

# Curriculum Vitae Robert E. Quinn

Winter 2009

Management and Organization Group  
Ross School of Business  
University of Michigan  
701 Tappan Street E7613  
Ann Arbor, Michigan 48109  
734.615.4265

## Education

1970 – B.S., Sociology (Brigham Young University)  
1972 – M.S., Sociology (Brigham Young University)  
1975 – Ph.D., Interdisciplinary Degree in Organizational Behavior (University of Cincinnati)

## Academic Positions

1996-Present	Margaret Elliot Tracy Collegiate Professor of Business Administration, University of Michigan
1991-Present	Professor of Management and Organizations, Michigan Business School
1988-1991	Associate Professor, University of Michigan Business School
1981-1988	Associate Professor, Department of Public Administration, State University of New York at Albany
1975-1981	Assistant Professor, Department of Public Administration, State University of New York at Albany

## Scholarly Activity

### General Research Interests

Management  
Organization Theory  
Organizational Behavior  
Organizational Change

## Recognition

Fellow of the National Academy of Management  
Fellow of the World Business Academy

## **Books**

- *Lift: Becoming a Positive Force in Any Situation*. Ryan W. Quinn and Robert E. Quinn. San Francisco: Berrett-Koehler, 2009.
- *Becoming a Master Manager: A Competency Framework, 4<sup>th</sup> Edition*. Robert E. Quinn, Lynda St. Clair, Sue R. Faerman, Michael P. Thompson, Michael McGrath. New York: John Wiley, 2006.
- *Diagnosing and Changing Organizational Culture: Based on the Competing Values Framework. Revised Ed.* Kim S. Cameron & Robert E. Quinn. New York: John Wiley, 2005.
- *Building the Bridge as You Walk On It: A Guide for Leading Change*. San Francisco: Jossey-Bass, April, 2004.
- *Positive Organizational Scholarship: Foundations of a New Discipline*. (Cameron, Kim S., Jane E. Dutton, and Robert E. Quinn, Eds.) San Francisco: Berrett-Koehler, 2003.
- *Letters to Garrett: Stories of Change, Power, and Possibility* (with Garrett T. Quinn). San Francisco: Jossey-Bass, 2002.
- *A Company of Leaders: Five Disciplines for Unleashing the Power in Your Workforce*. (with Gretchen Spreitzer). San Francisco: Jossey-Bass, 2001.
- *Change The World: How Ordinary People Can Accomplish Extraordinary Results*. San Francisco: Jossey-Bass, 2000.
- *Pressing Problems of Modern Organizations (That Keep Us Up at Night): Transforming the Agenda for Research* (with Regina O'Neill and Lynda St. Clair). New York: AMACOM Books, August 1999.
- *Diagnosing and Changing Organizational Culture* (with Kim Cameron). Reading: Addison-Wesley-Longman, 1999.
- *Deep Change*, San Francisco: Jossey-Bass, 1996.
- *Becoming a Master Manager: A Competency Based Framework* (with SR Faerman, MP Thompson, and MR McGrath). 2<sup>nd</sup> edition, New York: John Wiley, 1996.
- *Beyond Rational Management: Mastering the Paradoxes and Competing Demands of High Performance*. San Francisco: Jossey-Bass, 1988.
- *Paradox and Transformation: Towards a Theory of Change in Organization and Management* (with Kim S. Cameron). Cambridge: Ballinger, 1988.
- *New Futures: The Management of Transition* (with John R. Kimberly). Chicago: Dow Jones-Irwin, 1984.
- *Organization Theory and Public Policy: Contributions and Limitations* (with Richard H. Hall). Beverly Hills: Sage Publications, 1983.

## **Book Chapters and Journal Articles**

- “The Essence of Transformation: Entering the Fundamental State of Leadership.” Caza, A. & R. E. Quinn. New Designs in Transformational Change. D. L. Cooperrider, R. E. Fry, & S. K. Piderit, Eds., (in press).
- “Behavioral Complexity in Leadership: The Psychometric Properties of a New Instrument.” Leadership Quarterly. Katherine A. Lawrence, Robert E. Quinn and Peter Lenk. (2009). Accepted and available online, February 14, 2009.

- “An Interview with Robert E. Quinn, Entering the Fundamental State of Leadership: Reflections on the Path to Transformational Teaching.” Academy of Management Learning and Education Julie Anding 4 .4 (2005): 487-495.
- “Deep Change and the Fundamental State of Leadership.” Encyclopedia of Leadership. Robert E. Quinn and Arran Caza. Thousand Oaks: Sage Publications, 2004.
- “Four General Strategies for Affecting Change in Human Systems.” Handbook on Organization Development . Robert E. Quinn and Scott Sonenshein. Thousand Oaks: Sage Publications, 2008.
- “Becoming A Transformational Change Agent” (with Shawn E. Quinn) Handbook of Management Consulting: The Contemporary Consultant. Larry Greiner and Flemming Poulfelt, Eds. South-Western/Thomson, 2004
- “Moments of Greatness: Entering the Fundamental State of Leadership.” Harvard Business Review July-August, 2005.
- “How to Play to Your Strengths” (with Laura Morgan Roberts, Gretchen Spreitzer, Jane Dutton, Emily Heaphy and Brianna Barker) Harvard Business Review, 83.1 2005: 75-80.
- “Building the Bridge as You Walk on It: A Radical and Applied Theory of Leadership,” Leader to Leader, Volume 2004: Issue 34, 21-26.
- “Composing the Reflected Best Self-Portrait: Building Pathways for Becoming Extraordinary in Work Organizations.” Academy of Management Review – Laura Morgan Roberts, Jane E. Dutton, Gretchen Spreitzer, Emily D. Heaphy and Robert E. Quinn, 30.4, Fall 2005.
- “Using Reflected Best Self Feedback in the Classroom: A Teaching Note” with Jane Dutton and Gretchen Spreitzer. UMBS, 2004.
- “Ethics and Fundamental Decisions: The Internally Directed and Other Focused Mindset.” Tichy, Noel M. and Andrew R. McGill, Eds. The Ethical Challenge: How to Lead with Unyielding Integrity. San Francisco: Jossey-Bass Publishers, 2003.
- “Changing Others Through Changing Ourselves: The Transformation of Human Systems.” (with Gretchen M. Spreitzer and Matthew V. Brown) Journal of Management of Inquiry, 9.2, June 2000, 147-164 .
- “Creating Sustained Shareholder Value – And Dispelling Some Myths.” (with Anjan V. Thakor and Jeff DeGraff) Financial Times, October 25, 1999.
- “Advance Change Theory: Culture Change at Whirlpool Corporation.” (with Nancy T. Snyder) The Leaders Change Handbook, Gretchen M. Spreitzer and Jay Conger, eds. San Francisco, CA: Jossey-Bass, 1999.
- “Organizational Change and Development.” (with Karl Weick) Annual Review of Psychology, 1999.
- “The Road to Empowerment: Seven Questions Every Leader Should Consider.” (with Gretchen M. Spreitzer) Organizational Dynamics, Autumn 1997, 35-47.
- “The Emerging Professional Adhocracy: A General Framework of Responsive Organizing.” (with Lynda St. Clair). Journal of Consulting Psychology, Spring 1997, 152-161.

- “Progress Without Precision: The Value of Ambiguity as a Tool for Learning About Organizational Phenomena Such as Empowerment.” (with Lynda St. Clair) Research in Organizational Change and Development, Vol. 10, JAI Press, 1997.
- “Charisma, Middle Management and Effectiveness: Challenging Three Biases in Literature.” (with Robert Hooijberg and Gretchen M. Spreitzer) International Journal of Organization and Management, August 1996.
- “Empowering Middle Managers to be Transformational Leaders.” (with Gretchen M. Spreitzer) The Journal of Applied Behavioral Science, September 1996.
- “Confronting the Tensions in an Academic Career.” (with Regina O’Neill and Gelaye Debebe) Rhythms of Academic Life, Peter Frost and Susan Taylor, eds. Sage Publications, 1996.
- “Excavating the Paths of Meaning, Renewal and Empowerment: A Typology of Managerial High Performance Myths.” (with Gretchen M. Spreitzer and Jerry Fletcher) Journal of Management Inquiry, 4.1: (1995): 16-39.
- “Paradox and Performance: Toward a Theory of Behavioral Complexity in Managerial Leadership.” (with D. Denison and R. Hooijberg) Organization Science, 6(5), September/October, (1995).
- “Perspectives on Organization Change: Exploring Movement at the Interface.” (with Joel Kahn and Michael J. Mandl) Organizational Behavior: the State of the Science, Jerald Greenberg, ed. New Jersey: Lawrence Erlbaum Associates, (1995): 109-134.
- “Love Without Sex: The Impact of Psychological intimacy Between Men and Women at Work.” (with Sharon A. Lobel, Andrea Warfield, and Lynda St. Clair) Organizational Dynamics, 21(1): (1994): 5-16.
- “Understanding Organizational Tragedies: The Case of the Hubble Space Telescope.” (with James Walsh) Academy of Management Executive, 8.1(1994): 62-7.
- “Roles Executives Play: CEO’s, Behavioral Complexity, and Firm Performance.” (with Stuart Hart) Human Relations, vol 46, 1993.
- “Special Issue on Applications of the competing Values Framework.” (with Regina O’Neill) Journal of Human Resource Management, 32.1, (1993).
- “Implications of the Competing Values Model for Management Information Systems.” (with Randolph B. Cooper) Journal of Human Resource Management, 32.1, 1993.
- “Behavioral Complexity and the Development of Effective Managers.” (with Robert Hooijberg) Strategic Leadership: A Multi-Organizational – Level Perspective, Robert L. Phillips and James G. Hunt, eds. Quorum Books, Westport, CT, 1993, pp. 161-176.
- “A Competing Values Framework for Analyzing Presentational Communication in Management Contexts.” (with H.W. Hildebrandt, P. Rogers and M.P. Thompson) Journal of Business Communication, 28(3), Summer 1991.
- “Executive Leadership and Performance: Comparing High and Low Technology Firms.” (with Stuart Hart) Top Management and Effective Leadership in High Technology, L. Gomez-Mejia and M. Lawless, eds. JAI Press, 1991.

- “Challenging the Assumptions of Bipolarity: Interpenetration and Managerial Effectiveness.” (with Gretchen M. Spreitzer and Stuart Hart) Executive and Organizational Continuity, San Francisco, S. Srivastva, ed. San Francisco: Jossey-Bass, 1991.
- “Education and Empowerment: A Transformational Model of Managerial Skills Development.” (with Neil B. Sendelbach and Gretchen M. Spreitzer) Managerial Skills: Explorations in Practical Knowledge, John D. Bigelow, ed. Beverly Hills: Sage Publications, 1991.
- “Judicial Leadership in Court Management.” (with Sue R. Faerman and Laurie Newman DiPadova) Court Management in the United States. Steven Hays and Cole B. Graham, eds. Marcel Dekker, 1991.
- “The Psychometrics of the Competing Values Culture Instrument and an Analysis of the Impact of Organizational Culture on Quality of Life.” (with Gretchen M. Spreitzer) Research on Organizational Change and Development, Richard W. Woodman and William A. Pasmore, eds. JAI Press, 1991.
- “Becoming a Master Manager: An Integrative Approach to Management.” Organization Behavior: Practical Readings for Managers, David Kolb, Englewood Cliffs, NJ: Prentice Hall, July 1990.
- “Designing Effective Organizational Systems.” (with David Ulrich and Kim S. Cameron) Handbook of Public Administration, James L. Perry, ed. San Francisco: Jossey-Bass, 1989.
- “Bridging Management Theory and Management Education.” (with Sue R. Faerman and Michael P. Thompson) Public Administration Review, 47(4):310-9, 1987.
- “Effectiveness: The Perspective from Organizational Theory.” (with Sue R. Faerman) The Review of Higher Education, 9(1):83-100, 1986.
- “How to Improve Organizational Decision Making: A Report on Automated Decision Conferencing.” (with John Rohrbaugh and Michael McGrath) Personnel, 62(121):49-55, 1985.
- “The Transformation of Organizational Culture: A Competing Values Perspective.” (with Michael R. McGrath) Organizational Culture and the Meaning of Life in the Workplace, Peter Frost, Larry F. Moore, Meryl Louis, Craig Lundberg, and Joanne Martin, eds. Beverly Hills: Sage, 1985.
- “Computers, People, and the Delivery of Services: The Implementation of a Management Information System.” People and Organizations: Cases in Management and Organization Behavior, John E. Dittrock and Robert A. Zawacki, eds. Business Publications, Inc., 2<sup>nd</sup> edition, 1985.
  - “Management Control in Nonprofit Organizations,” Robert Anthony and David Young, 4<sup>th</sup> edition. Cases in Public Policy and Management, Inter-Collegiate Clearinghouse, Boston: 1985.
- “Attraction and Harassment: Dynamics of Sexual Politics in the Workplace.” (with Patricia L. Lees) Organizational Dynamics, Autumn, 1984.
- “Applying the Competing Values Approach to Leadership.” Leaders and Managers: International Perspectives on Managerial Behavior and Leadership, J. Hunt, D. Hosking, C. Schriesheim and R. Steward, eds. New York: Pergamon, 1984.

- “Organizational Life Cycles and Shifting Criteria of Effectiveness: Some Preliminary Evidence.” (with Kim S. Cameron) Management Science, January 1983. Selected as outstanding paper in ORSA-TIMS International Competition in Organization Design, 1981. Reprinted in Consultation Skills: Six Orientations for a Set of Readings, R.T. Golembiewski, R. Daily, and R.W. Boss, eds. 1983.
- “A Spatial Model of Effectiveness Criteria: Towards a Competing Values Approach to Organizational Analysis.” (with John Rohrbaugh) Management Science, March 1983. Reprinted in Organization Design, Theory and Application, D. Withane, Copley Publishing, Littleton: 1983.
- “Moving Beyond the Single-Solution Perspective: The Competing Values Approach as a New Direction in Organization Development.” (with Michael McGrath) Journal of Applied Behavioral Science, 18(4):463-72, 1982.
- “On Catching Up to Fall Behind: The Illusion of Single Solution Realities.” (with Michael McGrath) Journal of Applied Behavioral Science, 18(4):477-9, 1982.
- “Computers and Public Administration: Predicting Resistance to Change.” (with Joseph Whorton) Managing Computers and Information Systems, John Whorthley, ed. Michigan State University Press, May 1982.
- “A Competing Values Approach to Organizational Effectiveness.” (with John Rohrbaugh) Public Productivity Review, 5(2):122-41, June 1981.
- “Organizations: Their Impacts on Families and Family Life.” (with Kim Cameron) Counseling and Values, 25(2):119-30, February 1981.
- “A Symposium on the competing Values Approach to Organizational Effectiveness.” Public Productivity Review, 5(2):103-200, June 1982.
- “Evaluating the Performance of public Organizations: A Method for Developing a Single Index.” (with John Rohrbaugh) Journal of Health and Human Resource Administration 2(3):343-54, February 1980.
- “Inter-Organizational Systems: A Computerized Approach to Improved Coordination and productivity.” (with Robert J. Dillong) Public Productivity Review, 4(1):63-83, March 1980.
- “Of Power, Attraction, and Human Vitality.” Sexual Relationships at Work: The Dynamics of Romantic and Coercive Sexual Behavior in Organizations, Dail Ann Nugarten and Jay M. Shafritz, eds. Oak Park, IL: Moore Publishing, 1980.
- “Design and Delivery: The Dilemma at Eleanor Roosevelt.” People and Organizations: Cases in Management and Organizational Behavior, John E. Ditrack and Robert A. Zawacki, eds. Business Publications, Inc. 1980, also Cases in Public Policy and Management, Boston: Inter-Collegiate Clearinghouse, 1980.
- “The Management of Organizational Romance.” (with Noreen Judge) Management Review, pp 43-9, July 1978.
- “Towards a Theory of Changing: A Means-Ends Model of the Organizational Improvement Process.” Human Relations, 21(5):395-416, May 1978.
- “Implementing Change: From the Research to the Prescriptive Framework.” (with Nncy J. Howes) Group and Organization Studies, 3(1):71-83, March 1978.
- “Productivity and the Process of Organizational Improvement: Why We Cannot Talk to Each Other.” Public Administration Review, 38(1):41-5, 1978.

- “Coping with Cupid: An Exploratory Study of the Formation, Impacts and Management of Romantic Relations in Organizations.” Administrative Science Quarterly, March 1977, pp30-45. Reprinted in Sexual Relationships at Work: The Dynamics of Romantic and Coercive Sexual Behavior in Organizations, Dail Ann Neugarten and Jay M. Shafritz, eds. Oak Park: Moore Publishing, 1977.
- “Productivity, Management Information Systems, and Resistance: Towards a Better Understanding.” Public Productivity Review, 2(1):5-18, Fall 1976.
- “The Impacts of a Computerized Information System on the Integration and Coordination of Human Services.” Public Administration Review, 36:166-174, 1976.
- “Participative Leadership: Its Variation Across Four Role Relationships.” (with William G. Dyer) Measuring Mormonism, 3:14-20, 1975.
- “Management Information Systems, Task Structure, and Organizational Effectiveness.” Administering State Government Productivity Improvement Programs, Walter L. Balk, ed. SUNY-Albany: Graduate School of Public Affairs, 1974.
- “Sponsorship and Organization Efficiency: A Comparison of Two Voluntary Organizations.” (with Philip R. Kunz) Journal of Voluntary Action Research, 2:13-8, April 1972.

### **Professional Positions**

1999-2004	Consulting Editor, University of Michigan Business School Management Series – published by Jossey-Bass
1995-2006	Director, University of Michigan Management of Managers Program
1988-1994	Chair, Organizational Behavior and Human Resource Management Group – University of Michigan Business School
1988-1993	Director of the Ford – University of Michigan LEAD Program
1990-1991	Chair of the Organizational Development Division of the Academy of Management
1989-1990	Program Chair of the Organizational Development Division of the Academy of Management
1985-1988	Executive Board of The Organizational Behavior Teaching Society
1981-1986	Executive Director of The Institute for Government and Policy Studies, SUNY-Albany

### **Professional Affiliations**

Who’s Who in International Education  
 Member of the Academy of Management  
 Board of Directors: Edwards Brothers Printing

**Editorial Boards**

Journal of Organizational Behavior  
Journal of Management Inquiry

**University Service: The University of Michigan**

University of Michigan HR Advisory Board 2004-present  
Consultant to the University Executive Committee 2003-present  
Executive Education Advisory Board 2000-present  
University of Michigan, Quality initiative, 1993-1996  
Chair, Organizational Behavior and Human Resource Management Group, 1988-1994  
UM Business School Administration Dean's Search Committee, 1990  
University Seminar, 1990  
UM Business School Administration Research Committee, 1989-1993  
Organizational Behavior and Human Resource Management Search Committee, 1989

**University Service: SUNY-Albany**

Member, University Task Force on Public Affairs and Policy  
Director, PAD Doctoral Program  
Member, University Urban Committee  
Chair, Graduate School of Public Affairs Grievance Committee  
Chair, Public Administration Department Committee on Financial Awards  
Member, University Search Committee for Vice-President of Business and Finance  
Member, Public Administration Department Financial Awards Committee  
Member, Public Administration Doctoral Admissions Committee