976, **21**, 756-757. Briefly Noted.
21. Review of J. S. Nirenberg, "Breaking through to each other." **Contemporary Psychology**, 1976, **21**, 757. Briefly Noted.
22. Review of W. L. Brombeck and W. S. Howell, "Persuasion: A means of social influence." **Contemporary Psychology**, 1976, **21**, 754. Briefly Noted.
23. Review of H. W. Simons, "Persuasion: understanding, practice, and analysis." **Contemporary Psychology**, 1976, **21**, 759. Briefly Noted.
24. Review of W. Bennis, K. Benne, R. Chin, K. E. Corey (Eds.), "The planning of change: 3rd ed." **Contemporary Psychology**, 1977, **22**, 229. Briefly Noted.
25. Review of Levinson, "Psychological man." **Contemporary Psychology**, 1977, **22**, 231. Briefly Noted.
26. Review of L. Wrightsman, "Social psychology." 2nd Ed. **Contemporary Psychology**, 1977, **22**, 404. Briefly Noted.
27. Review of R. Rosnow and G. Fine, "Rumor and gossip." **Contemporary Psychology**, 1977, **22**, 403. Briefly Noted.
28. Review of L. W. Porter and K. H. Roberts, "Communication in organizations." **Contemporary Psychology**, 1977, **22**, 783. Briefly Noted.
29. Review of D. C. Pelz and F. M. Andrews, "Scientists in organizations." **Contemporary Psychology**, 1977, **22**, 783. Briefly Noted.
30. Review of B. D. Brent (Ed.), "Communications yearbook. I." **Contemporary Psychology**, 1978, **23**, 43. Briefly Noted.
31. Review of R. M. Stogdill, "Leadership: abstracts and bibliography." **Contemporary Psychology**, 1978, **23**, 44. Briefly Noted.
32. Review of M. Sanford, "Making it in graduate school." **Contemporary Psychology**, 1978, **23**, 43. Briefly Noted.
33. Review of F. G. Caro (Ed.), "Reading in evaluation research." **Contemporary Psychology**, 1978, **23**, 40-41.
34. Review of P. G. Zimbardo, E. B. Ebbeson, and C. Maslach, "Influencing attitudes and changing behavior. 2nd Ed." **Contemporary Psychology**, 1978, **23**, 44-45. Briefly Noted.
35. Review of R. W. Murphy, "Status and conformity." **Contemporary Psychology**, 1978, **23**, 42. Briefly Noted.

36. Review of H. W. Sinaiko and L. A. Broedling (Eds.), "Perspectives on attitude assessment: Surveys and their alternatives." **Contemporary Psychology**, 1978, **23**, 472-473. Briefly Noted.
37. Review of J. R. Hackman, E. E. Lawler, and L. W. Porter (Eds.), "Perspectives on behavior in organizations." **Contemporary Psychology**, 1978, **23**, 469-470. Briefly Noted.
38. Review of D. Lerner, "Paper bullets: Great propaganda posters." **Contemporary Psychology**, 1978, **23**, 273. Briefly Noted.
39. Review of C. H. Waddington, "Tools for thought." **Contemporary Psychology**, 1978, **23**, 276. Briefly Noted.
40. Review of D. A. Dillman, "Mail and telephone surveys." **Contemporary Psychology**, 1978, **23**, 1017. Briefly Noted.
41. Review of E. Cornish, "The study of the future." **Contemporary Psychology**, 1978, **23**, 1002-1003. Briefly Noted.
42. Review of M. Mulder, "The daily power game." **Contemporary Psychology**, 1978, **23**, 972. Briefly Noted.
43. Review of J. Katzer, K. H. Cook, and W. W. Crouch, "Evaluating information." **Contemporary Psychology**, 1979, **24**, 435-436. Briefly Noted.
44. Review of L. Sproull, S. Weiner, and D. Wolf, "Organizing an anarchy." **Journal of Higher Education**, 1979, **51**, 94-99.
45. Review of H. L. Nixon, "The small group." **Contemporary Psychology**, 1979, **24**, 1053-1054. Briefly Noted.
46. Review of W. P. White (Ed.), "Resources in environment and behavior." **Contemporary Psychology**, 1979, **24**, 879. Briefly Noted.
47. Review of A. McLean, "Work stress." **Contemporary Psychology**, 1979, **24**, 940. Briefly Noted.
48. Review of E. Lindemann, "Beyond grief." **Contemporary Psychology**, 1979, **24**, 940. Briefly Noted.
49. Review of D. P. Schultz, "Psychology in use." **Contemporary Psychology**, 1979, **24**, 942. Briefly Noted.
50. Review of R. Forbes, "Corporate stress." **Contemporary Psychology**, 1979, **24**, 938.
51. Review of Y. Elkana, J. Lederberg, R. K. Merton, and H. Zuckerman (Eds.), "Towards a metric of science: the advent of science indicators." **Contemporary Psychology**, 1979, **24**, 875. Briefly Noted.

52. Review of M. Freed, et al., "Academic culture and faculty development." **Contemporary Psychology**, 1980, **25**, (10), 875. Briefly Noted.
53. Review of Singleton, Spurgeon, & Stammers, "The analysis of social skill." **Contemporary Psychology**, 1980, **25**, (11), 945. Briefly Noted.
54. Review of R. B. Lacoursiere, "The life cycle of groups." **Contemporary Psychology**, 1981, **26**, (7), 562. Briefly Noted.
55. Review of H. Levinson, "Executive." **Contemporary Psychology**, 1982, **27**, (3), 195-196.
56. Review of R. Steers, "Introduction to organizational behavior." **Contemporary Psychology**, 1982, **27**, (2), 154. Briefly Noted.
57. Review of R. Kahn, "Work and health." **Contemporary Psychology**, 1982, **27**, 578. Briefly Noted.
58. Review of J. Pfeffer, "Power in organizations." **American Journal of Sociology**, 1983, **83**, 605-608.
59. Review of J. Hayes and P. Nutman, "Understanding the unemployed." **Contemporary Psychology**, 1982, **27**, 823. Briefly Noted.
60. Review of W. Howell and R. Dipboye, "Essentials of industrial and organizational psychology. Rev. Ed." **Contemporary Psychology**, 1983, **28**, 319. Briefly Noted.
61. Review of I. Janis, "Groupthink. Second Ed." **Contemporary Psychology**, 1984, **29**, 1, 78.
62. Review of J. G. Gordon, "A diagnostic approach to organizational behavior." **Contemporary Psychology**, 1985, **30**, 77-78. Briefly Noted.
63. Review of A. W. McEachern, "Organizational illusions." **Contemporary Psychology**, 1985, **31**, 153. Briefly Noted.
64. Review of W. Neff, "Work and human behavior. Third Ed." **Contemporary Psychology**, 1986, **31**, 466. Briefly Noted.
65. Review of W. B. Eddy, "The manager and the working group." **Contemporary Psychology**, 1986, **31**, 908. Briefly Noted.
66. Review of J. M. Pennings (Ed.), "Organizational strategy and change." **Contemporary Psychology**, 1987, **32**, 384. Briefly Noted.
67. Review of W. F. Whyte, "Learning from the field." **Journal of Contemporary Ethnography**, 1987, **16**, 106-110, (with L. Browning).

68. Review of M. Harrison, "Diagnosing organizations." **Contemporary Psychology**, 1988, **33**, (7), 633. Briefly Noted.
69. Review of C. Moore, "Group techniques for idea building." **Contemporary Psychology**, 1988, **33**, (10), 917. Briefly Noted.
70. Review of T. R. Mitchell and J. R. Larson, Jr., "People in organizations. Third Ed." **Contemporary Psychology**, 1988, **33**, (11), 1004. Briefly Noted.
71. Review of B. M. Bass and P. J. D. Drenth (Eds.), "Advances in organizational behavior: An international review." **Contemporary Psychology**, 1988, **33**, (12), 1097. Briefly Noted.
72. Review of R. W. Woodman and W. A. Pasmore (Eds.), "Research in organizational change and development." **Contemporary Psychology**, 1989, **34**, (1), 82-83. Briefly Noted.
73. Review of S. Davis, "Future perfect." **Academy of Management Executive**, 1988, **2**, (4), 333-334.
74. Review of J. Van Maanen, "Tales from the field." **Admin. Science Quarterly**, 1989, **34**, (2), 307-311.
75. Review of R. G. Lord and K. J. Maier, "Leadership and information processing." **Leadership Quarterly**, 1993, **4** (1), 109-113.
76. Review of Diane Vaughan, "The Challenger Launch Decision." In **Administrative Science Quarterly**, 1997, **42**, 395-410.

E. Papers Presented

1. The effect of cognitive dissonance on level of aspiration. Midwestern Psychological Association, May 4, 1963.
2. Inconsistency and ambiguity: Prominent components of the scientist's world. Prepared for AFOSR Conference on Personnel Problems of In-Service Laboratories. Washington, DC, August 6-8, 1963.
3. The effects of role differentiation on group vulnerability. Midwestern Psychological Association, May 1, 1963, (with D. Penner).
4. Inconsistency as a determinant of cooperation. Fourth Annual Conference on the Social Science of Organizations. Pittsburgh, Pennsylvania, June 11, 1964.
5. The costs of helping. The Ohio State University, November 18, 1964.

6. A perspective on novelty in data collection. American Psychological Association Convention, September 1, 1966.
7. Organizational variables and compensation: Some unquestioned answers. Conference on "Manager Motivation and Money," sponsored by McKinsey Foundation, May 4-6, 1967.
8. The head nurse as a quasi-hippie. Association of Head Nurses, University of Minnesota Hospitals, January 17, 1968.
9. Family problem solving: Some empirical cautions. Family Research Center, University of Minnesota, April 3, 1968 and April 8, 1968.
10. Experimental approach to organizations. XVIth International Congress of Applied Psychology, Amsterdam, August 20, 1968.
11. The observer as medium: Vehicle and automatist. AERA Convention, February 5, 1969.
12. The decay of problem solving strategies in laboratory microcultures. The University of Michigan, February 11, 1969.
13. The psychology of making sense: A retrospective analysis. Institute for Social Psychology, Utrecht, Netherlands, September 11, 1969.
14. How to social psychologize. State University of Utrecht, Utrecht, Netherlands, April 2, 1970.
15. Equity and performance: A case study in theory enrichment. Social Psychology Workshop of the Netherlands Institute of Psychology, April 24, 1970.
16. The air of innocence in organizational research. The University of Leiden, Leiden, Netherlands, April 28, 1970.
17. Programmed interaction: Verbalization in a simulated social interaction. American Psychological Association Annual Meeting, September 8, 1970, (with W. Prock).
18. Mundane origins of cosmology episodes. UMPS Residential Conference, Minneapolis, MN, October 3, 1970.
19. The impoverishment of possibilities in behavioral accounting. American Accounting Association, New Orleans, LA, October 22, 1970.
20. The jazz orchestra and psychological theory. Presented during academic year 1970-1971 in colloquia at Stanford University, Northwestern University, University of Utah, and Ohio State University.

21. The nature of organizing. University of Utah, January 21, 1971.
22. Causal mapping of organizational complexity. Cornell University, November 11, 1971.
23. Determinants of orchestra performance. University of Oregon, March 14, 1972.
24. Science as the social construction of reality. American Accounting Association Doctoral Consortium, Salt Lake City, UT, August 20, 1972.
25. Rethinking extraverbal behavior. Society of Experimental Social Psychology, Lawrence, KS, October 14, 1972.
26. Improving organizational theory and practice. State University of New York at Buffalo, November 16, 1972.
27. Granny knots in research lifestyles. Southern Methodist University, Dallas, TX, March 21, 1973.
28. Systems theories of the middle range. Southern Methodist University, Dallas, TX, March 22, 1973.
29. Is systems theory researchable? Eastern Academy of Management, Philadelphia, PA, May 11, 1973.
30. Methodology and systems theory. American Institute for Decision Sciences, Boston, MA, November 14, 1973.
31. Reward concepts: Dice or marbles? New York State School of Industrial and Labor Relations, Cornell University, April 15, 1974.
32. Careers as eccentric predicates. Society of Experimental Social Psychology, October 12, 1974.
33. Where is the organization? Carnegie-Mellon University, March 19, 1975.
34. Educational organizations as loosely coupled systems. American Educational Research Association, April 1-3, 1975.
35. An evaluation of errors of the third kind. Eastern Academy of Management, Philosophy of Science Workshop, April 10-12, 1975.
36. Organizations as enacted settings. Organizational Behavior Group, Massachusetts Institute of Technology, May 15, 1975.
37. Hypothesis generation in consumer behavior studies. American Marketing Association Doctoral Consortium, August 13, 1975.

38. Discussant at Symposium on "Better Molar Research." Academy of Management, New Orleans, August 11, 1975.
39. Laboratory experimentation with organizations: A reappraisal. Academy of Management, New Orleans, August 12, 1975.
40. The nature of organizing. University of Southern California, June 27, 1975.
41. Chairman, symposium entitled "Historical and Temporal Issues in Social Psychology." American Psychological Association, Chicago, September 3, 1975.
42. Is the evolutionary model of organizations evolving in the wrong direction? TIMS Conference on Radical Approaches to Organizational Theory, Urbana, IL, October 12-14, 1975.
43. On teaching creative idea generation. Society of Experimental Social Psychology, Purdue University, November 22, 1975.
44. Lecture series at University of Houston, December 3-5, 1975:
 - (1) Organizations as texts
 - (2) Organizations as contexts
 - (3) Organizations as pretexts
45. Requisite variety in naturalistic observation. American Sociological Association, New York City, August 30, 1976.
46. On doing group research differently. New England Social Psychological Association, Boston, March 27, 1976; University of Pittsburgh, June 7, 1976.
47. Where do we go from here in organizational behavior: Discussant. Academy of Management, Doctoral Consortium, August 11, 1976.
48. On defining the field of organizational behavior: Discussant. Academy of Management, August 12, 1976.
49. Galumphing toward an action science of organizational development: Discussant. Academy of Management, August 12, 1976.
50. A standard deviation isn't a pervert: On surviving in B&PA. Cornell University, September 1, 1976.
51. Toward better research on newcomers: Discussant. American Psychological Association, September 4, 1976.
52. The nature of loose coupling. School of Education, Stanford University, November 14, 1976.

53. Naturalistic observation of organizations. Yale University, November 11, 1976.
54. On generating better organizational theories. Indiana University, February 16, 1977. University of Minnesota, February 18, 1977.
55. Cognitive organizational theory. Invited paper at Midwestern Psychological Association, May 6, 1977.
56. Career opportunities for women in psychology. Wells College, Program on Women and Science, April 22, 1977.
57. Organizational changes as a problem in self-design. University of Illinois, Department of Psychology, March 31, 1977.
58. On teaching organizational behavior. Conference on Teaching Organizational Behavior, Toronto, May 18, 1977.
59. Growing older: Acting your age or aging your act? B&PA Alumni, New York City, April 7, 1977; Chicago, May 26, 1977.
60. Foolishness and future shock. Cornell Alumni, Summitt, New Jersey, April 16, 1977; Erie, PA, September 16, 1977.
61. Generalist psychology: Tools for contextual inquiry. American Psychological Association, August, 1977.
62. Blindspots in organization theory - suggestions for theory building. Academy of Management, August 15, 1977.
63. Information processing approaches to organization: Discussant. Academy of Management, August 16, 1977.
64. Discussant of Rensis Likert presentation, Academy of Management, August 16, 1977.
65. The role of metaphor in organizational research. NIE Conference on New Metaphors of Schools, November 13, 1977.
66. Managerial behavior in offices. American Management Association, December 5, 1977.
67. Algorithms for thinking in organizations. Minnesota Pro-Seminar Group, Minneapolis, February 21, 1978.
68. Future of organizational behavior. Organizational Behavior-Teaching Conference, May 27, 1978.

69. The relational algorithm in organizations. Center for Creative Leadership, July 28, 1978.
70. The nature of theory building. Academy of Management, Doctoral Consortium, August 8, 1978.
71. Planned change in underorganized systems: Discussant. Academy of Management, August 11, 1978.
72. The droll dearth catalog of groups. Academy of Management, August 12, 1978.
73. Toward alternative metatheories in social psychology: Chairman. Society of Experimental Social Psychology, November 10, 1978.
74. Social psychology in the 1980's. Society of Experimental Social Psychology, November 11, 1978.
75. Research directions in information science. First symposium on conceptual frameworks for information science. December 11-14, 1978.
76. Evolutionary theory as a backdrop for administrative practice. Conference on Human Service Organizations at Stanford University, March 1-3, 1979.
77. The usefulness of organizational inquiry. Harvard University, April 9, 1979; UCLA, May 7, 1979.
78. The nature of journal editing. Midwest Academy of Management, April 20, 1979.
79. Psychology as gloss: Reflections on usefulness, application and practice. Houston Symposium II. Psychology and society: psychology's second century - enduring issues. University of Houston, May 4, 1979.
80. Trends in behavioral and organizational sciences. University of California, Los Angeles, May 7, 1979.
81. Foolishness and future shock. Washington, D.C. to B&PA Alumni, May 10, 1979.
82. Commencement: The end of the beginning. Commencement address at Patrick Henry High School, Hamler, OH, May 27, 1979.
83. The management of stress. Executive Development Program, Cornell University, June 15-16, 1979.
84. The case for theory generation. Doctoral Consortium, Academy of Management, August 9, 1979.

85. Beyond criticism: Affirmation as inquiry. Academy of Management, August 8, 1979.
86. Research and training implications of interdisciplinary collaboration. American Psychological Association, New York City, September 1, 1979.
87. Organizational studies as gloss. Yale University, September 27, 1979.
88. The uneasy relationship between psychologists and ASQ. Society for Organizational Behavior, Houston, October 5, 1979.
89. The effectiveness of interpretation systems. Purdue University, October 9, 1979.
90. The concept of loosely coupled systems. Penn State University, March 24, 1980.
91. Thinking about educational organizations: Tactics for generating theory. National Graduate Student Research Seminar in Educational Administration, Boston, MA., April 6, 1980.
92. Loose coupling: An unconventional view of educational bureaucracy. American Educational Research Association, April 7, 1980.
93. Loose coupling as thick interpretation. Eastern Academy of Management, Buffalo, NY, May 9, 1980.
94. Participant: Panel on journal editing. Eastern Academy of Management, Buffalo, NY, May 9, 1980.
95. Panel on alternative conceptual approaches to teaching organizational behavior. Discussant. Organizational Behavior Teaching Conference, Los Angeles, June 11-14, 1980.
96. Rationalization as a key concept in organizational theory. Detroit, Academy of Management Doctoral Consortium, August 9, 1980.
97. Systematic observing as a methodology. Ohio State University, September 26, 1980.
98. Organizational studies in the 1980's. Harvard Business School, November 17, 1980.
99. Respondent at symposium entitled: Karl Weick's model of organizing; implications for communication theory and research. Speech Communication Assn., 66th Annual Meeting, November 16, 1980.

100. Workshop on systematic observation. University of British Columbia, February 20, 1981.
101. A synthesis of decision making research. University of Oregon, March 3, 1981.
102. Social construction of organizations. University of Washington, March 5, 1981.
103. New directions in organizational change. Cleveland State University, Visiting Scholar, April 13, 1981.
104. Organizational communication: Toward a research agenda. Keynote address to International Communication Assn. Workshop, Alta, UT, July 26, 1981.
105. Innovation in qualitative methods: Report of the Greensboro Conference. Academy of Management, August 3, 1981.
106. Evolution in small gatherings. Academy of Management, August 4, 1981.
107. The future of journals. Society of Organizational Behavior. October 4, 1981.
108. Organizational change in loosely coupled systems. Ohio State University, October 16, 1981.
109. Research on decision making. NATO Conference, Williamsburg, VA, March 28 - April 2, 1982.
110. The presumption of logic in executive thought and action. Case Western University, April 14, 1982.
111. An assessment of laboratory experiments in behavioral accounting. University of Chicago, April 29, 1982, (with R. Swieringa).
112. Misconceptions about managerial productivity. Cornell Club speaker series, NYC, June 2, 1982.
113. Stress over the lifespan. BPA alumni reunion, June 11, 1982.
114. Using academic journals in the classroom. Organizational Behavior Teaching Society, June 16, 1982.
115. Redefining social problems. SPSSI invited address. American Psychological Association, August 23, 1982.
116. Themes in strategic management. Strategic Management Society, Montreal, Canada, October 8, 1982.

117. Interaction and administrative science. Invited address, Western Academy of Management, Santa Barbara, CA, March 24, 1983.
118. The effect of extreme arousal on military judgment. Symposium on Leadership and the Future Battlefield, Texas Tech, Lubbock, Texas, May 15-17, 1983.
119. The management of stressful moments in accounting practice. Seattle University, May 24, 1983.
120. Organizational textbooks in the 90's. Organizational Behavior Teaching Conference, Norman, OK, May 26, 1983.
121. Systematic observation of technology impact. Harvard University, July 10-13, 1983.
122. Making a contribution as an organizational theory researcher. Junior Faculty Consortium, Organizational Theory Division, Academy of Management, Dallas, TX, August 12, 1983.
123. The editorial fate of claims to originality. Academy of Management, Dallas, TX, August 15-17, 1983.
124. The maturation and saturation of journal articles. Academy of Management, Dallas, TX, August 15-17, 1983.
125. Discussant at symposium titled "Affirmation reflections on the past." Academy of Management, Dallas, TX, August 15-17, 1983.
126. Discussant at symposium titled "Ambiguity, uncertainty, and change." American Psychological Association, Anaheim, CA, August 26-30, 1983.
127. Discussant at symposium titled "Bridging fields and levels of analysis: Ecological and Organizational Psychology. American Psychological Association, August 26-30, 1983.
128. Management for the 80's: Meaning through action. Seattle Rotary Club, Seattle, Washington, November 9, 1983. (Summarized in Seattle, PI, November 10, 1983, p. F1).
129. The human resource approach to managing from the perspective of organizing. Western Academy of Management, Vancouver, BC, April 13, 1984.
130. The place of affirmation in organizational inquiry. Invited Address to National Graduate Student Research Seminar in Educational Administration, AERA. New Orleans, LA, April 21, 1984.

131. The concept of action rationality in behavioral accounting. University of Wisconsin, July 14, 1984, (with R. Swieringa).
132. Midway points in academic careers. Invited address to Junior Faculty Workshop, Academy of Management, August 12, 1984,
133. Excellence in the small university. Convocation address at Seattle University, September 19, 1984.
134. Error-free performance in complex systems. Federal Aviation Administration, Fremont, CA, October 5, 1984.
135. Respondent at symposium titled "Papers in honor of Karl Weick's contributions." Speech Communication Association, Chicago, IL, November 3, 1984.
136. Substitutes for strategy. Transamerica Lecture. University of California, Berkeley, March 4, 1985.
137. Strategy in loosely coupled systems. Southwestern Academy of Management, New Orleans, March 8, 1985.
138. Research issues in large scale programs. IC Conference. University of Texas, March 22, 1985.
139. Organizing and education. University of Chicago, April 11, 1985.
140. The art of theory building. Academy of Management, San Diego, August 13, 1985.
141. The emotions of organizing. Academy of Management, San Diego, August 13, 1985.
142. A fifteen year retrospective on managerial behavior. American Psychological Association, Los Angeles, August 24, 1985.
143. Making sense of organizational life. Distinguished Speaker Series. Toronto Management Association, October 16, 1985.
144. Organizational process and symbolism. Speech Communication Association, Denver, CO, November 8, 1985.
145. Highlights of Fred Bales's research on groups. Harvard University, April 11, 1986.
146. The role of interpretation in high reliability systems. Harvard University, Department of Psychology, April 11, 1986. Annenberg School of Communication, University of Southern California, April 14, 1986.

147. Application of the metaphor of loose coupling to the realities of schools. American Educational Research Association, San Francisco, April 17, 1986.
148. The nature of organizational scholarship. Organizational Behavior Teaching Society, Pepperdine University, May 28, 1986.
149. Cultures of reliability. University of California, Berkeley, July 22, 1986.
150. Justification in organizations. Discussant. Academy of Management, Chicago, August 14, 1986.
151. The demystification of organizing: Discovered threads. Distinguished address to OMT division, Academy of Management, Chicago, August 15, 1986.
152. Key issues in cause maps. Academy of Management, Chicago, August 16, 1986.
153. Reliability as a problem in requisite variety. Distinguished Speaker Series, New York University, September 24, 1986. University of California, Irvine, October 15, 1986. Bowling Green State University, November 19, 1986.
154. Forms of rationality. Speech Communication Association, Chicago, November 15, 1986.
155. Interpretation and reliability. Yale University, February 25, 1987.
156. The role of interpretation in decision aids. Decision Aids Conference, ONR and APA, May 5, 1987.
157. An evaluation of Eliot Jaques Theory. Center for Creative Leadership, Sponsor Retreat, Jacksonville, FL, May 21, 1987.
158. Chairman and Commentator, IC Conference on Innovation. Carnegie-Mellon University, June 2, 1987.
159. Discussant at symposium entitled "Adaptation, sensemaking, and effectiveness." Academy of Management, New Orleans, August 11, 1987.
160. Discussant at symposium entitled "Encouraging developmental transformations in managers and organizations: Theory and practice." Academy of Management, New Orleans, August 17, 1987.
161. Discussant at symposium entitled "Groups: Amplifiers or cancellers of individual members' biases." Academy of Management, New Orleans, August 11, 1987.

162. Discussant of "Framework for cooperation in distributed problem solving." Coordination Theory Workshop, MIT, February 18, 1988.
163. Discussant, Edwin Hutchins, "Technology in the cooperative work of navigation." Conference on Technology and Cooperative Work, Tucson, Arizona, February 25-28, 1988.
164. The organizing perspective. McGill University, March 30, 1988.
165. Organizational design for reliability; The effect of pressure on cognition; Professor as learner. Northern Kentucky University, April 11, 1988.
166. Learning as a component of organizational scholarship. Third Texas Conference on Organizations, Austin, TX, April 16, 1988.
167. Narrative rationality in organizations. Invited address, Midwestern Psychological Assn., Chicago, IL, April 30, 1988.
168. Discussant, symposium on Seeing Disneyland. Academy of Management, August 8, 1988.
169. Discussant, Demonstration concert on Jazz improvisation; Pete Christlieb Quartet. Academy of Management, August 8, 1988.
170. How to build good theories. Invited paper, Academy of Management, August 9, 1988.
171. Discussant, symposium on False peace. Academy of Management, August 10, 1988.
172. Workshop on information processing. Harvard University, September 6-7, 1988.
173. Managing the relationship between person/profession/institution. Case Western Reserve University, September 27, 1988.
174. Workshop on Leadership and organizational renewal. University of California, Berkeley, October 28-29, 1988.
175. Commentary, Top of the stack publications. Speech Communication Assn., New Orleans, November 3, 1988. (Videotape).
176. We are at takeoff: Lessons from Tenerife for SCOR. Dedication of Stanford Center for Organizational Research, November 12, 1988.
177. Organizational models for nuclear power plants. Brookhaven National Laboratories, Bethesda, MD, November 17, 1988.

178. Thinking under pressure. University Seminars, The University of Michigan, May 5, 1989.
179. Substitutes for organizational learning. Carnegie-Mellon University, May 19, 1989.
180. Discussant on school culture and classroom climate. Educational Leadership Conference, University of Illinois, June 7-10, 1989.
181. Problem finding in research on management thought. Working Conference on Managerial Thought and Cognition, Washington, D.C., August 10-12, 1989.
182. Managing the creative process. Academy of Management, Washington, D.C., August 14, 1989.
183. Discussant, A Research Agenda on Global Transformation. Academy of Management, Washington, D.C., August 15, 1989.
184. Discussant, Symposium on Social Networks. Academy of Management, Washington, D.C., August 16, 1989.
185. Organizational culture in R and D laboratories. MCC, Austin, TX, September 15, 1989.
186. The vulnerable system. Cornell University, September 22, 1989.
187. Invited participant, NSF Conference on ethical issues in organizational theories: Feminist alternatives. Alta, UT, October 19-21, 1989.
188. The organizational dynamics of learned societies. Inter-Regional Society of Jungian Analysts, Salado, TX, October 26, 1989.
189. The role of future perfect thinking in crisis prevention. Second International Conference on Industrial and Organizational Crisis Management, New York City, November 4, 1989.
190. The third edition of the social psychology of organizing. Speech Communication Association, San Francisco, November 20, 1989.
191. Discussant, Richard Hackman presentation, Symposium in Honor of Robert Kahn, The University of Michigan, December 2, 1989.
192. Cognition and new technologies. Conference on Technology, Boulder, CO, January 19, 1990, (with R. Daft).
193. Notes toward an OB research agenda. Harvard Business School, March 7-9, 1990.

194. Obstacles to organizational renewal. 5th Annual Texas Conference on Organizations, Lago Vista, TX, March 31, 1990.
195. The dark side of academic life: Some unexpected obstacles to learning. UM Research Club, April 12, 1990.
196. Tactics of theory construction. OB/OMT/OD Doctoral Consortium, Academy of Management, San Francisco, CA, August 11, 1990.
197. Fatigue of the spirit in organizational development: Reconnaissance man as remedy. Invited Address, OD Division, Academy of Management, San Francisco, CA, August 13, 1990.
198. Obstacles to renewal. Academy of Management, San Francisco, CA, August 14, 1990.
199. The aesthetics of imperfection in orchestras and organizations. B. Aubrey Fisher Memorial Lecture, University of Utah, October 18, 1990.
200. Agenda setting in organizational behavior: A theory-focused approach. Harvard University, December 8, 1990.
201. Complications in applied communication research. Prepared for USF/SCA Conference on Applied Communication, University of South Florida, March 29, 1991.
202. The micro problem as a problem in psychology. The MESO Society, Northwestern University, May 10, 1991.
203. Proactive Career Management. Careers Workshop, Academy of Management. Miami, FL, August 10, 1991.
204. Managerial cognition. Symposium discussant at Academy of Management. Miami, FL, August 13, 1991.
205. Jazz improvisation as a prototype for generative theory. Conference on generative theories of organization. University of Michigan, January 18, 1992.
206. Carrier decks as complex systems. Santa Fe Institute, Santa Fe, NM, February 20, 1992.
207. Organizations as enacted structures. George Washington University, May 16, 1992.
208. Workshop Leader on topic of Organizational Learning. Invitational Conference at University of Western Ontario, June 21-23, 1992.

209. Small wins in organizational life. Presented at Reunion Weekend, The University of Michigan, October 24, 1992.
210. New Organizational Forms for Universities. Presented to Pres. James Duderstadt's task force on the Future of the University. November 18, 1992.
211. The aesthetics of imperfection. Presented to Michigan Society of Fellows, February 10, 1993.
212. "Young Men and Fire": Rethinking organizational theory. The Katz-Newcomb lecture. The University of Michigan, April 23, 1993.
213. The social psychology of career transitions. Careers Workshop, Academy of Management, Atlanta, August 7, 1993.
214. Collective mind and distributed cognition. Distinguished Speaker, Managerial and Organizational Cognition Division, Academy of Management, Atlanta, August 9, 1993.
215. Perceptual paradox: Misperceiving the environment. Symposium discussant. Academy of Management, Atlanta, August 10, 1993.
216. Ethics in complex systems. The Tylee Wilson Lecture on Business Ethics, Wake Forest University, November 29, 1993.
217. Organizations and sensemaking. George Washington University, June 5, 1994.
218. Small wins in community settings. Keynote address at ECO Conference on Community Psychology, October 15, 1994.
219. Research on high hazard systems. MIT workshop, October 16-17, 1994.
220. Studies of collective action: A research agenda. Santa Fe Institute Consortium, November 3, 1994.
221. Collective mind in global collaboration. Case Western University, May 2, 1995.
222. South Canyon revisited: Lessons from high reliability organizations. Presented at workshop on "Improving wildland firefighter performance under stressful, risky conditions." Missoula, MT, June 12-16, 1995.
223. Designing research for high impact (with Madeline Heilman). Academy of Management Doctoral Consortium, Vancouver, BC, August 5, 1995.
224. Speaking to practice: The scholarship of integration. Invited address to Organizational Behavior Division, Academy of Management, Vancouver, BC, August 7, 1995.

225. The enactment of technology: When firefighters drop their tools, Academy of Management, Vancouver, BC, August 8, 1995.
226. Improvisation as a mindset for organizing. Jazz concert with Ken Peplowski quartet, Academy of Management, Vancouver, BC, August 8, 1995.
227. Resilience as a substitute for transformation. Executive Development Network, September 11, 1995.
228. Sensemaking: Basic Principles (January 19, 1996); Sensemaking: Research and Applications (January 26, 1996), ICOS Seminar Series, University of Michigan.
229. Human factors in wildland firefighting: The problem of tool retention. National Interagency Hotshot Crew Workshop, San Diego, April 2, 1996.
230. Sensemaking and new forms of organization. Keynote speech at Texas Conference on Organizations, April 13, 1996.
231. Communication and sensemaking. International Communication Assn., Chicago, IL, May 24, 1996.
232. Reflections on action. International Masters Programme in Management, McGill University, June 28, 1996.
233. Tutorial on Organizational Learning. Academy of Management Doctoral Consortium, August 11, 1996.
234. High Reliability Systems: Discussant. Academy of Management, Cincinnati, August 12, 1996.
235. Sensemaking in extreme situations: hostage negotiation. Academy of Management, August 13, 1996.
236. Collaborations as a learning system. Academy of Management, August 14, 1996. (With Frances Westley).
237. Participant and discussant, NRC workshop on Improving Theory and Research on Quality Enhancement in Organizations. Washington, D. C. September 6-7, 1996.
238. Sensemaking in emergency situations. East Bay Regional Fire Captains, Oakland, CA, September 23, 1998.
239. The attitude of wisdom. Case Western Reserve University, October 17, 1996.

240. Organizational theory and maritime safety. Prepared for discussion at Committee on Human Performance, Organization Systems, and Maritime Safety, Washington, D. C., March 24, 1997.
241. Provocations, elaborations, and affirmations in Organizational Studies. Keynote address to Midwest Academy of Management, Ann Arbor, MI, April 5, 1997.
242. Human factors in wildland firefighting. Keynote to 2nd International Wildland Fire Conference, Vancouver, BC, May 26, 1997.
243. Briefings as knowledge work: Handoffs in extreme situations. Conference on Knowledge Work, Case Western Reserve University, June 19-22, 1997.
244. A sensemaking interpretation of organizational diagnosis. Academy of Management, Boston. With Harry Levinson. August 9, 1997.
245. An overview of sensemaking. ICOS Meet the Author Workshop. Academy of Management, Boston, August 10, 1997.
246. Dialectics in the research process. Discussant on panel debating research methods. Academy of Management, Boston, August 12, 1997.
247. The staying power of excellence. Joint presentation with Bob Waterman. Academy of Management, Boston, August 13, 1997.
248. Theorizing about learning: Approximations in search of a theme. Midyear conference on organizational learning. George Washington University March 22, 1998.
249. The dilemma of direction: Living forward, understanding backward. Keynote address. Texas Conference on Organizations. Lago Vista, TX, April 18, 1998.
250. Naturalistic decision making in wildland fire disasters. Keynote address. Conference on Naturalistic Decision Making, May 29, 1998. Airlie House, Warrenton, VA.
251. Sensemaking in technological innovation. TIMS Distinguished Lecture, Academy of Management, August 10, 1998.
252. The Mary Pang Fire: Sensemaking in incident command systems (with Chief Peter Sarna, Oakland). Academy of Management, August 10, 1998.
253. That's moving: Theories that matter. Academy of Management, August 11, 1998.
254. Emergent change. Harvard Business School, Conference on "Breaking the code of change." August 18, 1998

255. The reduction of medical error through systemic mindfulness (with Kathleen Sutcliffe). Conference on “Enhancing patient safety and reducing errors in health care.” Annenberg Center for Health Sciences. November 8-10, 1998.
256. Predispositions toward a culture of safety in a large multi-facility healthy center (with Catherine H. Augustine, James P. Bagian, & Caryl Z. Lee). Conference on “Enhancing patient safety and reducing errors in health care.” Annenberg Center for Health Sciences. November 8-10, 1998.
257. Human factors in fire behavior analyses: Reconstructing the Dude Fire. National Interagency Fire Behavior Workshop, Phoenix, AZ, March 3, 1999.
258. Tactics of idea generation: The search for microcosms. Doctoral Consortium, Western Academy of Management, Los Angeles, CA, March 25, 1999.
259. Taking stock of organizational knowledge. Keynote. Western Academy of Management, Los Angeles, CA, March 27, 1999.
260. The neglected context of risk assessment: A mindset for method choice. National Research Council, Conference on “The application of risk management in the marine transportation system.” Irvine, CA, March 29-30, 1999.

So you can use your home address as communication address. Well, you can certainly use your home address as company's registered address but provided that you have all registration papers of your home. But why do you want to do so. All the documents would be sent to you to your home and importantly, it could be disadvantageous to you that your customers may not find it credible enough. So, think about it. Take care! Yes, you can register the Company providing your home address as Registered office. There is no restriction or regulation as only Commercial places can be used as a registered office. However, announcing a registered office means you have to do various compliance of Registered office, make sure that same have complied. Registered Office Address Service - Limited Company official address at Companies House & HMRC. Registered Office - FREE forwarding of official mail. Using I-Support Business for your Registered Office Address ensures you can be assured any personal details (such as your home address) are kept private and confidential. What does I-Support Business provide with a Registered Office Address? A London (EC1 Farringdon) or Sussex Address*. Perfect for overseas clients, expats and those travelling. Option to add Directors Service Address. Official mail from Companies House and HMRC forwarded for FREE. Mail can either be scanned to your I-Support dashboard/emailed or posted. Completely private and confidential service. Change the default address book in Outlook 2013 or Outlook 2016 to show your most common contacts first when you select recipients for your email. If you're using multiple address books, for example, one for personal use and another for just a hobby-related group, you can change the order in which Outlook checks these address books. This way, when you start writing the name of a contact to the address field of an email, Outlook suggests the most relevant contacts first. On the Home tab, in the Find group, click Address Book. Click Tools > Options, and select Custom. Click the up and down arrows next to the list to move your address books. Click OK. See Also. Create an address book.