

**Robert J. Marshak, Ph.D.**

Senior Scholar in Residence for Public Administration & Policy  
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 AU/NTL MS in Organization Development and Key Executive MPA Programs.
- 1980-2005**    **Adjunct Professor-in-Residence, American University**, Washington, D.C.  
  
Member of the core faculty for the AU/NTL MS in Organization Development Program. Instruct 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 and training to public and private organizations in the areas of: organizational change, organizational design, strategic planning, conflict management, executive coaching and workshop facilitation.

**1981-1983 Acting Deputy Director, Science and Education Policy Analysis and Coordination Staff, 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.

## **PROFESSIONAL AFFILIATIONS**

- Associate Editor, *Journal of Applied Behavioral Science*, 2005-present
- Editorial Board, *Journal of Change Management*, 2008-present
- Board of Advisors, PSI Consulting, Seoul, Korea, 1989-present
- Academic Advisory Board, Global Committee on the Future of OD, 2004-present
- International Advisory Network for Organizational Discourse, 1996-present
- Professional Member, NTL Institute for Applied Behavioral Science, 1984-present
- Member, American Society for Public Administration
- Member, Academy of Management
- Member, European Group on Organizational Studies
- Member, Organization Development Network
- Member, Organization Development Institute
- Board of Trustees, Organization Development Network, 2003-2008
- Visiting Senior Research Fellow, Management Centre, King's College, University of London, U.K. 1996-2004
- Acting Editor, *Journal of Applied Behavioral Science*, 2004
- Consulting Editor, *Journal of Applied Behavioral Science*, 1995-2003
- Co-Chair, 1984 National Organization Development Network Conference
- Board of Directors, NTL Institute for Applied Behavioral Science, 1990-1993

## **HONORS and AWARDS**

- 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. (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**

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) "Re-visioning 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 21<sup>st</sup> 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**

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**

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](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](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. (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 7<sup>th</sup> 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 6<sup>th</sup> 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.