

VITA
R. WAYNE BOSS
Professor of Organization Leadership and Information Analytics

GENERAL INFORMATION

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EDUCATION

Bachelor of Science: Brigham Young University, 1968
Major: Economics
Minors: Accounting & Business Management

Master of Public Administration: Brigham Young University, 1969

Ph.D.: University of Georgia, 1974
Major: Organization Development
Minors: Research Methods & Organization Behavior

SCHOLARSHIPS, GRANTS, CONTRACTS

Academic Scholarship, University of Utah, 1961.

Academic Scholarship, Brigham Young University, 1961-1964.

Scholarship, Applied Behavioral Science Program, NTL Institute for Applied Behavioral Sciences, Bethel, Maine, 1974.

Organization Development in Corrections: A Training Program for Internal Organization Development Specialists in Correctional Agencies, funded by the Law Enforcement Assistance Administration through the National Institute of Corrections, 1974-1976 (\$200,000).

Organization Development in Corrections II: A Training Program for Internal OD Specialists in Correctional Agencies, funded by the National Institute of Corrections, 1977-1978 (\$80,000).

Diagnostic and Training Program for Hospital Administrators, funded by St. John Hospital, Sisters of Charity of Leavenworth Health Services Corporation, Leavenworth, Kansas, 1981 (\$30,000).

Quality of Work Life Project, funded by St. John Hospital & Medical Center, Sisters of Charity of Leavenworth Health Services Corporation, Leavenworth, Kansas, 1982 (\$30,000).

Quality of Work Life Project, funded by St. John Hospital & Medical Center, Sisters of Charity of Leavenworth Health Services Corporation, Leavenworth, Kansas, 1983 (\$32,000).

Quality of Work Life Project, funded by St. John Hospital & Medicaid Center, Sisters of Charity of Leavenworth Health Services Corporation, Leavenworth, Kansas, 1984 (\$20,000).

Quality of Work Life Project, funded by St. Vincent Hospital & Medical Center, Sisters of Charity of Leavenworth Health Services Corporation, Billings, Montana, 1984 (\$40,000).

Quality of Work Life Project, funded by St. Vincent Hospital & Medical Center, Sisters of Charity of Leavenworth Health Services Corporation, Billings, Montana, 1986 (\$40,000).

Quality of Work Life Project, funded by St. Vincent Hospital & Medical Center, Sisters of Charity of Leavenworth Health Services Corporation, Billings, Montana, 1987 (\$40,000).

Quality of Work Life Project, funded by St. Elizabeth Hospital & Medical Center, Sisters of Providence, Yakima, Washington, 1987 (\$40,000).

Quality of Work Life Project, funded by Our Lady of Compassion Care Center, Sisters of Providence, Anchorage, Alaska, 1987 (\$50,000).

Quality of Work Life Project funded by Winona Memorial Hospital, Republic Hospital Corporation, Indianapolis, Indiana, 1988 (\$60,000).

Quality of Work Life Project, funded by St. Vincent Hospital & Medical Center, Sisters of Charity of Leavenworth Health Services Corporation, Billings, Montana, 1989 (\$20,000).

Quality of Work Life Project, funded by Providence Hospital and Medical Center, Sisters of Providence, Centralia, Washington, 1990 (\$20,000).

Quality of Work Life Project, funded by Saint Joseph Medical Center, Burbank, California, 1990 (\$20,000).

Quality of Work Life Project, funded by Saint Joseph Hospital, Denver, Colorado, 1990 (\$20,000).

Quality of Work Life Project, funded by Saint Joseph Hospital, Denver, Colorado, 1992 (\$40,000).

Quality of Work Life Project, funded by Saint Joseph Hospital, Denver, Colorado, 1994 (\$50,000).

Quality of Work Life Project, funded by Saint Joseph Hospital, Denver, Colorado 1996 (\$50,000).

Quality of Work Life Project, funded by Sisters of Charity of Nazareth, Nazareth, Kentucky, 1996 (\$50,000).

Quality of Work Life Project, funded by Via Christi Regional Medical Center, Wichita, Kansas, 1999 (\$50,000).

Quality of Work Life Project, funded by Wyoming Medical Center, Casper, Wyoming, 2000 (\$25,000).

Quality of Work Life Project, funded by Memorial Hospital, Colorado Springs, Colorado, 2001 (\$50,000).

Quality of Work Life Project, funded by Via Christi Regional Medical Center, Wichita, Kansas, 2001 (\$25,000).

Quality of Work Life Project, funded by Spartanburg Regional Healthcare System, Spartanburg, South Carolina, 2001 (\$50,000).

Quality of Work Life Project, funded by Spartanburg Regional Healthcare System, Spartanburg, South Carolina, 2003 (\$25,000).

Quality of Work Life Project, funded by Spartanburg Regional Healthcare System, Spartanburg, South Carolina, 2004 (\$25,000).

Quality of Work Life Project, funded by Spartanburg Regional Healthcare System, Spartanburg, South Carolina, 2005 (\$25,000).

Quality of Work Life Project, funded by St. Anthony's Hospitals, Denver, Colorado, 2005 (\$50,000).

Quality of Work Life Project, funded by Spartanburg Regional Healthcare System, Spartanburg, South Carolina, 2006 (\$25,000).

Quality of Work Life Project, funded by Spartanburg Regional Healthcare System, Spartanburg, South Carolina, 2007 (\$25,000).

Sustainability in Healthcare, funded by Spartanburg Regional Healthcare System, Spartanburg, South Carolina, 2008 (\$35,000).

Sustainable Change in Healthcare, funded by Providence Hospitals, Columbia, South Carolina, 2009 (\$25,000).

Sustainability in Healthcare, funded by Spartanburg Regional Healthcare System, Spartanburg, South Carolina, 2011 (\$50,000).

Sustainability in Healthcare, funded by Providence Medical Center & Saint John Hospital, Kansas City, Kansas, 2013 (\$35,000).

SELECTED AWARDS AND RECOGNITIONS

Selected by the Office of the President to represent the University of Georgia at the National Conference on Goals, Policies, and Programs of Federal, State, and Local Science Agencies, Atlanta, GA, October 1970.

Member, Certified Consultants International (formerly the International Association of Applied Social Scientists), the international certifying organization for Organization Development consultants, 1975-1987

Outstanding Young Men of America, first appearance, 1976

American Men of Science-Behavioral Sciences, first appearance, 1978

Personalities of America, first appearance, 1982

The Directory of Distinguished Americans, first appearance, Second Edition, 1982

Who's Who in the West, first appearance, 1982

Dictionary of International Biography, first appearance, 1983

International Book of Honor, first appearance, 1983

Men of Achievement, first appearance, 1983

1983 American Society for Training and Development Research Award for the outstanding research project in the field of Organization Development

Personalities of the West and Midwest, first appearance, Eighth Edition, 1984

5,000 Personalities of the World, first appearance, Edition One, 1984

Who's Who in America, first appearance, 1992

Who's Who in the World, first appearance, 1992

Who's Who in Science and Engineering, first appearance, 1993

Academy of Management, Health Care Division Best Paper Award (With Eric A. Goodman), August 1998

Academy of Management, Distinguished Service Award, Organization Development and Change Division, Academy of Management, 2001

MBA Teaching Excellence Award, Leeds School of Business, University of Colorado at Boulder, 2006

Academy of Management, Outstanding Service Award, 2006

Finalist, Frasca Teaching Excellence Award, Leeds School of Business, University of Colorado at Boulder, 2006

CU-LEAD Alliance Faculty Appreciation Award, Leeds School of Business, University of Colorado at Boulder, 2008

Finalist, Frasca Teaching Excellence Award, Leeds School of Business, University of Colorado at Boulder, 2008

Distinguished Scholar Award, International Conference on Advances in Management, 2008

Academy of Management, Organization Development and Change Division, Best Paper Finalist (With Benjamin B. Dunford, Alan D. Boss, and Mark L. McConkie), August 2009

MBA Teaching Excellence Award, Leeds School of Business, University of Colorado at Boulder, 2009

2010 Edgar C. Hayhow Article of the Year, Award by the *Journal of Healthcare Management*.

2011 Douglas McGregor Award for the best paper published in the *Journal of Applied Behavioral Science* during 2010

Academy of Management, Organization Development and Change Division, 2011 Best Paper Finalist (with Sguera, F., Bagozzi, R.P., Boss, R.W. & Huy, N.Q.), August 2011

Who's Who in North American Education, first appearance, 2011

2012 Joseph L. Frasca Teaching Excellence Award, Leeds School of Business, University of Colorado at Boulder (\$10,000 stipend)

Academy of Management, Organization Development and Change Division, 2012 ODC Best Paper Finalist (with Sguera, F., Bagozzi, R.P., Boss, R.W., Boss, D.S., & Huy, N.Q.), August 2012

Academy of Management, Healthcare Management Division, HCM Best Theory-to-Practice Paper Award (with Dunford, B.B., Boss, A.D., Zara, G. & Grooms, R.), August 2012.

ACADEMIC & PROFESSIONAL POSITIONS HELD

Brigham Young University, Teaching Assistant, Department of Economics, 1966-68

Brigham Young University, Director of Tutoring Services, 1968-1969

University of Georgia, Research Assistant, Department of Political Science, 1969-70

University of Georgia, Research Assistant, Institute of Government, 1970-1972

University of Georgia, Government Research Analyst, Institute of Government, 1972-1973

University of Colorado, Assistant Professor, Graduate School of Public Affairs, 1973-1976

University of Colorado, Project Director, Organization Development in Corrections Training Grant, 1974-1976

University of Colorado, Associate Professor, Graduate School of Public Affairs, 1976-1980

University of Colorado, Project Director, Organization Development in Corrections II training program, 1977-1980

University of Colorado, Professor, Graduate School of Public Affairs, 1980-1981

University of Colorado Health Science Center, Visiting Professor, College of Medicine, 1980-1981

University of Colorado, Professor, College of Business and Administration and Graduate School of Business Administration, 1981-present

University of Colorado, Acting Division Chairperson, Strategy and Organization Management Division, College of Business and Administration and Graduate School of Business Administration, Spring 1987

University of Colorado, Division Chairperson, Strategy and Organization Management Division, College of Business and Administration and Graduate School of Business Administration, Fall 1991-1993

University of Colorado, Doctoral Director, Management and Entrepreneurship Division, Leeds School of Business, Fall 2012-2013.

Interim Chair, Committee on Research Misconduct, University of Colorado Boulder, Fall 2013-2015.

MAJOR TEACHING RESPONSIBILITIES

Organization Development, Consultation Skills, Organization Behavior, Leadership

MAJOR PROFESSIONAL RESPONSIBILITIES & POSITIONS

Project Director, Organization Development in Corrections Training Grant, 1974-76.

Peer Review Panel, International Association of Applied Social Scientists, 1975-1980.

Peer Review Panel, Certified Consultants International, 1980-85.

Chairperson, Peer Review Panel, International Association of Applied Social Scientists, 1976-79.

Project Director, Organization Development in Corrections II Training Grant, 1977-1980.

Board of Trustees, International Association of Applied Social Scientists, 1979-1980.

Board of Trustees, Certified Consultants International, 1980-1986.

Consulting Editor, *Journal of Applied Behavioral Science*, 1976-1983.

Associate Editor, *Journal of Applied Behavioral Science*, 1983-1990.

Book Review Editor, *Journal of Applied Behavioral Science*, 1983-1985.

Consulting Editor for *The Journal of Voluntary Action Research*, 1984-86.

Editorial Board for *Group and Organization Studies*, 1983-1990.

Editorial Board for *Consultation: An International Journal*, 1986-1990.

Member, Executive Committee, Organization Development and Change Division, Academy of Management, 1981-present.

Editor, *ODC Newsletter*, Academy of Management, Organization Development and Change Division, 1981-present.

Editorial Board for *Public Administration Quarterly*, 1996-2003.

Editorial Board for *Journal of Applied Behavioral Science*, 2004-present.

SELECTED CONSULTING RELATIONSHIPS

A selected list of recent clients includes the following: Lyndon B. Johnson Space Center, NASA; National Institute of Corrections; Colorado State Judicial Department; National Center for Atmospheric Research; National Bureau of Standards; National Institute for Science and Technology; Solar Energy Research Institute; University of Colorado; College of Medicine, University of Colorado; IBM; Sisters of Charity of Leavenworth Health Services Corporation; Sisters of Providence, Seattle, Washington; Republic Health Corporation; Sisters of Charity of Nazareth Health Corporation; Office of the President, Arizona State University; Storage Technology Corporation; American Medical International; People's Republic of China; Maraven Oil Company, Caracas, Venezuela; College of Medicine, University of Southern California; American College of Emergency Physicians; Via Christi Regional Medical Center, Wichita, Kansas; Alcoa, Inc.; Spartanburg Regional Healthcare System; Memorial Hospital, Colorado Springs, Colorado; Columbia St. Mary's Healthcare System, Milwaukee, WI; Joint Commission Resources, Chicago; Providence Hospitals, Columbia, SC; Deseret Book Company; McKesson Corporation; American Trucking Association; Alcoa, Inc.; State of Nebraska.

PARTICIPATION IN PROFESSIONAL MEETINGS

1. Boss, R.W. (1970, October). *Meaningful goals for science and technology in today's society*. Paper presented at the National Conference on Goals, Policies, and Programs of Federal, State, and Local Science Agencies, Atlanta, GA.
2. Boss, R.W. (1975, August). *The not-so-peaceful incident at Peaceful Valley*. Paper presented at the annual meeting of the Academy of Management, New Orleans, LA.
3. Boss, R.W. (1975, December). *Conflict management: A new approach to an old problem*. Paper presented at the Conference on Value Issues in Organizational Behavior, Brigham Young University, Provo, UT.
4. Boss, R.W. (1976, April). *Planned change in law enforcement*. Paper presented at the annual meeting of the American Society for Public Administration, Washington, D.C.
5. Boss, R.W. (1976, August). *Application of organization development to the criminal justice system*. Paper presented at the annual meeting of the Academy of Management, Kansas City, MO.
6. Boss, R.W. (1976, April). Discussant, *Challenges in increasing collaboration in the criminal justice system*. Symposium conducted at the annual meeting of the American Society for Public Administration, Washington, D.C.
7. Boss, R.W. (1976, August). Inter-organizational collaboration in the public sector. In R.W. Boss (Chair), *Organizational change in the public sector*. Symposium conducted at the annual meeting of the Academy of Management, Kansas City, MO.
8. Boss, R.W. (1977, January). *Organization development and team policing*. Paper presented at the National Team Policing Technology Transfer Conference, Denver, CO.

9. Boss, R.W. (1977, February). *Personal growth and the city manager: The DPA as an alternative.* Paper presented at the Colorado City Management Association, Denver, CO.
10. Boss, R.W. (1977, February). *Training internal change agents: The application of OD to correctional administration.* Paper presented at the International Conference on Social Change and Organization Development, Inter-University Center for Post-Graduate Studies, Dubrovnik, Yugoslavia.
11. Boss, R.W. (1977, February). *The effect of leader absence on a confrontation-team building design.* Paper presented at the International Conference on Social Change and Organization Development, Inter-University Center for Post-Graduate Studies, Dubrovnik, Yugoslavia.
12. Boss, R.W. (1977, August). *Trust and managerial effectiveness.* Paper presented at annual meeting of the Academy of Management, Kissimmee, FL.
13. Boss, R.W. (1978, March). Empirical benefits of collaboration. In Boss, R.W. (Chair), *Inter-Organizational Collaboration in the Criminal Justice System.* Symposium conducted at the annual meeting of the Academy of Criminal Justice Sciences, New Orleans, LA.
14. Boss, R.W. (1978, March). *Essentials for successful change efforts in criminal justice agencies.* Paper presented at the annual meeting of the Academy of Criminal Justice Sciences, New Orleans, LA.
15. Boss, R.W. (1978, April). *The effects of a perception-sharing design in Japan, South Africa, and the United States.* Paper presented at the International Conference on Work Humanization, Dubrovnik, Yugoslavia.
16. Boss, R.W. (1978, April). *The personal management interview.* Paper presented at the International Conference on Work Humanization, Dubrovnik, Yugoslavia.
17. Boss, R.W. (1978, April). *A longitudinal change effort in a metropolitan law enforcement agency.* Paper presented at the International Conference on Work Humanization, Dubrovnik, Yugoslavia.
18. Boss, R.W. (1978, March). *Change management and the purchasing agent.* Paper presented at the annual meeting of the Purchasing Management Association of Denver, Denver, CO.
19. Boss, R.W. (1978, May). *Essential but often overlooked aspects of training the public administrator.* Paper presented at the annual meeting of the Law and Society Association, Minneapolis, MN.

20. Boss, R.W. (1978, November). *The role of the city administrator in successful change efforts.* Paper presented at the annual meeting of the Colorado Municipal Management Assistants Association, Vail, CO.
21. Boss, R.W. (1979, March). *Organizational change in criminal justice agencies: The system can be changed.* Paper presented at the annual meeting of the Academy of Criminal Justice Sciences, Cincinnati, OH.
22. Boss, R.W. (1979, March). Symposium Chairman, *Improving the criminal justice system: An organizational perspective.* Symposium conducted at the annual meeting of the Academy of Criminal Justice Sciences Meetings, Cincinnati, OH.
23. Boss, R.W. (1979, July). *Personnel accountability and organizational health: A tough-minded approach to administration.* Paper presented at the International Conference on Organization Development, Milan, Italy.
24. Boss, R.W. (1980, August). *Team building revisited.* Paper presented at the annual meeting of the Academy of Management, Detroit, MI.
25. Boss, R.W. & McConkie, M.L. (1980, August). *The negative impact of a highly successful team building intervention.* Paper presented at the annual meeting of the Academy of Management, Detroit, MI.
26. Boss, R.W. (1980, October). *Individual needs and employee productivity.* Paper presented at the annual meeting of the Colorado Association of Financial Aid Administrators, Denver, CO.
27. Boss, R.W. (1980, October). *The transformation of a degenerative system: The case of an office of financial aid.* Paper presented at the annual meeting of the Colorado Association of Financial Aid Administrators, Denver, CO.
28. Boss, R.W. (1981, February). *Increased accountability and the quality of work life.* Paper presented at the BYU Quality of Work Life Conference, Salt Lake City, UT.
29. Boss, R.W. (1981, February). *Interventions for improving learning transfer in team building.* Paper presented at the BYU Quality of Work Life Conference, Salt Lake City, UT.
30. Boss, R.W. (1981, May). *Maintaining healthy organizations.* Paper presented at the annual meeting of the Nebraska Medical Group Management Association, Kearney, NE.
31. Boss, R.W. (1981, May). *Time management and the health care administrator.* Paper presented at the annual meeting of the Nebraska Group Management Association, Kearney, NE.

32. Boss, R.W. (1981, August). Symposium Chairman, *Early beginnings of organization development*. Symposium conducted at the annual meeting of the Academy of Management Meeting, San Diego, CA.
33. Boss, R.W. (1981, August). *Improving learning transfer in training designs*. Paper presented at the IAASS EUROPA Conference on New Ways of Learning in a Post-Industrial Society, Frankfurt, Germany.
34. Boss, R.W. (1981, August). *Psychological contracting and consultation success*. Paper presented at the IAASS EUROPA Conference on New Ways of Learning in a Post-Industrial Society, Frankfurt, Germany.
35. Boss, R.W. (1981, August). *Leadership and successful organization development Efforts: The Impact of the CEO*. Paper presented at the IAASS EUROPA Conference on New Ways of Learning in a Post-Industrial Society, Frankfurt, Germany.
36. Boss, R.W. (1981, September). *Time utilization and productivity*. Paper presented at the Annual Association of Interpretive Naturalists and Western Interpreters Association National Meetings, Estes Park, CO.
37. Boss, R.W. (1982, April). *Overcoming fade-out in team building*. Paper presented at the annual meeting of the Western Academy of Management, Colorado Springs, CO.
38. Boss, R.W. & McConkie, M.L. (1982, July). *The personal management interview: An OD intervention to increase managerial and employee accountability and productivity*. Paper presented at the annual meeting of the International Council of Psychologists, Southampton, England.
39. Boss, R.W. (1982, July). *Toward increasing accountability and reducing regression following team building sessions*. Paper presented at the 20th International Congress of Applied Psychology, International Association of Applied Psychology, Edinburgh, Scotland.
40. McConkie, M.L. & Boss, R.W. (1982, July). *Symbolic meanings of leadership*. Paper presented at the 20th Inter-national Congress of Applied Psychology, International Association of Applied Psychology, Edinburgh, Scotland.
41. Boss, R.W. (1982, August). Symposium Chairman, *Quality Control in OD Consulting*. Symposium conducted at the annual meeting of the Academy of Management, New York City, NY.
42. Boss, R.W. (1983, June). *Toward improving organization effectiveness through increasing management skills*. Paper presented at the annual meeting of the American Society for Training and Development, Washington, D.C.
43. Boss, R.W. (1983, August). Symposium Co-Chair, *Teaching Organization Development*. Symposium conducted at the annual meeting of the Academy of Management, Dallas, TX.

44. Boss, R.W. (1983, October). *Organization accountability and team effectiveness*. Paper presented at the Third World Congress on Organization Development, Dubrovnik, Yugoslavia.
45. Boss, R.W. (1984, April). *Executive skills for increasing accountability in the public sector*. Paper presented at the annual meeting of the American Society for Public Administration, Denver, CO.
46. Boss, R.W. (1984, August). *Enduring change in the public sector*. Paper presented at the annual meeting of the Academy of Management Meetings, Boston, MS.
47. Boss, R.W. (1985, June). *The personal management interview: A longitudinal study of a single intervention*. Paper presented at the Fifth OD World Congress, Slot Zeist, The Netherlands.
48. Boss, R.W. (1985, June). *Organization change in a health care delivery system*. Paper presented at the Fifth OD World Congress, Slot Zeist, The Netherlands.
49. Boss, R.W. (1985, August). *Theory and practice in OD--facilitating productive connections*. Paper presented at the annual meeting of the Academy of Management, San Diego, CA.
50. Boss, R.W. (1985, October). *Accountability in the health care field*. Paper presented at the biannual meeting of the Colorado Perinatal Association, Grand Junction, CO.
51. Boss, R.W. (1985, October). *Power, influence and the role of the nurse manager*. Paper presented at the biannual meeting of the Colorado Perinatal Nurse Managers, Grand Junction, CO.
52. Boss, R.W. (1986, June). *Integrity and the role of nursing services personnel*. Paper presented at the annual development meeting of the Brigham Young University College of Nursing, Salt Lake City, UT.
53. Boss, R.W. (1986, June). *Accountability, responsibility and managerial effectiveness: Implications for effective hospital administration*. Paper presented at the annual development meeting of the Brigham Young University College of Nursing, Salt Lake City, UT.
54. Boss, R.W. (1986, August). *New strategies for the organization development division*. Paper presented at the annual meeting of the Academy of Management, Chicago, IL.
55. Boss, R.W. (1986, August). *Enhancing the teaching-learning of consultancy: Practices and Issues*. Paper presented at the annual meeting of the Academy of Management Meetings, Chicago, IL.

56. Boss, R.W. (1986, August). *Organization development in the health care field*. Symposium Chairperson, the annual meeting of the Academy of Management, Chicago, IL.
57. Boss, R.W. (1986, August). *A five-year longitudinal study of an organization development project in a regional hospital*. Paper presented at the annual meeting of the Academy of Management, Chicago, IL.
58. Boss, R.W. (1986, October). *How to turn sick organizations into healthy organizations*. Paper presented to the Foreign Economic Relations and Trade School, Nanning, Guangxi Province, People's Republic of China.
59. Boss, R.W. (1986, October). *The implications of interpersonal trust on foreign trade*. Paper presented to the Foreign Economic Relations and Trade School, Nanning, Guangxi Province, People's Republic of China.
60. Boss, R.W. (1986, October). *The American culture: How to transcend the boundaries of doing business with the United States*. Paper presented to the Foreign Economic Relations and Trade School, Nanning, Guangxi Province, People's Republic of China.
61. Boss, R.W. (1986, October). *Improving relations and cross-cultural research between the United States and the People's Republic of China*. Paper presented at the Guangxi Economical Management Cadres' College, Nanning, Guangxi Province, People's Republic of China.
62. Boss, R.W. (1986, October). *Problems and issues facing more effective cooperation between China and the United States*. Paper presented to the Guangxi Economical Management Cadres' College, Nanning, Guangxi Province, People's Republic of China.
63. Boss, R.W. (1986, October). *The implications of the productive use of power in effective Chinese management*. Paper presented at the Guangxi Economical Management Cadres' College, Nanning, Guangxi Province, People's Republic of China.
64. Boss, R.W. (1986, October). *Suggestions for developing effective management training program for inservice managers*. Paper presented to the faculty of Guangxi Economical Management Cadres' College, Nanning, People's Republic of China.
65. Boss, R.W. (1986, November). *The training of professional managers in the United States*. Paper presented to the faculty of Guangxi University, Nanning, Guangxi Province, People's Republic of China.
66. Boss, R.W. (1986, November). *Organizational change in the university environment*. Paper presented to Guangxi University, Nanning, Gaungxi Province, People's Republic of China.

67. Boss, R.W. (1987, January). *Organizational change in dentistry: Research findings and their implications for practice*. Paper presented at the annual meeting of the Metropolitan Denver Dental Society, Denver, CO.
68. Boss, R.W. (1987, August). *The twelve-year-after results of a successful organization development in a public agency*. Paper presented at the annual meeting of the Academy of Management, New Orleans, LA.
69. Boss, R.W. (1987, August). *Longitudinal change of a regional medical center: A six-year report*. Paper presented at the annual meeting of the Academy of Management, New Orleans, LA.
70. Boss, R.W. (1987, August). Symposium chairperson, *Organization change in the health care field*. Symposium conducted at the annual meeting of the Academy of Management, New Orleans, LA.
71. Boss, R.W. (1988, August). Symposium chairperson, *Team building--a microcosm of the past, present, and future of organization development*. Symposium conducted at the annual meeting of Academy of Management 1988 Annual Meeting, Anaheim, CA.
72. Boss, R.W. (1988, August). Symposium chairman, *Organization development in health care*. Symposium conducted at the annual meeting of the Academy of Management, Anaheim, CA.
73. Boss, R.W., McConkie, M.L., & Johnson, A. (1988, August). *Team building with physicians, administrators and nurse managers*. Paper presented annual meeting of the Academy of Management, Anaheim, CA.
74. Boss, R.W. & Boss, L.S. (1988, August). *Resolving the nurse shortage problem: Organization development as a vehicle for change*. Paper presented at the annual meeting of the Academy of Management, Anaheim, CA.
75. Boss, R.W. (1988, September). *Physician and nurse collaboration: Important variables in developing a collegial relationship*. Paper presented at the annual meeting of the Colorado Society for Nurse Executives, Vail, CO.
76. Boss, R.W. (1988, September). *Creating regenerating organizations: The role of the nurse manager*. Paper presented at the annual meeting of the Colorado Society for Nurse Executives, Vail, CO.
77. Boss, R.W. (1988, September). *Longitudinal change in health care: The key role of nursing managers*. Paper presented at the annual meeting of the Colorado Society for Nurse Executives, Vail, CO.

78. Boss, R.W. & McConkie, M.L. (1990, April). *Mergers, downsizing, and streamlining government agencies*. Paper presented at the annual meeting of the American Society for Public Administration, Los Angeles, CA.
79. Boss, R.W., McConkie, M.L., & Ringer, R.C. (1990, August). *Combining two into one: A successful marriage in the public sector*. Paper presented at the annual meeting of the Academy of Management, San Francisco, CA.
80. Boss, R.W. & McConkie, M.L. (1990, November). *The CEO and effective organization development*. Fifth International Meeting of the International Organization Development Association, Caracas, Venezuela.
81. Boss, R.W. (1990, November). *Preventing regression in team building: A longitudinal study*. Paper presented at the Fifth International Meeting of the International Organization Development Association, Caracas, Venezuela.
82. Boss, R.W. & McConkie, M.L. (1990, November). *Objective results in organization development: The rebuilding of a regional medical center*. Fifth International Meeting of the International Organization Development Association, Caracas, Venezuela.
83. Boss, R.W. & McConkie, M.L. (1990, November). *Organization stories: One small but helpful piece of the change puzzle*. Fifth International Meeting of the International Organization Development Association, Caracas, Venezuela.
84. Boss, R.W. (1991, May). *Essential elements to organizational health and effectiveness*. Paper presented at the annual meeting of the Colorado Hospital Association, Estes Park, CO.
85. Boss, R.W. (1991, May). *Influence strategies and employee empowerment: Implications for maximizing organizational effectiveness*. Paper presented at the annual meeting of the Colorado Hospital Association, Estes Park, CO.
86. Boss, R.W. & McConkie, M.L. (1991, October). *Methods for decreasing regression and sustaining change through organization development: A longitudinal study*. Paper presented at the Sixth International Meeting of the International Organization Development Association, Manilla, The Philippines.
87. McConkie, M.L. & Boss, R.W. (1991, October). *Stories and folklore: Tapping into organization culture*. Paper presented at the Sixth International Meeting of the International Organization Development Association, Manilla, The Philippines.
88. Koberg, C.S., Boss, R.W., & Ringer, R.C. (1992, August). *An investigation of the antecedents and outcomes of mentoring*. Paper presented at the annual meeting of the Annual Meeting of the Academy of Management, Las Vegas, NV.
89. Golembiewski, R.T. & Boss, R.W. (1992, August). *Phases of burnout as central in diagnosis and intervention: Individual level of analysis in organization development and*

change. Paper presented at the annual meeting of the Academy of Management, Las Vegas, NV.

90. Boss, R.W. & McConkie, M.L. (1992, August). *Using multiple, longitudinal measures of success to bring about change in a law enforcement agency*. Paper presented at the annual meeting of the Academy of Management, Las Vegas, NV.
91. Boss, R.W. (1992, September). *Power in the corporate world: New paradigms for Catholic hospitals*. Paper presented at The Catholic Hospital/St. John's University Administrative Program, Jamaica, NY.
92. Koberg, C.S., Boss, R.W., Chappel, D. & Ringer, R.C. (1999, March). *The role of mentoring and work environment in burnout*. Paper presented at the annual meeting of the Western Academy of Management, San Jose, CA.
93. Boss, R.W. & McConkie, Mark L. (1993, October). *Building productive teams: Comparing Hispanic and Non-Hispanic Managers*. Paper presented at the Eighth Annual Meetings of the International Organization Development Association Meetings, Capetown, South Africa.
94. Boss, R.W. & McConkie, M.L. (1993, October). *Reinforcing change: The personal management interview as a reinforcement strategy in personal and organizational change*. Paper presented at the Eighth Annual Meetings of the International Organization Development Association Meetings, Capetown, South Africa.
95. Boss, R.W. (1993, November). *Power and the physician: Who controls whom?* Paper presented at the Presbyterian/St. Luke's Medical Center Medical Staff Development Seminar, Denver, CO.
96. Boss, R.W. (1993, September). *Leadership and organizational change: Accountability and the role of the top management team*. Paper presented at the Conference on Collaborative Leadership in an Environment of Change in Health Care, Fairfield Glades, TN.
97. Boss, R.W. (1993, January). *Managing change in turbulent times: Implications for leaders*. Paper presented at the Conference on Collaborative Leadership in an Environment of Change in Health Care, Fairfield Glades, TN.
98. Boss, R.W. (1994, January). *Making a difference: Communication within the corporate team*. Paper presented at the Ninth Annual System Mission Leadership Forum, Catholic Health Association of the United States, San Antonio, TX.
99. Boss, R.W. (1994, January). *Power and the corporate world*. Paper presented at the Ninth Annual System Mission Leadership Forum, Catholic Health Association of the United States, San Antonio, TX.

100. Boss, R.W. (1994, October). *Wisdom for the health care ministry*. Paper Presented at the Conference on Surviving and Thriving in Changing Times, Benedictine Health System, Detroit Lakes, MN.
101. Boss, R.W. (1995, April). *Leadership and organizational transition: The Challenge of Managing in Turbulent Times*. Paper presented at the annual meeting of the Colorado Medical Society, Denver, CO.
102. Koberg, C.S., Boss, R.W., & Goodman, E.A. (1995, August). *Multiple factors and outcomes associated with mentoring among health care professionals*. Paper presented at the annual meeting of the Academy of Management, Vancouver, BC.
103. Boss, R.W. (1995, August). *Team building and the problem of regression: The longitudinal impact of personal management interviews*. Paper presented at the annual meeting of the Academy of Management, Vancouver, BC.
104. Boss, R.W. (1995, August). Proceedings Chair, *Distinguished Speaker Proceeding*. Organization Development and Change Division Distinguished Speaker. The annual meeting of the Academy of Management, Vancouver, BC.
105. McConkie, M.L. & Boss, R.W. (1995, October). *How American managers are defining effectiveness*. Paper presented at the International Conference for Organization Development, Jerusalem, Israel.
106. McConkie, M.L. & Boss, R.W. (1995, October). *Reinforcing commitment to change over extended periods of time*. Paper presented at the International Organization for Organization Development, Jerusalem, Israel.
107. Boss, R.W. (1996, August). *Is the leader really necessary? The results of leader absence in team building*. Paper presented at the annual meeting of the Academy of Management, Cincinnati, OH.
108. McConkie, M.L. & Boss, R.W. (1996, September). *Building synergism out of diversity*. Paper presented at the XI World Conference for Development of Organizations, Cusco, Peru.
109. McConkie, M.L. & Boss, R.W. (1996, September). *Frequently recurring problems in personal and organizational change*. Paper presented at the XI World Conference for Development of Organizations, Cusco, Peru.
110. McConkie, M.L. & Boss, R.W. (1996, September). *Personal change in the organizational setting: Over 153,000 managers report in*. Paper presented at the XI World Conference for Development of Organizations, Cusco, Peru.

111. Koberg, C.S., Boss, R.W., Senjem, J.C., & Goodman, E.A. (1997, August). *Antecedents and outcomes of empowerment: Empirical evidence from the health care industry*. Paper presented at the annual meeting of the Academy of Management, Boston, MS.
112. Goodman, E.A. & Boss, R.W. (1998, August). *An exploration of the differential relationship between the dimensions of burnout and their correlates among emergency medical physicians*. Paper presented at the annual meeting of the Academy of Management, San Diego, CA.
113. Boss, R.W. (1999, March). *Interpersonal power: How to get it, how to use it, and how to keep it*. Paper presented at the annual meeting of the Association of Air Medical Services, Washington, D.C.
114. Boss, R.W. (1999, April). *Leadership in the home*. Paper presented at the Annual Women's Conference, Provo, UT.
115. Koberg, C.S., Boss, R.W., Pacheco-Bursten, R. & Goodman, E.A. (1999, August). *Getting more than you bargained for: Empirical evidence of organizational citizenship behavior from the health care industry*. Paper presented at the annual meeting of the Academy of Management, Chicago, IL.
116. Boss, R. W. (1999, May). *Managing organizational change: Empirical evidence of the value of organization development interventions*. Paper presented at the meeting of the Colorado Organization Development Network, Boulder, CO.
117. Boss, R. W. (1999, November). *The impact of increased accountability on longitudinal change*. Paper presented at the meeting of the Colorado Organization Development Network, Boulder, CO.
118. Boss, R.W. (2000, July). *How honest are MBA students? The impact of a 3-day experiment*. Paper presented at the Seventh Annual International Conference on Advances in Management, Colorado Springs, CO.
119. McConkie, M.L., & Boss, R.W.. (2001, July) *High integrity leaders: What successful executives see*. Paper presented at the Eighth Annual International Conference on Advances in Management, Athens, Greece.
120. Boss, R.W., McConkie, M.L., & Rohan, N.S. (2001, July). *How tough is it to be completely honest? The results of a three-day experience*. Paper presented at the Eighth Annual International Conference on Advances in Management, Athens, Greece.
121. Rohan, N. S., Boss, R.W. & McConkie, M.L (2001, July). *Attitudes toward honesty: A survey and intervention with first-year MBA students*. Paper presented at the Eighth Annual International Conference on Advances in Management, Athens, Greece.

122. McConkie, M.L. & Boss, R.W. (2001, July). *Lessons from antiquity: The rise of David--and the loss of trust*. Paper presented at the Eighth Annual International Conference on Advances in Management, Athens, Greece.
123. McConkie, M.L. & Boss, R.W. (2001, July). *Storytelling in mutual help organizations: some response patterns helpful to change agents*. Paper presented at the Eighth Annual International Conference on Advances in Management, Athens, Greece.
124. Boss, R.W. & McConkie, M.L. (2001, July). *Combining two into one: The 20-year results of a successful merger in the public sector*. Paper presented at the Eighth Annual International Conference on Advances in Management, Athens, Greece.
125. Rohan, N.S., Koberg, C.S. & Boss, R.W. (2001, August). *Work-related correlates of individual creativity: Testing an interactionist model*. Paper presented at the annual meeting of the Academy of Management, Washington, D.C.
126. Boss, R.W. (2002, April). *The secret to effective long-term change*. Paper presented at the MOB Annual Conference, Brigham Young University, Provo, UT.
127. Monsen, E.W., Koberg, C.S., & Boss, R.W. (2002, July). *Applying identity theory: Organizational and operational correlations*. Paper presented at the International Conference on Advances in Management, Boston, MA.
128. Boss, R.W., Koberg, C.S., & Rohan, N.S. (2002, July). *Testing a model for individual creativity in a healthcare organization*. Paper presented at the International Conference on Advances in Management, Boston, MA.
129. McConkie, M.L. & Boss, R.W. (2002, July). *Abraham Lincoln and the seven habits: Testing the concept in an historical context*. Paper presented at the International Conference on Advances in Management, Boston, MA.
130. McConkie, M.L. & Boss, R.W. (2002, July). *The seven habits of highly effective people: Some public sector and private sector comparisons*. Paper presented at the International Conference on Advances in Management, Boston, MA.
131. Boss, R.W., McConkie, M.L., & Golembiewski, R.T. (2002, August). *The durability of OD interventions: The 14-Year-impact of a third-party intervention*. Paper presented at the annual meeting of the Academy of Management, Denver, CO.
132. Boss, R.W., McConkie, M.L. & Golembiewski, R.T. (2002, August). *Enduring change in the public sector: A 25-year follow-up study of a successful merger*. Paper presented at the annual meeting of the Academy of Management, Denver, CO.
133. Boss, R.W. (2003, August). *Team building and the problem of regression: The 29-year-impact of Personal Management Interviews*. Paper presented at the annual meeting of the Academy of Management, Seattle, WA.

134. Koberg, C., Monsen, E.W., Boss, R. W., & Angermeier, I. (2003, August). *Organizational identity in a healthcare setting: Correlates and consequences*. Paper presented at the Academy of Management Annual Meeting, Seattle, WA.
135. Hutton, D., Angus, L., Angermeier, I. & Boss, R.W. (2004, March). *Achieving strategic objectives using real-time data*. Paper presented at the American College of Healthcare Executives 2004 Congress on Healthcare Management, Chicago, IL.
136. McConkie, M. L. & Boss, R. W. (2004, March). *That family feeling: Lessons in effectiveness from David Packard and Bill Hewlett*. Paper presented at the Eleventh International Conference on Advances in Management, Orlando, FL.
137. Boss, R. W. & McConkie, M. L. (2004, March). *Creating high performance work teams: Team building results from 2,000 participants*. Paper presented at the Eleventh International Conference on Advances in Management, Orlando, FL.
138. Monsen, E.W. & Boss, R. W. (2004, June). *Mapping the differential impact of entrepreneurial orientation on performance in a healthcare organization*. Paper presentation at the Babson-Kauffman Entrepreneurship Research Conference, University of Strathclyde, Glasgow, Scotland.
139. Ford, R. C. & Boss, R.W. (2004, March). *Transforming a management in crisis: Creating space for improvising*. Paper presented at the International Academy of Business Disciplines Conference in San Antonio, TX.
140. Boss, R. W., McConkie, M. L., & Boss, A. D. (2004, August). *Sustainable change in the public sector: Three decades of success in a law enforcement agency*. Paper presented at the Academy of Management Annual Meeting, New Orleans, LA.
141. Ford, R.C., Boss, R. W. & Angermeier, I. (2004, August). *The learning organization as an OD intervention: Questioning the promoted use of power*. Paper presented at the Academy of Management Annual Meeting, New Orleans, LA.
142. Ford, R. C., Boss, R. W., Angermeier, I., Townson, C., & Jennings, T. (2004, August). *Workplace Democracy in Health Care: Aligning Strategic Intent and Operational Capacity*. Paper presented at the Academy of Management Annual Meeting, New Orleans, LA.
143. McConkie, M.L. & Boss, R.W. (2005, May). *Joseph Smith and Level Six Leadership: Making correct principles work*. Paper presented at the Annual Meetings of the Mormon Historical Association, Killington, VT.
144. Boss, R.W., McConkie, M.L., Trufant, J.E., & Lawrence, J. (2005, July). *Decontaminating a sterile processing department*. Paper presented at the 2005 International Conference on Advances in Management, Washington, D.C.

145. Boss, R.W. & McConkie, M.L. (2005, July). *Organization development and strategic change*. Paper presented at the 2005 International Conference on Advances in Management, Washington, D.C.
146. Trufant, J.E., Boss, R.W., & McConkie, M.L. (2005, July) *Quality improvement in two operating rooms: The impact of team building on performance*. Paper presented at the 2005 International Conference on Advances in Management, Washington, D.C.
147. Boss, R.W., McConkie, M.L. & Angermeier, I. (2005, July). *Organization development in a major medical center*. Paper presented at the 12th Annual Meetings of The International Conference on Advances in Management, Washington, D.C.
148. McConkie, M.L. & Boss, R.W. (2005, July). *Three days of kindness and some implications for workplace spirituality*. Paper presented at the 12th Annual Meetings of The International Conference on Advances in Management, Washington, D.C.
149. Monsen, E.W., Ford, R., Boss, R. W., & Angermeier, I. (2005, September). *Autonomy, teamwork and corporate entrepreneurial culture in a healthcare organization*. Paper presented at the 35th EISB Conference: Sustaining the Entrepreneurial Spirit Over Time, IESE Business School - University of Navarra, Barcelona, Spain.
150. Boss, R.W. & Angermeier, I. (2006, February). *Organizational development, entrepreneurship, and the health care context*. Paper presented at the Conference on Entrepreneurship from the Employee's Perspective, Max Plank Institute of Economics, Entrepreneurship, Growth, and Public Policy, Jena, Germany.
151. Monsen, E.W., Ford, R., Boss, R.W., & Angermeier, I. (2006, February). *Entrepreneurial strategy, performance, and individual employees: The critical moderating role of autonomy and teamwork*. Paper presented at the Conference on Entrepreneurship from the Employee's Perspective, Max Plank Institute of Economics, Entrepreneurship, Growth, and Public Policy, Jena, Germany.
152. Ford, R., Monsen, E.W., Boss, R.W. & Angermeier, I. (2006, February). *From their perspective: How employee-teams support a corporate entrepreneurial culture (or not)*. Paper presented at the Conference on Entrepreneurship from the Employee's Perspective, Max Plank Institute of Economics, Entrepreneurship, Growth, and Public Policy, Jena, Germany.
153. Boss, R.W., McConkie, M.L., & Angermeier, I. (2006, July). *Strategic change in healthcare: Linking OD interventions to strategic outcomes*. Paper presented at the 13th Annual Meetings of the International Conference on Advances in Management, Lisbon, Portugal.

154. Boss, R.W., McConkie, M.L., & Sanders, M. (2006, July). *Creating a powerful learning environment through a strategic intervention*. Paper presented at the 13th Annual Meetings of the International Conference on Advances in Management, Lisbon, Portugal.
155. McConkie, M.L., Boss, R.W., & Sanders, M. (2006, July). *The centrality of interpersonal kindness in building organizational effectiveness*. Paper presented at the 13th Annual Meetings of the International Conference on Advances in Management, Lisbon, Portugal.
156. McConkie, M.L., Boss, R.W., & Sanders, M. (2006, July). *Successful executives and 'executives to be': A Comparison of Views of integrity in the workplace*. Paper presented at the 13th Annual Meetings of the International Conference on Advances in Management, Lisbon, Portugal.
157. Boss, R.W., Goodman, E.A., McConkie, M.L., & Golembiewski, R.T. (2006, August). *Trust and third party Consultation: A longitudinal study*. Paper presented at the 2006 Academy of Management Meetings, Atlanta, GA.
158. Boss, R.W., McConkie, M.L., & Boss, A.D. (2006, August). *Longitudinal benefits of organization development*. Paper presented at the 2006 Academy of Management Meetings, Atlanta, GA.
159. Dunford, B. D., Boss, A. D., & Boss, R. W. (2007, August). *Doing well by doing good: A trust perspective on corporate social responsibility*. Paper presented at the 67th Annual Meeting of the Academy of Management, Philadelphia, Pennsylvania.
160. McConkie, M.L. & Boss, R.W. (2007, July). *Kindness in the organizational setting*. Paper presented at the 14th Annual Meetings of the International Conference on Advances in Management, Niagara Falls, Ontario.
161. McConkie, M.L. & Boss, R.W. (2007, July) *Explaining OD Successes in the American Public Sector: A case of value complementarity*. Paper presented at the 14th Annual Meetings of the International Conference on Advances in Management, Niagara Falls, Ontario.
162. Sanders, M.L., Boss, R.W., & McConkie, M.L. (2007, July). *Increasing empowerment and learning in an undergraduate course: Analyzing the effectiveness of Big Hairy Audacious Goals*. Paper presented at the 14th Annual Meetings of the International Conference on Advances in Management, Niagara Falls, Ontario.
163. Sanders, M.L., Boss, R.W., Boss, A.D., Boss, D.S., & McConkie, M.L. (2008, June). *Dramatically increasing student empowerment and learning with big, hairy, audacious Goals: Applications for organizational change, leadership, and entrepreneurship courses*. Paper presented at the 2008 Organization Behavior Teaching Conference: Teaching Conference for Management Educators, Babson College, Wellesley, MA.
164. Huggins, B. W., Sanders, M. L., Boss, R. W., McConkie, M. L. & Boss, D.S. (2008, July). *Uncovering Assumptions of Honesty and Integrity among Business Students*. Paper

- presented at the 15th Annual Meetings of the International Conference on Advances in Management, Boston, MA.
165. Boss, D.S., Huggins, B. W., Sanders, M. L., Boss, R. W., & McConkie, M. L. (2008, July). *Examining contradictory expectations of integrity: Implications for hiring and managing new employees*. Paper presented at the 15th Annual Meetings of the International Conference on Advances in Management, Boston, MA.
 166. McConkie, M.L. & Boss, R.W. (2008, July). *Why OD works in the American public sector: Values that harmonize*. Paper presented at the 15th Annual Meetings of the International Conference on Advances in Management, Boston, MA.
 167. Dunford, B.B., Boss, R.W., & Angermeier, I. (2008, August). *It pays to treat customers fairly: A field test of third-party organizational justice effects*. Paper presented at the Organizational Behavior Division of the 68th Annual Academy of Management Meetings, Anaheim, CA.
 168. Boss, A. D., Dunford, B. B., Boss, R. W., & Angermeier, I. (2008, August). *Reaping the benefits of employee trust: Social responsibility outcomes in the health care industry*. Paper presented at the Health Care Management Division of the 68th Annual Academy of Management Meeting, Anaheim, CA.
 169. Boss, R.W. (2009 July). Sustainability, organization development, and long term change. Paper presented at the 16th Annual Meetings of the International Conference on Advances in Management, Colorado Springs, CO.
 170. McConkie, M.L. & Boss, R.W. (2009 July). Seeking forgiveness and mental health. Paper presented at the 16th Annual Meetings of the International Conference on Advances in Management, Colorado Springs, CO.
 171. Sanders, M.L., Price, D.A.; McConkie, M.L. & Boss, R.W. (2009 July). Examining the influence of kindness on interpersonal and organizational outcomes. Paper presented at the 16th Annual Meetings of the International Conference on Advances in Management, Colorado Springs, CO.
 172. Boss, A. D., Sanders, M. L., Boss, R. W., Boss, D. S. (2009, August). *Increasing student engagement and learning: Using big hairy audacious goals as a semester project*. Paper presented at the 69th Annual Meeting of the Academy of Management, Chicago, Illinois.
 173. Boss, R. W., Dunford, B. D., Boss, A. D., & McConkie, M. L. (2009, August). *Preserving the peace through organization development: 30 years of successful organizational change*. Paper presented at the 69th Annual Meeting of the Academy of Management, Chicago, Illinois.
 174. Urbig, D., Monsen, E, & Boss, R. W. (2009 August). *Self, others and chance: A multi-dimensional examination of efficacy, control, and job attitudes*. Paper presented at the 69th Annual Meeting of the Academy of Management, Chicago, Illinois.

175. Boss, R.W. (2010, July). *Sustainable change and third party facilitation*. Paper presented at the 17th Annual Meetings of the International Conference on Advances in Management, Atlanta, GA.
176. Boss, R.W., Boss, L.S., Boss, A.D., Boss, D.S., & Boss, S.R. (2010, July). *Creating high performance work teams*. Paper presented at the 17th Annual Meetings of the International Conference on Advances in Management, Atlanta, GA.
177. McConkie, M.L., & Boss, R.W. (2010, July). *The Bible as a leadership guide: The case of King David—The good and the bad of it*. Paper presented at the 17th Annual Meetings of the International Conference on Advances in Management, Atlanta, GA.
178. Urbig, D., Monsen, E., & Boss, R. W. (2010 August). *When more control can lead to less positive job attitudes: Self-efficacy versus social support*. Paper presented at the 70th Annual Meeting of the Academy of Management, Montreal, Quebec, Canada.
179. Chullen, C. L., Dunford, B. D., Angermeier, I., Boss, R.W., & Boss, A.D. (2010 August). *Minimizing deviant behavior in healthcare organizations: The affects of leadership and job design*. Paper presented at the 70th Annual Meeting of the Academy of Management, Montreal, Quebec, Canada.
180. Dunford, B. B., Jackson, C. L., Boss, A. D., Boss, R.W., & Angermeier, I. (2010 August). *External third party justice: A social exchange and social identity approach*. Paper presented at the 70th Annual Meeting of the Academy of Management, Montreal, Quebec, Canada.
181. Boss, R.W. (2011, July). *Sustainable change, organizational effectiveness, and the long-term benefits of organization development*. Paper presented at the 18th Annual Meetings of the International Conference on Advances in Management, Cancun, Mexico.
182. Tolson, T.L., Sanders, M.L., Albrecht, C.O., McConkie, M.L., & Boss, R.W. (2011 July). *Examining virtues of leadership: Identifying authenticity, kindness, integrity, and humility as foundational leadership concepts*. Paper presented at the 18th Annual Meetings of the International Conference on Advances in Management, Cancun, Mexico.
183. Sguera, F., Bagozzi, R., & Boss, R.W. (2011 August). *Workplace incivility and turnover intentions*. Paper presented at the 71st Annual Meeting of the Academy of Management, San Antonio, Texas.
184. Boss, R.W., Boss, A.D., Dunford, B.B., McConkie, M.L., & Boss, D.S. (2011 August). *Enduring change: A 25-year longitudinal study of OD interventions in a merger*. Paper presented at the 71st Annual Meeting of the Academy of Management, San Antonio, Texas.
185. Dunford, B.B., Williams, T.A., Boss, A.D., Boss, R.W., & Angermeier, I. (2011 August). *Strategic pay fairness and employee engagement in the healthcare sector*. Paper presented at the 71st Annual Meeting of the Academy of Management, San Antonio, Texas.

186. McConkie, M.L., Boss, R.W., Boss, A.D., & Boss, D.S. (2012 July). *Student confessions on dishonest behaviors: Sometimes it's just easier to lie*. Paper presented at the 19th Annual Meetings of the International Conference on Advances in Management, Nassau, Bahamas.
187. Sguera, F., Bagozzi, R.P., Boss, R.W. (2012 August). *Curtailing incivility: Contextual factors, citizenship behaviors, and managerial practices*. Paper presented at the 72nd Annual Meeting of the Academy of Management, Boston, MS.
188. Sguera, F., Bagozzi, R.P., Boss, R.W. & Boss, D.S. (2012 August). *Unveiling the interrelatedness of emotion sharing and identification with the organization*. Paper presented at the 72nd Annual Meeting of the Academy of Management, Boston, MS. Finalist for 2012 ODC Best Paper Award.
189. Dunford, B.B., Boss, R.W., Boss, A.D., Zara, G. & Grooms, R. (2012 August). *Can entire departments be burned out? A conservation of resources perspective on burnout contagion*. Paper presented at the 72nd Annual Meeting of the Academy of Management, Boston, MS. Academy of Management, Healthcare Management Division, Best HCM Theory-to-Practice Paper.
190. Boss, S.R., D'Arcy, J., Yezegel, A., & Boss, R.W. (2012 September). *Security profiling in the organization: Examining employment relationship effects on information security*. Paper presented at the Roode Conference, Provo, UT.
191. Sguera F., Bagozzi R.P., and Boss, R.W. (2013, August). *Perceived organizational emotion and sharing sensitive knowledge in a high performance hospital*. Paper presented at the 73rd Annual Academy of Management Meetings, Kissimmee, FL.
192. Sguera, F., Bagozzi, R. P., Boss, R.W. and Boss, D. S. (2013, August). *An investigation into the conditions governing the effects of supervisor support on performance*. Paper presented at the 73rd Annual Meetings of the Academy of Management, Kissimmee, FL.
193. Sguera, F., Bagozzi, R. P., Huy, Q. N., Boss, R. W., & Boss, D. S. (2014, August). *How organizational approach emotions influence sharing of sensitive information*. Paper presented at the 74th Annual Meetings of the Academy of Management, Philadelphia, PA.
194. Dunford, B. B., Wilson, K. S., Tay, L., & Boss, R. W. (2015, April). *The impact of department burnout on individual job performance: A multilevel burnout withdrawal crossover model*. Paper presented at the Society for Industrial and Organizational Psychology Annual Conference in Philadelphia, PA. An All-Conference Top Rated Poster Award Winner.
195. Dunford, B. B., Boss, R. W., & Kim, E. I. (2015 May). *Maintaining employee engagement following a firm-wide pay freeze: A fairness perspective*. Paper presented at the Labor and Employee Relations Association Annual Conference in Pittsburgh, PA. Labor and Employee Relations Association Competitive Papers Award Winner.

196. Boss, R. W., Boss, A. D., McConkie, M. L., & Boss, D.S. (2015 August). *The longitudinal effects of a third-party intervention: 14 years of sustainable change*. Paper presented at the 75th Annual Meetings of the Academy of Management, Vancouver, B.C.
197. Boss, R.W., Boss, A.D., & Boss, D.S. (2016) *A merger on probation: Can organization development produce lasting change?* Paper presented at the 76th Annual Meetings of the Academy of Management, August 5-9, Anaheim, CA. Submission number is 17579.
198. Perrigino, M.B., Dunford, B.B., & Boss, R.W. (2016). *Exploring the black box between pay dispersion and performance: A conditional indirect effects model*. Paper presented at the 76th Annual Meetings of the Academy of Management, August 5-9, 2016, Anaheim, CA. Submission number is 16425.
199. Kim, Eung II, Dunford, B.B., Boss, R.W., & Boss, D.S. (2017). *It's not if but how: Performance Management Interviews for Sustainable Conflict Resolution*. Paper presented at the 77th Annual Meetings of the Academy of Management, August 4-8, 2017, Atlanta, GA. Submission number is 15839.
200. Dunford, B. B., Mumford, K. J., Boss, R. W., Boss, A. D., & Boss, D. S. (2017). *Do it right or not at all: A longitudinal evaluation of a conflict management system implementation*. Paper accepted for presentation at the ILR Conflict Management Conference November 11, 2017, Ithaca, NY.
201. Perrigino, M. B., Ashkanani, A. A., Dunford, B. D., & Boss, R. W. (2018). *Does agreement always matter? The case of moderately satisfied work units*. Paper presented at the 78th Annual Meetings of the Academy of Management, August 10-14, 2018, Chicago, IL.
202. Perrigino, M. B., Montalbo, S., Dickey, R., Dunford, B. B., Troup, M., & Boss, R. W. (2019 August). *The role of resources in reducing citizenship fatigue among healthcare workers*. Paper presented at the 79th Annual Meetings of the Academy of Management, August 7-13, 2019, Boston, MA.
203. Boss, R.W., Perrigino, M.B., Boss, A.D., Dunford, B.B., & Boss, D.B. (2019 August). *Sustainable long-term effects following team-building interventions: A 29-year impact of Personal Management Interviews*. Paper presented at the 79th Annual Meetings of the Academy of Management, August 7-13, 2019, Boston, MA.

PUBLICATIONS

1. Boss, R.W. (1970). Meaningful goals for science and technology in today's society. *National Conference on Goals, Policies, and Programs of Federal, State, and Local Science Agencies Proceedings*. Atlanta, Georgia, 1970.

2. Boss, R.W. (1970). *An assessment study of the nature and extent of the truancy problems facing Hall County Juvenile Court*. Athens, Georgia: Institute of Government, University of Georgia.
3. Boss, R.W. & Pelavin, A. (1970). *A study of divorced parties in Hall County*. Athens, Georgia: Institute of Government, University of Georgia.
4. Boss, R.W. (1971). *Baldwin County Jail and Work Camp Feasibility Study*. Athens, Georgia: Institute of Government, University of Georgia.
5. Boss, R.W. & Pelavin, A. (1971). *A study of characteristics of committed juvenile offenders*. Athens, Georgia: Institute of Government, University of Georgia.
6. Boss, R.W. & Law, D. (1971). The PWC: A system under attack. *Georgia County Government Magazine*, 13(2), 22-37.
7. Boss, R.W. (1972). Decision making in the budgetary process, In R.T. Golembiewski, F.K. Gibson, & G. Cornog, (Eds.), *Public administration* (2nd ed., 36-55). New York: Rand McNalley.
8. Marando, V. & Boss, R.W. (1973). Commissioners identify problems differently from public. *Georgia County Government Magazine*, 15(2), 19-31.
9. Boss, R.W. (1974). *An evaluation report of the National Institute of Corrections administrative study*. Boulder, CO: Western Interstate Commission for Higher Education.
10. Boss, R.W. (1974). *Personnel and organization assessment: Boys Town*. Boulder, Colorado: Training Associates.
11. Marando, V. & Boss, R.W. (1975). Contacting a local elite by mail questionnaire and telephone: Georgia County Commissioners. *Georgia Political Science Association Journal*, 3(2, Fall), 149-157.
12. Boss, R.W. (1975). The not-so-peaceful incident at Peaceful Valley: A confrontation design in a criminal justice agency. In A. G. Bedeian, A. A. Armedakis, W. H. Holley, Jr., and H. S. Deild, Jr. (Eds.), *1975 Academy of Management Proceedings* (pp. 357-359). Auburn, Alabama: Auburn University Printing Service.
13. Boss, R.W. (1975). *Organization development in corrections: Training internal organization development specialists in data gathering and diagnosis*. Boulder, Colorado: Western Interstate Commission for Higher Education.
14. Boss, R.W. (1975). *Organization development in corrections: Training internal organization development specialists in action interventions and problem solving*. Boulder, Colorado: Western Interstate Commission for Higher Education.

15. Boss, R.W. (1976). Decision making: Theories and applications to the budgetary process. In R. T. Golembiewski, F. K. Gibson, and G. Cornog (Eds.), *Public administration* (3rd ed., pp. 103-126). Chicago: Rand McNally.
16. Boss, R.W. (1976). Organization development. *Academy of Management Review*, 1(2, April), 133-134.
17. Boss, R.W. (1977). *Organization Development in Corrections: Training internal organization development specialists in action research*. Boulder, Colorado: University of Colorado Press.
18. Boss, R.W., Gouws, D.J. & Nagai, T. (1978). The cross-cultural effects of an organization development intervention: A conflict-confrontation design. *The Southern Review of Public Administration*, 1(4, March), 486-502.
19. Boss, R.W. (1978). Trust and managerial problem solving revisited. *Group and Organization Studies*, 3(3, September), 331-342.
20. Boss, R.W. (1978). The effects of leader absence on a confrontation-team building design. *The Journal of Applied Behavioral Science*, 14(4, October), 469-478.
21. Boss, R.W. (1978). *A long-range study of the development of a public agency: The Colorado Division of Criminal Justice*. Denver, CO: Colorado Division of Criminal Justice.
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REVISE AND RESUBMIT

1. Call, M., Dunford, B. B., Boswell, W. R. & Boss, R.W. (2018). *The impact of work unit star employee concentration on coworker performance*. Manuscript submitted for publication. (After 1st review at *Personnel Psychology*.) We receive the R&R on Friday, March 1, 2019. We got the extension, and it is being sent around for friendly review. We also added a co-author (Elizabeth Campbell); she is a multi-level data analysis expert. She cleaned up the data for us. That is not with Conway data; it is SRHS data and one of my datasets from a commercial real estate firm. This is a two-study article.)
2. Perrigino, M. B., Dunford, B. B., & Boss, R. W. Multilevel Theory and the Work-Nonwork Interface: The Case of How and Why Family Supportive Supervision is not Homologous. Revise and resubmit at *Personnel Psychology*. (The manuscript was submitted on February 21, 2019 for publication to *Personnel Psychology*, We then received an R&R from them on April 18, 2019, with a deadline of four months to make the necessary changes. We were granted a two-month extension.)

PAPERS UNDER REVIEW

1. Dunford, B.B., Ashkanani, A., Wilson, K.S., Tay, L., & Boss, R.W. A stress induced variation model: Insights on stress response in organizations from evolutionary biology. Manuscript submitted for publication. (Under 1st review at *Academy of Management Journal*).

WORK IN PROGRESS

Perrigino, M. B., Montalbo, S., Dickey, R., Dunford, B. B., Troup, M., & Boss, R.W. (2018). The role of resources in reducing citizenship fatigue among healthcare workers. Manuscript in preparation. Target: *Journal of Applied Psychology*.

- Boss, R.W., Boss, A.D., Perrigino, M.B., Dunford, B.B., & Boss, D.B. (2018). *The theoretical and practical challenges to creating enduring change: A 25-year longitudinal study of organization development interventions surrounding a merger*. Manuscript in preparation. Target: *Journal of Applied Psychology*.
- Boss, R.W., Dunford, B.B., & Boss, A.D. (2018). Action Research: A 10-year change effort at a major medical center. Manuscript in preparation. Target: *Journal of Applied Behavioral Science*.
- Dunford, B. B., Shipp, A. J., Sathyamurthy, K., Boss, R.W. (2018). Generational differences in healthcare employee voluntary turnover: One retention strategy doesn't fit all. Manuscript in preparation. Target: *Journal of Applied Psychology*.
- Dunford, B. B., Wilson, K. S, Ashkanani, A., Tay, L, & Boss, R. W. Progressive withdrawal in burned out departments: A multi-level burnout withdrawal model. Manuscript in preparation. Target: *Academy of Management Journal*.
- Huy, G.N., Bagozzi, R.P., Boss, R.W., & Sguera, F. (2018). Perceived organizational emotion and sharing sensitive knowledge in a high performance hospital. Manuscript in preparation. Target: *Journal of Applied Psychology*.
- Perrigino, M., Dunford, B. B., & Boss, R. W. (2018). Exploring the black box between pay dispersion and work group outcomes. Manuscript in preparation. Target: *Personnel Psychology*.
- Sguera, F., Bagozzi, R. P., Huy, Q. N., Boss, R.W., & Boss, D.S. (2018). Curtailing incivility: Contextual factors, citizenship behaviors, and managerial practices. Manuscript in preparation. Target: *Journal of Applied Psychology*.
- Sguera, F., Bagozzi, R., Huy, Q., Boss, R.W., & Boss, D.S. (2018). Not all types of support are equally effective: When supervisor support improves employee performance. Manuscript in preparation. Target: *Journal of Applied Psychology*.
- Sguera, F., Bagozzi, R.P., Boss, R.W., & Boss, D.S. (2018). Unveiling the interrelatedness of emotion sharing and identification with the organization. Manuscript in preparation. Target: *Journal of Applied Psychology*.
- Sguera, F., Bagozzi, R.P., Huy, G.N., & Boss, R.W. (2018). The effects of workplace incivility on turnover intentions and efficacy of managerial interventions. Manuscript in preparation. Target: *Journal of Applied Psychology*.
- Sguera, F., Boss, R.W., & Angermeier, I. (2018). Foci of emotional rewards and implications for nurse performance. Manuscript in preparation. Target: *Journal of Applied Psychology*.

Boss, R.W. (2018). Team building and the problem of regression: The 29-year-impact of Personal Management Interviews. Manuscript in preparation. Target: *Journal of Applied Psychology*.