# Robert J. Marshak, Ph.D.

Senior Scholar in Residence
School of Public Affairs, American University
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## EDUCATION

**Ph.D.**      **American University**, Washington, D.C., 1977
Major: Public Administration. Fields: Organization Theory and Behavior, Management Theory, and Organization Development

**M.P.A**.      **American University**, Washington, D.C., 1973
Major: Organization Theory and Behavior

**B.A.**      **Duke University**, Durham, North Carolina, 1968
Major: Political Science

## ACADEMIC EXPERIENCE

**2006-**      **Senior Scholar in Residence, School of Public Affairs, American University,** Washington, D.C.

Teach courses in MS in Organization Development and Key Executive MPA Programs.

**2009-2009**      **Interim Chair, Department of Public Administration & Policy**.

**1980-2005**      **Adjunct Professor-in-Residence, American University**, Washington, D.C.

Taught courses in Organization Dynamics, Consultation Skills, and Philosophy and Ethics in OD.

**1999- 2001**      **Adjunct Professor, Georgetown University,** Washington, DC

Taught Introduction to Organization Development in the OD and Change Leadership Certificate Program.

**1999-2001**      **Adjunct Professor, University of Texas at Dallas**

Taught Organization Theory and Design in OD and Change Management Certificate Program.

**1981-1991**      **Adjunct Professor, The Johns Hopkins University,** Baltimore, MD

Taught Conflict Management and Change Theory for the Masters in

Applied Behavioral Science Program

**1983-1985**     **Assistant Professor, Kogod College of Business Administration, American University**, Washington, D.C.

Taught graduate and undergraduate courses in Strategic Management, Organization Theory and Behavior, and Organization Diagnosis.

**1977-1980**     **Adjunct Professor, American University**, Washington, D.C.

Taught graduate level courses in Consulting Skills, Administrative Behavior, and Conflict Resolution.

## WORK EXPERIENCE

**1983-**     **President, Marshak Associates**

Principal for professional services company providing consultation in the areas of: organizational change, organizational design, strategic planning, and executive coaching.

**1981-1983**     **Acting Deputy Director, Policy Analysis and Coordination Staff, Science and Education, U.S. Department of Agriculture**

Responsible for program and organizational policies and strategies to guide the operations of USDA science and education agencies.

**1974-1981**     **Senior Program and Management Analyst Positions, Agricultural Research Service, U.S. Department of Agriculture**

Progressively responsible staff and management positions responsible for program and management analyses, studies, and consultations.

**1973-1974**     **Research Associate, Human Sciences Research, McLean, VA**

Responsible for research proposals, design and conduct of research, and preparation of final reports.

## PROFESSIONAL DEVELOPMENT TRAINING

- Completion of Federal Senior Executive Service Candidate Development Program, U.S. Government, 1980-1981.
- Completion of Program for Specialists in Organization Development, NTL Institute, 1976-1978.
- Completion of 47-week Korean Language Program, Defense Language Institute, Monterey, CA, 1971. Certified in Korean language.

**PROFESSIONAL AFFILIATIONS**

- Editorial Board, *Journal of Applied Behavioral Science*, 1995-present
- Editorial Board, *Journal of Change Management*, 2008-present
- Board of Advisors, PSI Consulting, Seoul, Korea, 1989-present
- International Advisory Network for Organizational Discourse, 1996-present
- Member, NTL Institute for Applied Behavioral Science, 1984-2011; Emeritus, 2011
- Associate, The Taos Institute, 2010-present
- Institutional Advisory Committee, Achieving the Dream, Inc., 2011-present
- Member, Academy of Management
- Member, Organization Development Network
- Board of Trustees, Organization Development Network, 2003-2008
- Associate Editor, *Journal of Applied Behavioral Science*, 2005-2010
- Acting Editor, *Journal of Applied Behavioral Science*, 2004
- Visiting Senior Research Fellow, Management Centre, King's College, University of London, U.K. 1996-2004
- Co-Chair, 1984 National Organization Development Network Conference
- Vice Chair, Board of Directors, NTL Institute, 1990-1993

**HONORS and AWARDS**

- Douglas McGregor Memorial Award for Best Article in the *Journal of Applied Behavioral Science* in 2009
- Award for Outstanding Contributions to the OD Field, Chesapeake Bay Organization Development Network, April 2010
- Award for Best Paper, Organization Development and Change Division, Academy of Management, 2009
- Awarded Visiting Fellowship by the Institute of Advanced Study, University of Warwick, Coventry, England, May 2008
- Award for Best Action Research Paper, Organization Development and Change Division, Academy of Management, 2004
- University Faculty Award for Outstanding Teaching in an Adjunct Appointment, American University, 2001
- Lifetime Achievement Award, Organization Development Network, 2000
- Outstanding Adjunct Faculty Teaching Awards, School of Government and Public Administration, American University, 1980, 1981, 1986 and 2001
- Superior Service Award, U.S. Department of Agriculture, 1979
- Certificates of Merit, U.S. Department of Agriculture, 1979, 1981, 1982
- Science and Education Director's Award, U.S. Department of Agriculture, 1980
- Doctoral dissertation nominated for the Leonard D. White Award in Public Administration, 1978
- Graduate Academic Achievement Award – Doctoral Level, School of Government and Public Administration, American University, 1977
- Election: Pi Sigma Alpha, Pi Alpha Alpha, and Phi Kappa Phi, 1973-1977

## PUBLICATIONS

### Books

Marshak, R. J. (2009) *Organizational Change: Views from the Edge*. Bethel, ME: The Lewin Center.

Marshak, R. J. (2007) *Cambio Organizacional: Trabas, contratiempos y dificultades mas habituales,* Barcelona, Spain: Ediciones Deusto. (Spanish edition of *Covert Processes at Work*)

Marshak, R. J. (2006) *Covert Processes at Work: Managing the Five Hidden Dimensions of Organizational Change*. San Francisco: Berrett-Koehler Publishers.

### Articles

Grant, D., & Marshak, R. J. (2011). "Toward a Discourse-Centered Understanding of Organizational Change." *Journal of Applied Behavioral Science*, Vol. 47, No. 2, pp. 204-235.

Oswick, C., Grant, D., Marshak, R. J., & Wolfram Cox, J. (2010). "Organizational Discourse and Change: Positions, Perspectives, Progress, and Prospects." *Journal of Applied Behavioral Science,* Vol. 46, No. 1, pp. 8-15.

Oswick, C., Grant, D., Marshak, R. J., & Wolfram Cox, J. (Guest Eds.)(2010). Special Issue on Organizational Discourse and Change. *Journal of Applied Behavioral Science,* Vol. 46, No. 1.

Marshak, R. J., & Bushe, G. R. (2009) "Further Reflections on Diagnostic and Dialogic Forms of Organization Development," *Journal of Applied Behavioral Science*, Vol. 45, No. 3, pp. 378-383.

Bushe, G. R., & Marshak, R. J. (2009) "Revisioning Organization Development: Diagnostic and Dialogic Premises and Patterns of Practice," *Journal of Applied Behavioral Science*, Vol. 45, No. 3, pp.348-368.

Grant, D., & Marshak, R. J. (2009) "A Discourse-Based Theory of Organizational Change," *Academy of Management Proceedings*. Best Paper Award, Organization Development and Change Division, Academy of Management Conference, August 8-12, 2009, Chicago, Illinois.

Marshak, R. J. (2009) "Reflections on Wicked Problems in Organizations," *Journal of Management Inquiry*, Vol. 18, No. 1, pp. 58-59.

Marshak, R. J., & Grant, D. (2008) "Transforming Talk: The Interplay of Discourse, Power, and Change," *Organization Development Journal*, Vol. 26, No. 3, pp. 33-40.

Marshak, R. J. (2008) "In Memoriam: Morley Segal." *PS: Political Science and Politics*, Vol. XLI, No. 3, pp. 638-639.

Marshak, R. J., & Grant, D. (2008) "Organizational Discourse and New Organization Development Practices," *British Journal of Management*, Vol. 19, pp.S7-S19.

Bushe, G. R., & Marshak, R. J. (2007) "Revisioning OD: A Post Modern Perspective," *Academy of Management Best Papers Proceedings*, Academy of Management Conference, August 4-8, 2007, Philadelphia, PA.

Marshak, R. J. (2005) "Commentary on Kurt Lewin's Heritage," *Gestalt Review*, Vol. 9, No. 2, pp. 281-285.

Marshak, R. J. (2005) "Introduction: Transforming Thoughts about Change," *Journal of Applied Behavioral Science*, Vol. 41, No. 2, pp. 157-160.

Marshak, R. J. (2005) "Milestones and Markers," *Journal of Applied Behavioral Science*, Vol. 41, No. 1, pp. 5-6.

Marshak, R. J. & Heracleous, L. (2005) "A Discursive Approach to Organization Development," *Action Research*, Vol. 3, No. 1, pp. 69-88.

Marshak, R. J. (2004) "Morphing: The Leading Edge of Organizational Change in the 21st Century," *Organization Development Journal*, Vol. 22, No. 3, pp. 8-21.

Heracleous, L. & Marshak, R. J. (2004) "Conceptualizing Organizational Discourse as Situated Symbolic Action," *Human Relations*, Vol. 57, No. 10, pp.1285-1312.

Alderfer, C. P., & Marshak, R. J. (2004) "Editors' Comments about Research and Publication Ethics," *Journal of Applied Behavioral Science*, Vol. 40, No. 3, pp. 257-259.

Heracleous, L. & Marshak, R. J. (2004) "Organizational Discourse as Situated Symbolic Action: Application through an OD Intervention," *Academy of Management Proceedings*. Best Action Research Paper Award, Organization Development and Change Division, Academy of Management Conference, August 6-11, 2004, New Orleans, Louisiana.

Marshak, R. J. (2003) "Metaphor and Analogical Reasoning in Organization Theory: Further Extensions," *Academy of Management Review*, Vol. 28, No. 1, pp. 9-10.

Marshak, R. J. (2002) "Changing the Language of Change: How New Contexts and Concepts are Challenging the Ways We Think and Talk about Organizational Change," *Strategic Change*, Vol. 11, No. 5, pp. 279-286.

Marshak, R. J. (2000) "Managing the Metaphors of Change," reprinted as a classic in *Reflections: The SoL Journal,* Vol. 2, No. 3, pp. 6-15.

Keenoy, T., Marshak, R. J., Oswick, C., & Grant, D. (Eds.)(2000) "Discourses of Organizing, Special Issue," *The Journal of Applied Behavioral Science*, Vol. 36, No. 2.

Marshak, R. J., Keenoy, T., Oswick, C., & Grant, D. (2000) "From Outer Words to Inner Worlds," *The Journal of Applied Behavioral Science*, Vol. 36, No. 2, pp. 245-258.

Keenoy, T., Marshak, R. J., Oswick, C., & Grant, D. (2000) "The Discourses of Organizing," *The Journal of Applied Behavioral Science*, Vol. 36, No. 2, pp. 133-135.

Oswick, C., Keenoy, T., Grant, D. & Marshak, R. J. (2000) "Discourse, Organization and Epistemology," *Organization*, Vol. 7, No. 3, pp. 511-512.

Katz, J. H. & Marshak, R. J. (1995) "Reinventing Organization Development Theory and Practice," *Organization Development Journal*, Vol. 13, No.1, pp. 63-81.

Marshak, R. J. (1993) "Lewin Meets Confucius: A Re-View of the OD Model of Change," *The Journal of Applied Behavioral Science*, Vol. 29, No.4, pp. 393-415.

Marshak, R. J. (1993) "Managing the Metaphors of Change," *Organizational Dynamics*, Vol. 22, No.1, pp. 44-56.

**Book Chapters**

Oswick, C. and Marshak, R. J. (2012) "Images of Organization Development: The Role of Metaphor in Processes of Change," Chapter 7 in D. Boje, B. Burnes & J. Hassard (Eds.), *The Routledge Companion to Organizational Change,* Routledge, London,  pp. 104-114.

Marshak, R. J., & Heracleous, L. (2007) "Organization Development," in *International Encyclopedia of Organization Studies, Vol. 1*, Clegg, S. R. & Bailey, J. R. (Eds.), Beverly Hills: Sage.

Marshak, R. J. (2006) "Emerging Directions: Is There a New OD?" in J. V. Gallos (Ed.) *Organization Development: A Jossey-Bass Reader*. San Francisco: Jossey-Bass Publishers, pp. 833-841.

Marshak, R. J. (2006) "Organization Development as a Profession and a Field," in B. B. Jones, & M. Brazzel (Eds.) *The NTL Handbook of Organization Development and Change*. San Francisco: Jossey-Bass/Pfeiffer, pp.13-27.

Marshak, R. J. (2005) "Contemporary Challenges to the Philosophy and Practice of Organization Development," in D. L. Bradford, & W. W. Burke (Eds.), *Reinventing Organization Development*. San Francisco: Jossey-Bass/Pfeiffer, pp. 19-42.

Marshak, R. J. (2004) "Organization Development and Post-Confucian Societies," in P. F. Sorenson, T. C. Head, T. Yaeger, and D. Cooperrider (Eds.*), Global and International*

*Organization Development, 4<sup>th</sup> Edition*, Champaign, IL: Stipes Publishing Co., pp. 295-311.

Marshak, R. J. & Katz, J. H. (1999) "Covert Processes: A Look at the Hidden Dimensions of Group Dynamics." In A. Cooke, et.al. (Eds.) *Human Relations Reading Book, 8th Edition*, Alexandria, VA: NTL Institute, pp. 251-258.

Marshak, R. J. (1998) "A Discourse on Discourse: Redeeming the Meaning of Talk."  In D. Grant, T. Keenoy and C. Oswick (Eds.), *Discourse and Organization*, London: Sage, pp. 15-30.

Marshak, R. J. (1998) "Between-the-Lines: A Reader's Guide to the Hidden Texts of Organizational Behavior." In C. Combes, D. Grant, T. Keenoy and C. Oswick (Eds.), *Organizational Discourse: Pretexts, Subtexts, and Contexts*, London: KMCP, pp.222-223.

Marshak, R. J. (1996) "Metaphors, Metaphoric Fields and Organizational Change."  In D.Grant and C. Oswick  (Eds.), *Metaphor and Organizations,* London: Sage, pp. 147-165.

Marshak, R. J. (1995) "Managing in Chaotic Times." In R. A. Ritvo, A. H. Litwin, and L. Butler (Eds.), *Managing in the Age of Change*, Burr Ridge, IL: Irwin Professional Publishing, pp. 58-66.

**Professional Journals**

Marshak, R. J. (2012) "The Tao of Change Redux," *OD Practitioner*, Vol. 44, No. 1, pp. 44-51.

Marshak, R. J., & Grant, D. (2011) "Creating Change by Changing the Conversation," *OD Practitioner*, Vol. 43, No. 3, pp. 2-7.

Bushe, G. R, & Marshak, R. J. (2011) "Diagnostic and Dialogic OD," *Academy of Management ODC Newsletter*, Winter, pp.12-15.

Marshak, R. J. (2010) "OD Morphogenesis: The Emerging Dialogic Platform of Premises," *Practising Social Change*, Vol. 1, No. 2, pp 4-9.
http://www.ntl-psc.org/downloads/PSC_Journal_Issue02.pdf

Marshak, R. J. (Spring 2009) "The New Administration and the Meaning of Change," *The Public Manager*, Vol. 38, No.1, pp. 87-89.

Bushe, G. & Marshak, R. J. (2008) "The Postmodern Turn in OD," *OD Practitioner*, Vol. 40, No. 4, pp. 9-11.

Marshak, R. J. (2008) "The Paradoxes of Sustaining Organizational Change," *OD Practitioner*, Vol. 40, No. 2, pp. 61-63.

Marshak, R. J. (2007) "Don't Get Blindsided: Attend to the Dimensions of Change," *Leadership Excellence*, Vol. 24, No. 8, p. 14.

Marshak, R. J. (2007) "Facing Fear of Organizational Change," *Security Management*, Vol. 51, No. 1, p. 110.

Marshak, R. J. (2006, Summer) "Covert Processes and Organization Development." *Seasonings: A Journal by Senior OD Practitioners*, Vol. 2, No. 3. http://www.odnetwork.org/publications/seasonings/seasonings_backissues/2006-vol2-no3/article_marshak.php

Marshak, R. J. (2005, Spring) "Is There a New OD?" *Seasonings: A Journal by Senior OD Practitioners*, Vol. 1, No. 1. http://www.odnetwork.org/publications/seasonings/article_marshak.html.

Marshak, R. J. (2004) "Generative Conversations: How to Use Deep Listening and Transforming Talk in Coaching and Consulting," *OD Practitioner*, Vol. 36, No. 3, pp. 25-29.

Marshak, R. J. (2001) "Claiming Your Power and Leadership as an OD Consultant," *OD Practitioner*, Vol. 33, No. 4, pp. 35-40.

Marshak, R. J. & Katz, J. H. (2001) "Keys to Unlocking Covert Processes: How to Recognize and Address the Hidden Dimensions of Individuals, Groups and Organizations," *OD Practitioner*, Vol. 33, No. 2, pp. 3-10.

Marshak, R. J. & Katz, J. H. (1997) "Diagnosing Covert Processes in Groups and Organizations," *OD Practitioner*, Vol. 29, No. 1, pp. 33-42.

Marshak, R. J. (1994) "The Tao of Change," *OD Practitioner*, Vol. 26, No. 2, pp. 18-26.

Marshak, R. J. (1993) "Training and Consulting in Korea," *OD Practitioner*, Vol. 25, No. 2, pp. 16-21.

Stone, D. & Marshak, R. J. (1993) "The Initial Interview: Assessing Client Needs," *The 1993 Annual: Developing Human Resources*. La Jolla, CA: Pfeiffer, pp. 221-230.

Marshak, R. J. (1992) "Politics, Public Organizations, and OD," *OD Practitioner*, Vol. 24, No. 4, pp. 5-8.

Marshak, R. J. & Katz, J. H. (1992) "The Symbolic Side of OD," *OD Practitioner*, Vol. 24, No. 2, pp. 1-5.

Marshak, R. J. & Katz, J. H. (1991) "Covert Processes at Work," *CBODN Newsletter*, Vol. 6, No.2, pp. 1-5.

Marshak, R. J. & Katz, J. H. (1991) "Keys to Unlocking Covert Processes." In M. McDonald (Ed.) *Building Ourselves...Our Work... Our Organizations...Our World: Proceedings of the 1991 National OD Network Conference*, Long Beach, CA, pp. 65-71.

Marshak, R. J. & Katz, J. H. (1990) "Covert Processes and Revolutionary Change." In M. McDonald (Ed.) *Forging Revolutionary Partnerships: 1990 National OD Network Conference*, Philadelphia, PA, pp. 58-65.

Marshak, R. J. (1987) "OD Values, Ethics, and Practices, Part II," *CBODN Newsletter*, Vol. 2, No. 3, pp. 2-3.

Marshak, R. J. (1987) "OD Values, Ethics, and Practices," *CBODN Newsletter*, Vol. 2, No. 2, pp. 3-5.

Marshak, R. J. (1983) "What's Between Pedagogy and Andragogy?" *Training and Development Journal*, Vol. 37, No. 10, pp. 80-81.

Marshak, R. J. (1983) "Cognitive and Experiential Approaches to Conceptual Learning," *Training and Development Journal*, Vol. 37, No. 5, pp.72-79.

Marshak, R. J. (1982) "Magicians and Shamans of OD," *OD Practitioner*, Vol. 14, No. 3, pp. 8-9.

**PRESENTATIONS**

Marshak, R. J. (2011) "Leveraging Language for Change." Plenary presentation at the Annual Organization Development Network Conference, Baltimore, MD, November 2, 2011.

Marshak, R. J. (2011) "Kurt Lewin Master Class." Presentation at the Annual Organization Development Network Conference, Baltimore, MD, October 31, 2011.

Marshak, R. J. (2011) "Contrasting Dialogic and Diagnostic OD." Presentation for the *PDW Session: The Theory and Practice of Dialogic OD* at the Academy of Management Conference, San Antonio, TX, August 13, 2011.

Marshak, R. J. (2011) "Covert Processes: Exploring the Hidden Barriers to Organizational Change." Invited one-week seminar, Cape Cod Institute, Eastham, MA, June 27-July 1, 2011.

Marshak, R. J. (2011) "We Learned Some Nice Theories – Now What?" Invited keynote presentation at the 2nd Annual Key Executive Alumni Conference, American University, May 10, 2011.

Marshak, R. J. (2011) "Managing the Hidden Barriers to Organizational Change." Invited presentation to the Human Resource Leadership Forum, Arlington, VA, April 8, 2011.

Marshak, R. J. (2011) "Organization Development in the USA: Past, Present, Future." Keynote presentation for the Organization Development Network-Japan Conference, Tokyo, Japan, January 31, 2011.

Marshak, R. J. (2011) "What is Organization Development?" Invited public lecture sponsored by the Center for the Study of Human Relations, Nanzan University, Nagoya, Japan, January 30, 2011.

Marshak, R. J. (2011) "Covert Processes: Exploring the Hidden Dimensions of Individuals, Groups and Organizations." Invited One-Week Seminar, Center for the Study of Human Relations, Nanzan University, Nagoya, Japan, January 22-28, 2011.

Marshak, R. J. (2010) "Organization Development: Future Directions." Invited presentation at the Graduate School of Education and Human Development, George Washington University, Washington, DC, November 17, 2010.

Marshak, R.J., & Chueng-Judge, M. Y. (2010). "Organisation Diagnosis with Impact." Four-day Workshop Module, NTL UK OD Certificate Programme, Oxford, UK, November 9-12, 2010.

Marshak, R. J. (2010) "Theories-of-Practice: Mine, Yours, Ours." Invited plenary for the Annual Organization Development Network Conference, New Orleans, LA, October 17, 2010.

Cheung-Judge, M. Y., & Marshak, R. J. (2010) "Journey into Power, Politics, and Influence." One-day workshop at the Annual Organization Development Network Conference, New Orleans, LA, October 16, 2010.

Marshak, R. J. (2010) "Dialogic Organization Development." Invited lecture for the Fielding University Dialogue and Deliberation Seminar, October 8, 2010.

 Marshak, R. J., & Heracleous, L. (2010) "The Effect of Evocative Frames Linked to Implicit Storylines on Strategic Decisions." Paper presentation at the Academy of Management Conference, Montreal, Canada, August 9, 2010.

Marshak, R. J. (2010) "The Top Ten Reasons Organization Development and Leadership Studies Don't Get Along." Panel presentation for the *PDW Session: I Never Knew You Cared: Forging a Rapprochement Between Organization Development and Leadership Studies* at the Academy of Management Conference, Montreal, Canada, August 6, 2010.

Marshak, R. J. (2010) "Change Writing Exercise." Presentation for the *PDW Session: That Was Great! More High Impact Exercises for Teaching or Consulting on*

*Organizational Change* at the Academy of Management Conference, Montreal, Canada, August 6, 2010.

Oswick, C., & Marshak, R. J. (2010) "Discourses of Organizational Change: Metaphors of Journeys, Sickness, Conversations and Mysteries." Paper presentation at the 9th International Conference on Organizational Discourse, Amsterdam, July 14-16, 2010.

Marshak, R. J. (2010) "The Hidden Barriers to Organizational Change," Invited 5-day workshop at the Cape Cod Institute, July 5-9, 2010.

Marshak, R. J. (2010). "Managing the Hidden Barriers to Organizational Change." Invited presentation to the New Jersey Human Resource Planning Group,  May 26, 2010.

Marshak, R. J. (2010). "Organization Development Approaches to Change." Invited presentation to members of the British Civil Service at the National School of Government, London, UK  March 29, 2010.

Marshak, R. J. (2010). "OD Morphogenesis: New Premises, Permutations and Possibilities." Keynote Address, NTL Conference on the New OD, National Labor College, MD, March 19, 2010.

Marshak, R. J. (2010). "The Hidden Dimensions of Organizational Change." Guest Speaker, Change Management Distinguished Speaker Series, McDonough School of Business, Georgetown University, March 17, 2010.

Marshak, R. J. (2010). "OD Evolution: New Ways to Think and Talk about OD Practice." Masterful Conversations Webinar Series, OD Network, February 1, 2010.

Marshak, R. J. (2010). "Organization Development and Change: Views of the Past, Present and Future." Invited lecture for the Georgetown University OD Certificate Program, January 30, 2010.

Marshak, R. J. (2010). "The Hidden Dimensions of Organizational Behavior." Presentation to the Executive Staff, National Education Association, Washington, DC, January 27, 2010.

Grant,  D. & Marshak, R. J. (2009). "A Discourse-based Understanding of Change." Key note address at 2nd New Zealand Discourse Conference, Auckland University of Technology, Auckland, November, 2009.

Marshak, R. J. & Bushe, G. R. (2009). "What's New in OD: Dialogic Interventions." Presentation at the Annual Organization Development Network Conference, Seattle, WA, October 19, 2009.

Marshak, R. J. (2009). "Organization Development and Post-Confucian Countries." Invited lecture, at the Center for Organizational Dynamics, University of Pennsylvania, October 13, 2009.

Marshak, R. J. (2009). "Organization Development and Change: Views of the Past, Present and Future." Invited presentation for the Greater Orlando Organization Development Network, October 9, 2009.

Marshak, R. J. (2009). "Covert Processes: Exploring the Hidden Barriers to Organizational Change." Workshop presentation at the Cape Cod Institute, August 17-21, 2009.

Marshak, R. J. (2009). "Leveraging the Layers and Language of Change." Conversations and the Conduct of Change Symposium Presentation at the Academy of Management Conference, August 11, 2009, Chicago, Illinois.

Grant, D., & Marshak, R. J. (2009) "A Discourse-Based Theory of Organizational Change." Paper presentation at the Academy of Management Conference, August 10, 2009, Chicago, Illinois.

Marshak, R. J. (2009). "Covert Processes: Working with the Hidden Barriers to Organizational Change." Workshop presentation at Oxford, UK, July 6-8, 2009.

Marshak, R.J., & Heracleous, L. (2009). "Evocative Framings: How Discursive Hot Buttons Linked to Implicit Storylines Impact Strategic Decisions." Paper presented at the 25th EGOS Colloquium, Barcelona, Spain, July 2-4, 2009.

Marshak, R. J. (2009) "Leading Change: What You Need to Know and Why." Featured speaker for Seton Family of Hospitals Leadership Forum, Austin, Texas, April 17, 2009.

Marshak, R. J. (2008) "Organizational Change and Covert Processes at Work." Featured speaker for a Thought Leader Forum sponsored by the Leadership Coach Academy, December 18, 2008.

Marshak, R. J. (2008) "Theory-Based Consulting." Super Session plenary presentation at the Annual OD Network Conference, Austin, Texas, October 20, 2008.

Marshak, R. J. (2008) "The Hidden Barriers to Organizational Change." Invited lecture at the Graduate School of Global Human Resource Development, Chung Ang University, Seoul, Korea, September 6, 2008.

Marshak, R. J. (2008) "Questioning OD&C." Panel presentation at the Academy of Management Conference, Anaheim, CA, August 12, 2008.

Marshak, R. J. (2008) "Managing the Hidden Barriers to Organizational Change." Invited presentation at the National Security Agency, August 7-8, 2008.

Marshak, R. J. (2008) "The Hidden Dimensions of Organizational Change." Invited presentation at the Dulles Chapter of the Society for Human Resource Management, Reston, VA, July 16, 2008.

Marshak, R. J., & Jones, B. B. (2008) "Current Theory and Practice in Organization Development." NTL workshop at Oxford, UK, July 1-4, 2008.

Marshak, R. J. (2008) "The Covert Barriers to Organizational Change." Presentation at the ASTD 2008 International Conference & Exposition, San Diego, CA, June 2 & 3, 2008.

Marshak, R. J. (2008) "Covert Processes: Revealing the Hidden Dimensions of Organizational Change." Invited public address at the University of Warwick, Coventry, England, May 22, 2008.

Marshak, R. J. (2008) "Research Effectiveness: An Analogical Workshop." Leader for faculty workshop sponsored by the Institute of Advanced Study, University of Warwick, Coventry, England, May 21, 2008.

Marshak, R. J. (2008) "The Power of Conceptual Metaphors to Shape Organization Strategy and Change." Keynote address for the Metaphor in Strategy and Organization Workshop, Business School, University of Warwick, Coventry, England, May 15, 2008.

Marshak, R. J. (2008) "Transforming Talk: Organizational Discourse and Strategic Change." Invited presentation at the University of Warwick, Coventry, England, May 14, 2008.

Marshak , R. J. (2008) "Covert Processes at Work." Keynote presentation at the 2008 UniServ Managers National Conference, National Education Association, Point Clear, AL, March 4, 2008.

Marshak, R.J. (2008) "Covert Processes: Exploring the Hidden Dimensions of Organizational Change." Invited Doctoral Workshop for the Organization Development Program, School of Education, University of St. Thomas, Minneapolis, MN, February 29-March 1, 2008.

Marshak, R. J. (2008) "The State of Organization Development." Invited lecture at the University of St. Thomas, Minneapolis, MN, February 28, 2008.

Marshak, R. J. (2007) "Making Organizational Change Happen." Invited lecture at the Fuqua School of Business, Duke University, November 29, 2007.

Marshak, R. J. (2007) "Managing the Five Hidden Dimensions of Organizational Change." Keynote presentation at the Performance America Consortium Conference,

sponsored by the United States Office of Personnel Management, Washington, DC, November 28, 2007.

Marshak, R. J. (2007) "Diagnosing Covert Processes." Invited presentation to the Great Lakes OD Network, Bowling Green, OH, October 26, 2007.

Marshak, R. J. (2007) "Learning from the Lived-Experience of Luminaries in OD." Invited panel member at the Annual OD Network Conference, Baltimore, MD, October 24, 2007.

Marshak, R. J. (2007) "Transforming Talk: An Introduction to Organizational Discourse and Change." Presentation at the Annual OD Network Conference, Baltimore, MD, October 23, 2007

Bushe, G. R., & Marshak, R. J. (2007) "Revisioning OD: A Post Modern Perspective." Paper presented at the Academy of Management Conference, Philadelphia, PA, August 7, 2007.

Marshak, R. J. (2007) "Stakeholder-Partnership Assumptions, Expectations, Resources, Concerns." Panel presentation for PDW on: Building ODC as an Academic Discipline by Creating Business-Non Profit-Government-Education Partnerships," Academy of Management Annual Conference, Philadelphia, PA, August 5, 2007.

Marshak, R. J. (2007) "Exploring the Covert Dimensions of Organizational Change." Invited presentation to the Organization Change Alliance, Atlanta, GA, July 21, 2007.

Marshak, R. J. (2007) "Understanding the Covert Dimensions of Organizational Change." Invited presentation to the Chesapeake Bay Organization Development Network, Bethesda, MD, May 22, 2007.

Marshak, R. J. (2007) "Managing the Five Hidden Dimensions of Organizational Change." Invited presentation to the Minnesota Organization Development Network, Minneapolis, MN, May 15, 2007.

Marshak, R. J. (2007) "The Covert Dimensions of Organizational Change." Invited presentation at the Linkage: 2007 Best of OD Summit, Chicago, IL, May 17, 2007.

Marshak, R. J. (2007) "Dealing with Covert Processes at Work." Invited presentation to the Philadelphia Organization Development Network, April 28, 2007.

Marshak, R. J. (2007) "The Hidden Dimensions of Organizational Behavior." Invited presentation for the Crossroads Seminar Series, George Washington University, April 10, 2007.

Marshak, R. J. (2007) "The Political Dimension of Transformational Change." Invited presentation at the Annual Chesapeake Bay Organization Development Network Conference, Washington, DC, March 9, 2007.

Marshak, R. J. (2007) "Organizational Change and Covert Processes." Invited presentation at the Annual Conference of the Society of Psychologists in Management, Washington, DC, March 3, 2007.

Marshak, R.J. (2007) "Dealing with Covert Processes at Work." Invited presentation to the Dallas-Fort Worth Organization Development Network, Dallas, TX, February 8, 2007.

Marshak, R.J. (2007) "Covert Processes and Organizational Change." Invited presentation to Organization Development Network of Greater New York, New York City, January 11, 2007.

Marshak, R. J. (2006) "The Hidden Dimensions of Organizational Change." Invited lecture at Center for Organizational Dynamics, University of Pennsylvania, November 30, 2006.

Marshak R. J. (2006) "OD and Covert Processes: Making the Invisible Visible." Presentation at the Organization Development Network Conference, San Francisco, October 24, 2006.

Marshak, R. J. (2006) "Understanding the Hidden Dimensions of Organizational Behavior." Invited lecture at Benedictine University, September 30, 2006.

Grant, D. & Marshak, R. J. (2006) "Applications of Organizational Discourse to New OD Practices." Symposium Presentation for Discourse Perspectives on Organizational Change, Academy of Management, Atlanta, Georgia, August 12-16, 2006.

Marshak, R. J. & Grant, D. (2006) "Organizational Discourse and the New OD." Paper presented at the 7th International Conference on Organizational Discourse, Vrije Universiteit, Amsterdam, The Netherlands, 25-27 July 2006.

Marshak, R. J. (2005) "A Dialogue on OD and Corporate Values: Where Do They Converge and How Do They Differ?" Workshop at Organization Development Network Annual Conference, Minneapolis, Minnesota, November 14, 2005.

Holvino, E. & Marshak, R. J. (2004) "Documenting OD Success: A Call to Develop Effective Scholar-Practitioners." Workshop at Organization Development Network Annual Conference, San Juan, Puerto Rico, October 5, 2004.

Marshak, R. J. (2004) "Organizational Discourse in Action: A Personal Praxis." Paper presented at the 6th International Conference on Organizational Discourse: Artefacts, Archetypes, and Architexts, Vrije Universiteit, Amsterdam, The Netherlands, 28-30 July 2004.

Heracleous, L. & Marshak, R. J. (2003) "Conceptualizing Organizational Discourse as Situated Symbolic Action." Paper presented at the 19<sup>th</sup> EGOS Colloquium, Copenhagen, Denmark, July 3-5, 2003.

Marshak, R. J. (2002) "Oxymorons, Ideology and Organizational Change." Symposium presentation at the Academy of Management Conference, August 9-14, 2002, Denver, Colorado.

Marshak, R. J. (2002) "Some Hidden Challenges when English is the Official Language of Business." Panel Presentation at the Intercultural Management Institute Forum, American University, Washington, DC, March 14, 2002.

Marshak, R. J. (2001) "Changing the Language of Change." Keynote Presentation, International Research Workshop on New Ways of Thinking about Organisational Change: Discourses, Strategies, Processes and Forms, The University of Sydney, Australia, November 26-27, 2001.

Marshak, R. J. (2001) "Organization Development Language and Values." Plenary Address, OD Network Conference, Vancouver, Canada, November 14, 2001.

Marshak, R. J. (1998) "Sustaining Balance and Harmony in a Constantly Changing World." Keynote Address, Asia-Pacific Conference and Exhibition on Change Management '98, Singapore.

Marshak, R. J. (1996) "Talk and Action." Plenary Address at the 2nd International Conference on Organizational Discourse: Talk, Text and Tropes, King's College, University of London, July 24-26, 1996.

Marshak, R. J. (1996) "Reclaiming the Heart of OD: Putting People Back into Organizations." Keynote Address, National OD Network Conference, Orlando, Florida.

Marshak, R. J. (1990) "Experiential Training: Theory and Practice," presentation to the Samsung Education Center, Republic of Korea.

Albert, L., Seashore, E. W., & Marshak, R. J. (1986) "Troubling Technologies: A Look at Technology Dropouts," presentation at the National OD Network Conference, New York, NY.

Zauderer, D. & Marshak, R. J. (1985) "The Teaching of Political Culture: The Structure and Strategy of Organizational Games," presentation at the Organization Behavior Teaching Conference, Charlottesville, Virginia.

Marshak, R. J. & Zauderer, D. (1984) "Political Cultures: Understanding the Rig of the Organizational Game," presentation at the National OD Network Conference, Washington, D.C.

Marshak, R. J. & Seashore, E. W. (1983) "Beyond Conflict: Managing the Dynamics of Difference," presentation at the National OD Network Conference, Los Angeles, CA.

Klein, D., Broom, M. & Marshak, R. J. (1981) "Applying the Universal Energy Model of Power," presentation at the National OD Network Conference, Philadelphia, PA.

Marshak, R. J. & Tschudy, T. N. (1978) "OD and Bureaucratic Re-Organization," presentation at the National OD Network Conference, Hartford, CT.