

# Curriculum Vitae Linda L. Putnam

## Addresses

### Office Address:

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## Education

B.A.	Speech Communication, Hardin-Simmons University (Texas)	1967
M.A.	Communication, University of Wisconsin-Madison	1968
Ph.D.	Speech Communication, University of Minnesota (Minor: Management and Psychology)	1977

## Academic Appointments

2015-2017	Distinguished Research Professor, Emeritus, University of California, Santa Barbara
2007-2015	Professor, Department of Communication, University of California, Santa Barbara
2010-2013	Chair, Department of Communication, University of California, Santa Barbara
2006-2007	Regents Professor, Texas A&M University System; awarded for outstanding research, teaching and service by the Texas A&M System.
2005-2007	George T. and Gladys H. Abell Professor, College of Liberal Arts, Texas A&M University
1998-2005	Professor, Department of Communication, Texas A&M University
1998-2003	Director, Program on Conflict and Negotiation, Bush School of Government and Public Service Texas A&M University
1993-1998	Professor and Head, Department of Speech Communication, Texas A&M University
Spring 1992	Visiting Scholar, Harvard Negotiation Project, Harvard Law School, Cambridge, MA
1977-1993	Faculty member, Department of Communication, Purdue University; Assistant Professor 1977-1983; Associate Professor 1983-1988; Full Professor 1988-1993
Spring 1984	Visiting Scholar, Institute of Communication Research, Stanford University, and School of Business Administration, University of California, Berkeley
Fall, 1976	Visiting Assistant Professor, University of Minnesota, Minneapolis, MN

## Awards and Honors

### Distinguished and Life-Time Recognition Awards

*Distinguished Visiting Professor*, Aalto University School of Business, Organizational Communication, and Department of Management Studies, 2016.

*Faculty Research Lecturer*, University of California, Santa Barbara, awarded for extraordinary achievements in research and scholarly work, outstanding professional competence--highest honor that UCSB faculty can bestow on one of its members, 2015.

*Samuel L. Becker Distinguished Service Award*, National Communication Association, 2012.

*Lifetime Achievement Award*, presented by *Management Communication Quarterly*, for contributions in shaping the field of organizational communication, 2012.

*Distinguished Service Award*, Academy of Management Association, 2011.

*Alumni of Notable Achievement*, College of Liberal Arts, University of Minnesota, 2011.

*Lifetime Achievement Award*, International Association for Conflict Management, 2010.

*Presidential Citation Award*, National Communication Association, for significant service to the profession, 2010.

*Regents Professor*, Texas A&M University System, 2006

*George T. and Gladys H. Abel Professor*, College of Liberal Arts, 2005

*Steven H. Chaffee Career Productivity Award*, International Communication Association, 2005.

*Distinguished Scholar Award*, National Communication Association, elected 1999.

*Fellow*, International Communication Association, elected 1995.

*Charles H. Woolbert Award* for Original and Innovative Research, Speech Communication Association, 1993.

#### General Awards

Best Article Award, International Communication Association, 2009 (with B. H. J. M. Brummans, B. Gray, R. Hanke, R. J. Lewicki, & C. Wiethoff).

Best Article Award, International Communication Association, 2005 (with Gail Fairhurst).

International Advisory Board, International Centre for Research in Organizational Discourse, Strategy, and Change, University of Melbourne and University of Sydney, Australia, 2001-2005.

International Advisory Network, International Conference on Organizational Discourse, 2003-2008.

Outstanding Member Award, Organizational Communication Division, International Communication Association, 1993.

Andersch Award, Outstanding Contribution to Communication, Ohio University, 1991.

Distinguished Alumni Award, Hardin-Simmons University, 1991.

Anderson Medal for Top Woman Graduate, Hardin-Simmons University, 1967.

#### Best Publication Awards—Divisions of Associations

Best Edited Book Award, Organizational Communication Division, National Communication Association, 2014 for *The SAGE Handbook of Organizational Communication* (with Dennis K. Mumby).

Best Article Award, Organizational Communication Division, National Communication Association, 2008 for "Making Sense of Intractable Multiparty Conflict: A Study of Framing in Four Environmental Disputes." *Communication Monographs*, 75, 25-51 ( B. Brummans, B. Gray, R. Lewicki, R. Hanke, & C. Wiethoff).

Outstanding Book Award, Organizational Communication Division, National Communication Association, 2005 for *The SAGE Handbook of Organizational Discourse* (with D. Grant, C. Hardy, C. Oswick).

Book Award, Organizational Communication Division, Speech Communication Association, 1988 for *Handbook of Organizational Communication* (with Fred Jablin).

Book Award, Organizational Communication Division, Speech Communication Association, 1985 for *Communication and Organizations: An Interpretive Approach* (with Michael Pacanowsky).

2nd Place, Best Article, Organizational Communication Division, Speech Communication Association, 1983 for "Reciprocity in Negotiations: An Analysis of Bargaining Interaction," *Communication Monographs*. (with T. Jones).

#### Showcase and Spotlight Distinctions

"The Countless Contributions of Linda L. Putnam: Celebrating an Uncommon Intellectual and Community Leader," National Communication Association, Las Vegas, NV, November, 2015.

"Honoring Linda L. Putnam's Contributions to Communication Research," International Communication Association, San Juan, Puerto Rico, May, 2015.

Selected as one of 3 articles in *Communication Theory* that has contributed significantly to the discipline.

Article to be featured in the 25<sup>th</sup> Anniversary volume of *Communication Theory*, 2015, 4, for Fairhurst, G. T., & Putnam, L. L. (2004). Organizations as discursive constructions. *Communication Theory*, 14, 5-26.

Selected as one of 8 exemplary articles in communication research. Feeley, T. H. (2014). A mixed-methods national study: Brummans and colleagues attempt to make sense of intractable multiparty conflict.

*Research from Inside-Out: Lessons from 8 Exemplary Articles in Communication* for Brummans, B.H.J. M., Putnam, L. L., Gray, B., Hanke, R., Lewicki, R. J., & Wiethoff, C. (2008). Making sense of intractable multiparty conflict: A study of framing in four environmental disputes. *Communication Monographs*, 75, 25-51.

"Forum: Honoring Linda L. Putnam's Career Contributions to Management Communication Quarterly and to Organizational Communication," *Management Communication Quarterly*, 26(3), 479-520.

"Honoring Linda Putnam: Celebrating Service, Scholarship, and Leadership," Peace and Conflict Communication Division, National Communication Association, Orlando, FL, 2012. Panel of 4 speakers paying tribute with divisional career award.

"Milestones in Social Science Research," SAGE Microsite on the Development of Social Sciences, 2010 (one of 40 scholars).

"Spotlight on Scholarship Honoring Linda L. Putnam: Reevaluating Integrative and Distributive Bargaining," Eastern Communication Association, New York, NY, 1996.

"Conflict and Negotiation: The Work of Linda Putnam," Speech Communication Association, 1994.

“The Interpretive Approach to Organizational Communication Research: A Panel Discussion in Honor of Linda Putnam,” Woolbert Award Winner, Speech Communication Association, 1994.  
“Scholar Showcase: Linda L. Putnam,” Central States Communication Association, 1989.

#### Teaching Recognition

Association of Former Students, College of Liberal Arts, Distinguished Achievement in Teaching, Texas A&M University, 2005.  
Humanities, Social Science, and Education AMOCO Teaching Award, Purdue University, 1986.  
Communication Department AMOCO Teaching Award, Purdue, 1986.  
Central States Outstanding Young Teacher Award, 1981.

#### Awards for Top-Ranked Papers

Western Communication Association, Organizational Communication Division, 2016.  
International Communication Association, Organizational Communication Division, 1980, 1982, 1986, 2003, 2005, 2010, 2015.  
International Communication Association, Communication and Androgyny Group, 1978.  
Speech Communication Association, Organizational Communication Division, 1984.  
Central States Communication Association, Communication Theory Division, 1981, 1986.

### **Citations in Biographical Works**

Who's Who in Social Sciences in Higher Education, 2004, 2009.  
Women in Communication, 1995.  
Who's Who in Management Science, 2000.  
Who's Who in America, 1992, 1993, 1994, 1995, 1996, 1997, 1998, 1999, 2006, 2008, 2010.  
Who's Who in the Midwest, 1983, 1987.  
The World's Who' Who of Women, 11<sup>th</sup> edition, 1991.  
International Who's Who of Professional and Business Women, 1990, 1995, 1997, 1998, 1999, 2000.  
Outstanding Young Women of America, 1976, 1980.  
Who's Who Among Students in American Colleges and Universities, 1966.

### **Grants and Research Support**

\$81,000, “Unpacking the Risk Assessment Process in Wildland Firefighting,” (Co-Investigator with Jody Jahn and Anne Black). Joint Fire Science Program, U. S. Department of Interior, Bureau of Land Management. 2010-2012. Dissertation Grant for Jody Jahn.

NZ\$300,000, Marsden Fund of New Zealand, “What Counts as Healthy Food: Balancing Organizational Tensions Between Private and Public Agendas,” 2010-2013. Alison Henderson (with L. L. Putnam, Collaborator), Department of Management Communication, University of Waikato, Hamilton, New Zealand.

\$22,000, William and Flora Hewlett Foundation, “Framing and Dispute Resolution: New Approaches to Unlocking Difficult Conflicts, (Co-Investigator with Barbara Gray) 2005-2006. Seed money for international conference on contributions of communication and framing to conflict management.

\$52,254, William and Flora Hewlett Foundation, “Frame Changes, Reframing, and Turning Points in Environmental Conflicts,” 2001-2004. (Co-Principle Investigator with Barbara Gray and Roy Lewicki).

\$110,000, National Science Foundation/Environmental Protection Agency, “Stakeholder Analysis of Framing in Intractable Environmental Conflicts,” (Co-Principle Investigator with Barbara Gray), 2001-2003.

\$300,000, William and Flora Hewlett Foundation, Inter-University Consortium on the Framing of Intractable Environmental Disputes: Phase II (Co-Principle Investigator with Barbara Gray and Roy Lewicki), 1998-2000.

- \$5,000, Professional Development Grant, Office of the Vice President for Research and Associate Provost for Graduate Studies, Texas A & M University, "Dealing with Extra and Intra-Cultural Conflict in Resolution of Disputes, 1999-2000 (with Marlynn May).
- \$391,686, National Science Foundation, "Incentive Funding for Educational Innovations by ERC's/EEC (Co-Investigator with Jose Roesset, Dennis Jensen, Robert Randall, and E. Ward), 1998-2002.
- \$300,000 William and Flora Hewlett Foundation, Inter-University Consortium on the Framing of Intractable Environmental Disputes Phase I (Co-Principle Investigator with Barbara Gray and Roy Lewicki), 1998-2000.
- \$25,000, Interdisciplinary Research Initiatives Program, Texas A&M University, "Stakeholder Framing of Environmental Disputes: The Edwards Aquifer Case" (with Charles Samuelson and Ron Kaiser), 1998-1999.
- \$24,211, Interdisciplinary Research Initiatives Program, Texas A&M University, "Structure and Process in Bargaining" (with William S. Neilson), 1995-1996.
- \$57,000, Computer Access Grant, Texas A&M University, "Development of a Multimedia Communication Instructional Lab" (with G. Williams and N. Street), 1994-1995.
- \$1,040, International Travel Grant, Purdue Research Foundation, 1991.
- \$1,500, Speech Communication Association, Research Board, Regional Conference, 1986.
- \$6,600, David Ross Grant, Purdue Research Foundation, "Analysis of Intergroup Bargaining Process," 1984-1986.
- \$5,400, David Ross Grant, Purdue Research Foundation, "Communication Strategies in Organizational Conflicts," 1981-1983.
- \$2,400, XL Research Grant, Purdue Research Foundation, "Individual Expectations and Procedural Messages as Determinants of Small Group Work Environments," 1978.

## Publications

### Books

- Örtenblad, A., Trehan, K., & Putnam, L. L. (Eds.). (2017). Exploring Morgan's Metaphors: Theory, Research, and Practice. Los Angeles, CA: Sage Publications, 260 pp.
- Putnam, L. L., & Mumby, D.K. (2014). (Eds.) The SAGE Handbook of Organizational Communication: Advances in Theory, Research, and Methods (3<sup>rd</sup> ed.). Los Angeles, CA: Sage Publications, 837 pp.
- Grant, D., Hardy, C., & Putnam, L. L. (Eds.). (2011). Organizational Discourse Studies (3 volume set). Sage Major Works Series. Los Angeles, CA: Sage Publications. Vol. 1—373,pp.; Vol. 2—442 pp.; Vol. 3—427 pp. Translated into Japanese, Meiji University, 2012.
- Putnam, L. L., & Nicotera, A. M. (Eds.). (2009). Building Theories of Organizations: The Constitutive Role of Communication. New York: Routledge/Taylor Francis, 222 pp.
- Putnam, L. L., & Krone, K. J. (Eds.). (2006). Organizational Communication (5 volume set). Sage Major Works Series. London: Sage Publications. Vol. 1-- 410, pp.; Vol. 2-- 358 pp., Vol. 3--90 pp.; Vol. 4--399 pp.; Vol. 5--406 pp.
- Grant, D., Hardy, C., Oswick, C., & Putnam, L. (Eds.). (2004). The SAGE Handbook of Organizational Discourse. London, Sage, 911 pp.

- Putnam, L. L., Costa, J., & Garrido, F. (Eds.). (2002). Comunicacion Empresarial: Nuevas Tendencias en Comunicacion para Potenciar la Estrategia Empresarial. Barcelona, Spain: Gestion, 121 pp. Translated into English (2003), Organizational Communication: Integrated and Emerging Perspectives. Willson & Cox Publishers, Barcelona, Spain, 154 pp.
- Jablin, F. M., & Putnam, L. L. (Eds.). (2001). The New Handbook of Organizational Communication. Newbury Park, CA: Sage Publications, 910 pp. Paperback, 2007; SAGE Research Methods Online, 2010.
- Putnam, L. L., & Roloff, M. E. (Eds.). (1992). Communication and Negotiation. Newbury Park, CA: Sage (Vol.20, Sage Annual Review Series), 294 pp.
- Jablin, F.; Putnam, L.; Roberts, K.; & Porter, L. (Eds.). (1987). Handbook of Organizational Communication. Beverly Hills, CA: Sage Publications, 774 pp.
- Putnam, L. L. & Pacanowsky, M. E. (Eds.). (1983). Communication and Organization: An Interpretive Approach. Beverly Hills, CA: Sage Publications, 300 pp.
- Putnam, L. L. & Glauser, M. J. (Eds.). (1980). Principles of Human Communication: A Workbook. Dubuque, Iowa: Kendall-Hunt, 259 pp. Glauser, M. J. & Putnam, L. L. (1980). Instructor's Manual to accompany Principles of Human Communication. Dubuque, Iowa: Kendall-Hunt, 131 pp.
- Chartrand, B. & Putnam, L. (Eds.). (1976). Principles of Interpersonal Communication: A Reader. Dubuque, Iowa: Kendall Hunt, 164 pp.

## Refereed Articles

- Putnam, L. L., Fairhurst, G. T., & Banghart, S. (2016). Contradictions, Dialectics, and Paradoxes in Organizations: A Constitutive Approach. The Academy of Management Annals, 10(1), 65-171.
- Örtenblad, A., Putnam, L. L., & Trehan, K. (2016). Beyond Morgan's Eight Metaphors: Adding to and Developing Organizational Theory. Human Relations, 69(4), 875-889.
- Putnam, L. L., & Dempsey, S. (2015). The Four Faces of Engaged Scholarship: Implications for Feminist Research. Women & Language, 38(1), 11-21.
- Putnam, L. L., & Fairhurst, G. T. (2015). Revisiting "Organizations as Discursive Constructions": 10 Years Later. Communication Theory, 25 (4), 375-392.
- Putnam, L. L. (2015). Unpacking the Dialectic: Alternative Views of the Discourse-Materiality Relationship. Journal of Management Studies, 52 (5), 706-716.
- Putnam, L. L., & Fuller, R. P. (2014). "Turning Points and Negotiation: The Case of the 2007-2008 Writers' Strike." Negotiation and Conflict Management Research, 7(3), 188-212.
- Putnam, L. L., Myers, K. K., & Gailliard, B. M. (2014). "Examining the Tensions in Workplace Flexibility and Exploring Options for New Directions." Human Relations, 67(4), 413-440.
- Myers, K. K., Gailliard, B. M., & Putnam, L. L. (2012). "Reconsidering the Concept of Workplace Flexibility: Is Adaptability a Better Solution?" In C. T. Salmon (Ed.), Communication Yearbook 36 (pp. 195-230). New York: Routledge/Taylor Frances.
- Putnam, L. L. (2010). "In Point of Practice: Communication as Changing the Negotiation Game." Journal of Applied Communication Research, 38 (4), 325-335.
- Putnam, L. L. (2010). "Negotiation and Discourse Analysis." Negotiation Journal, 26 (2), 145-154.

- Putnam, L. L., & Bochantin, J. (2009). "Gendered Bodies: Negotiating Normalcy and Support." Negotiation and Conflict Management Research, 2 (1), 57-73.
- Dewulf, A., Gray, B., Putnam, L., Lewicki, R., Aarts, N., Bouwen, R., & van Woerkum, C. (2009). "Disentangling Approaches to Framing in Conflict and Negotiation Research: A Meta-Paradigmatic Perspective." Human Relations, 62 (2), 155-193.
- Brummans, B. H. J. M., Putnam, L. L., Gray, B., Hanke, R., Lewicki, R. J., & Wiethoff, C. (2008). "Making Sense of Intractable Multiparty Conflict: A Study of Framing in Four Environmental Disputes." Communication Monographs, 75, 25-51. Winner of ICA Best Article Award, May 2009 and NCA Outstanding Article in Organizational Communication, November 2008.
- Gray, B., Coleman, P.T., & Putnam, L. L. (2007). "Introduction: Intractable Conflict: New Perspectives on the Causes and Conditions for Change." American Behavioral Scientist, 50 (11), 1415-1429.
- Putnam, L. L., & Shoemaker, M. (2007). "Changes in Conflict Framing in the News Coverage of an Environmental Conflict." Journal of Dispute Resolution, 2007 (1), 167-175.
- Putnam, L. L., Grant, D., Mickelson, G., & Cutcher, L. (2005). "Discourse and Resistance: Targets, Practices and Consequences." Management Communication Quarterly, 19 (1), 5-18.
- Real, K., & Putnam, L. L. (2005). "Ironies in the Discursive Struggle of Pilots Defending the Profession," Management Communication Quarterly, 19 (1), 91-119.
- Putnam, L. L. (2005). "Discourse Analysis: Mucking Around with Negotiation Data." International Negotiation, 10 (1), 17-32. Reprinted in P. J. Carnevale and C. K. W. DeDreu (Eds.), (2006). Methods of Negotiation Research (pp. 177-192). Leiden, The Netherlands: Martinus Nijhoff Publishers.
- Fairhurst, G. T., & Putnam, L. L. (2004). "Organizations as Discursive Constructions." Communication Theory, 14(1), 5-26. (lead article) Winner of 2005 ICA Best Article Award. Trans. and reprinted, M. Marchiori (Ed.). (2010). "Organizacoes como construoesc discursivas," Comunicacao e Organizacao: Reflexoes, Processos e Praticas (pp. 103-148). San Paula, Brazil: Difusao Publishers.
- Putnam, L. L. (2004). "Transformations and Critical Moment in Negotiations." Negotiation Journal, 20 (2), 275-295.
- Putnam, L. L., & Cooren, F. (2004). "Alternative Perspectives on the Role of Text and Agency in Constituting Organizations." Organization, 11 (3), 323-333.
- Kolb, D. M., & Putnam, L. L. (2004). "La Negociation: Une Question de genre?" Negociations, 1(3), 25-36. Belgium: De Boeck Publishers.
- Putnam, L. L. (2004). "Dialectical Tensions and Rhetorical Tropes in Negotiations." Organization Studies, 25 (1), 35-54. Reprinted in D. Grant, C. Hardy, & L. L. Putnam (Eds.) (In press). Organizational Discourse Studies (Vol. 3). Los Angeles, CA: Sage.
- Putnam, L. L., Burgess, G., & Royer, R. (2003). "We Can't Go On Like This: Frame Changes in Intractable Conflict." Environmental Practice, 5(3), 247-255.
- Gray, B., & Putnam, L. L. (2003). "Means to What End? Conflict Management Frames." Environmental Practice, 5 (3), 239-246.
- Putnam, L. L. (2001). "Shifting Voices, Oppositional Discourse, and New Visions for Communication Studies." Journal of Communication, 51, 38-51.

- Fairhurst, G. T., & Putnam, L. L. (1998). "Reflections on the Organization—Communication Equivalency Question: The Contributions of James Taylor and His Colleagues." The Communication Review, 3, 1-19.
- Putnam, L. L., and Carcasson, M. (1997). "Communication and the Oslo Negotiation: Contacts, Patterns, and Modes." International Negotiation, 2, 251-278.
- Putnam, L. L. (1994). "Beyond Third Party Role: Disputes and Managerial Intervention." Employee Responsibilities and Rights Journal, 7, 23-36.
- Putnam, L. L. (1994). "Productive Conflict: Negotiation as Implicit Coordination." The International Journal of Conflict Management, 5, 284-298. Reprinted in C. DeDreu and E. Van De Vliert (eds.) (1997). Using Conflict in Organizations, (pp. 147-160). London: Sage.
- Putnam, L. L. (1994). "Challenging the Assumptions of Traditional Approaches to Negotiation." Negotiation Journal, 10, 337-346.
- Putnam, L. L.; Bantz, C.; Deetz, S.; Mumby, D; and Van Maanen, J. (1993). "Ethnography Versus Critical Theory: Debating Organizational Research," Journal of Management Inquiry, 2, 221-235.
- Kolb, D. M., and Putnam, L. L. (1992). "The Multiple Faces of Conflict in Organizations," Journal of Occupational Behavior, 13, 311-324.
- Mumby, D. K., and Putnam, L. L. (1992). "The Politics of Emotion: A Feminist Reading of Bounded Rationality," Academy of Management Review, 17, 465-486.
- Putnam, L. L., VanHoeven, S. A., Bullis, C. A. (1991). "The Role of Rituals and Fantasy Themes in Teachers' Bargaining," Western Journal of Speech Communication, 55, 85-103.
- Putnam, L. L. and Stohl, C. (1990). "Bona Fide Groups: A Reconceptualization of Groups in Context," Communication Studies, 41, 248-265.
- Putnam, L. L. (1990). "Emerging Directions in Organizational Communication," Australian Journal of Communication, 17 (3), 1-10.
- Putnam, L. L., Wilson, S. R., and Turner, D. B. (1990). "The Evolution of Policy Arguments in Teachers' Negotiation," Argumentation, 4, 129-152.
- Putnam, L. L. (1989). "Negotiation and Organizing: Two Levels of Analysis within the Weickian Model," Communication Studies, 40, 249-257.
- Putnam, L. L. and Folger, J. P. (1988). "Communication, Conflict, and Dispute Resolution: The Study of Interaction and the Development of Conflict Theory," Communication Research, 15, 349-359.
- Knapp, M. L., Putnam, L. L. and Davis, L. J. (1988). "Measuring Interpersonal Conflict in Organizations: Where Do We Go From Here?," Management Communication Quarterly, 1, 414-429.
- Putnam, L. L. (1988). "Communication and Interpersonal Conflict in Organizations," Management Communication Quarterly, 1, 293-301.
- Putnam, L. L., Wilson, S. R., Waltman, M., and Turner, D. (1986). "The Evolution of Case Arguments in Teachers' Bargaining," Journal of American Forensic Association, 23, 63-81.
- Putnam, L. L. and Geist, P. (1985). "Argument in Bargaining: An Analysis of the Reasoning Process," The Southern Speech Communication Journal, 50, 225-245.

- Putnam, L. L. (1983). "Small Group Work Climates: A Lag Sequential Analysis of Group Interaction," Small Group Behavior, 14, 465-494.
- Putnam, L. L., and Jones, T. S. (1982). "Reciprocity in Negotiations: An Analysis of Bargaining Interaction," Communication Monographs, 49, 171-191.
- Putnam, L. L., and Jones, T. S. (1982). "The Role of Communication in Bargaining," Human Communication Research, 8, 262-280.
- Putnam, L. L. (1982). "Paradigms for Organizational Communication Research: An Overview and Synthesis," Western Journal of Speech Communication, 46, 192-206.
- Putnam, L. L., and Sorenson, R. L. (1982). "Equivocal Messages in Organizations," Human Communication Research, 8, 114-132.
- Putnam, L. L. (1982). "In Search of Gender: A Critique of Communication and Sex Roles Research," Women's Studies in Communication, 5, 1-9.
- Putnam, L. L. (1979). "Preference for Procedural Order in Task-Oriented Small Groups," Communication Monographs, 46, 193-218.
- Putnam, L. L. (1979). "Role Functions and Role Conflicts of Communication Trainers," Journal of Business Communication, 17, 37-52. Reprinted in W. J. Buchholz (ed.), (1983). Communication Training and Consulting in Business Industry and Government (pp. 49-62). Urbana, IL: American Business Communication Association.
- Bormann, E. G., Pratt, J., and Putnam, L. (1978). "Power, Authority, and Sex: Male Response to Female Leadership," Communication Monographs, 45, 119-155.
- Putnam, L. and Heinen, J. S. (1976). "Women in Management: The Fallacy of the Trait Approach," MSU Business Topics, 24, 47-53. Reprinted in Stead, B. A. (Ed.), (1978). Women in Management (pp. 249-258). New York: Prentice Hall.

## **Book Chapters**

- Putnam, L. L., & Powers, S. R. (in press). Managing Contradictions and Dialectics as Keys to Conflict Transformation. In P.M. Kellett & T. G. Matyok (Eds.), Transforming Conflict through Communication: Personal to Working Relationships. New York: Lexington Books.
- Paul, G. D., & Putnam, L. L. (in press). Emergent Paradigms of Organizational Justice: Legalistic, Restorative, and Retributive Justice in the Workplace. In P.M. Kellett & T. G. Matyok (Eds.), Transforming Conflict through Communication: Personal to Working Relationships. New York: Lexington Books.
- Jahn, J., Putnam, L. L., & Myers, K. (in press). Metaphors of Communication in High Reliability Organizations. In R. Ramanujam & K. Roberts (Eds.), From High Reliability to Reliable Organizing: A Handbook. Palo Alto, CA: Stanford University Press.
- Putnam, L. L., Örtenblad, A., & Trehan, K. (2017). Introduction: From Theory to Application of Metaphor in Organizational Analysis. In A. Ortenblad, K. Trehan, & L. L. Putnam, Exploring Morgan's Metaphors: Theory, Research, and Practice (pp. 2-14). Los Angeles, CA: Sage.
- Putnam, L. L., & Powers, S. R. (2015). Developing Negotiation Competencies. In A. F. Hannawa & B. H. Spitzberg (Eds.), The Handbook of Communication Science: Communication Competence (Vol. 22, pp. 367-395). Berlin, Germany: Mouton de Gruyter.



- Kuhn, T. R., & Putnam, L. L. (2014). Discourse and Communication. In P. Adler, P. du Gay, G. Morgan, & M. Reed (Eds.), Oxford Handbook of Sociology, Social Theory and Organization Studies: Contemporary Currents (pp. 414-446). Oxford, England: Oxford University Press.
- Fairhurst, G. T., & Putnam, L. L. (2014). Organizational Discourse Analysis. In L. L. Putnam & D. K. Mumby (Eds.), The SAGE Handbook of Organizational Communication: Advances in Theory, Research, and Methods (pp. 271-295). Los Angeles, CA: Sage.
- Putnam, L. L., & Mumby, D. K. (2014). Introduction: Advancing Theory and Research in Organizational Communication. In L. L. Putnam & D. K. Mumby (Eds.), The SAGE Handbook of Organizational Communication: Advances in Theory, Research, and Methods (pp. 1-18). Los Angeles, CA: Sage.
- Putnam, L. L. (2014). Research Methods in Organizational Communication Studies. In L. L. Putnam & D. K. Mumby (Eds.), The SAGE Handbook of Organizational Communication: Advances in Theory, Research, and Methods (pp. 217-222). Los Angeles, CA: Sage.
- Putnam, L. L. (2014). Applying and Extending Principles of CMM to Framing and Conflict Transformation. In S. W. Littlejohn & S. McNamee (Eds.), The Coordinated Management of Meaning: A Festschrift in Honor of W. Barnett Pearce (pp. 199-215). Madison, WI: Fairleigh Dickinson University.
- Putnam, L. L. (2013). Definitions and Approaches to Conflict and Communication. In J. G. Oetzel & S. Ting-Toomey (Eds.), The SAGE Handbook of Conflict Communication: Integrating Theory, Research, and Practice (2nd ed., pp. 1-39). Los Angeles, CA: Sage.
- Putnam, L. L. (2013). Dialectics, Contradiction, and the Question of Agency. In D. Robichaud & F. Cooren (Eds.), Organization and Organizing: Materiality, Agency, and Discourse (pp. 23-36). New York: Routledge.
- Putnam, L. L. (2012). Managing Conflict at Work. In A. K. Goodboy & K. Shultz (Eds.), Introduction to Communication Studies: Translating Communication Scholarship into Meaningful Practice (pp. 47-54). Kendall Hunt.
- Putnam, L.L., Stohl, C., & Baker, J. S. (2011). Bona Fide Groups: A Discourse Perspective. In A. B. Hollingshead, & M. S. Poole (Eds.), Research Methods for Studying Groups: A Behind-the-Scenes Guide (pp. 210-234). New York: Routledge/Taylor & Frances.
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- Brummans, B. H.J. M., & Putnam, L. L. (2003). New Directions in Organizational Culture Research: Book Review of *Organizational Culture: Mapping the Terrain and Understanding Organizational Culture*, Organization, 10 (3), 640-644.
- Putnam, L. L. (1993). Book review of *Theory and Research in Conflict Management* in Contemporary Psychology, 57-58.
- Putnam, L. L. (1990). Book review of *Conflict Management: A Communication Skills Approach* in The International Journal of Conflict Management, 1, 314-317.
- Putnam, L. L. (1990). Book review of *Organization <—> Communication: Emerging Perspectives* (Vol. 2) in Administrative Science Quarterly, 35, 397-399.
- Putnam, L. L. (1982). Book review of *Gender and Nonverbal Communication* in Quarterly Journal of Speech, 68, 329-331.
- Putnam, L. L. (1981). Book review of *The Relationship of Verbal and Nonverbal Communication* in Journal of Applied Communication Research, 9, 143-146.

## Invited University Lectures and Addresses

### Keynote, Plenary Speaker, and Presidential Addresses

- “Developing Alternative Process Perspectives on Organizational Dialectics and Paradoxes,” Keynote Speaker, 8<sup>th</sup> International Process Symposium, Corfu, Greece, June 16-18, 2016.
- “Contradiction and Paradoxes of Governance: Opportunities for Communication Scholarship,” International Communication Association Nordic Regional Conference, Copenhagen Business School, Copenhagen, Denmark, October 11-13, 2015.
- “Tracing the Theoretical Roots of Organizational Communication Research on Paradoxes and Contradictions,” Keynote Speaker, 2<sup>nd</sup> Biennial Philosophy of Communication Conference, Duquesne University, June 3-5, 2015.
- “Framing and Reframing: Alternative Views of Communication in Conflict Transformation,” Keynote Speaker, 2<sup>nd</sup> Annual Conflict Conference, University of Texas-Austin, April 10-11, 2015.
- “Balancing Research and Service: Opposite or Compatible Goals,” Plenary Speaker, All Academy Symposium, Distinguished Service Award, Academy of Management Association, August 14, 2011.
- “Exploring the Relationship between Communication and Conflict,” Keynote Speaker, Lifetime Career Award, International Association for Conflict Management, Istanbul, Turkey, July 3, 2011.
- “Framing and Dialogic Communication: Building on Barnett Pearce’s Legacy,” Keynote Speaker, The Transformative Power of Dialogue: Festschrift for Barnett Pearce. Fielding Institute, Santa Barbara, CA, January 13, 2011.
- “Embracing Dialectics in Qualitative Studies: Reimagining Organizational Research.” Keynote Speaker, Qualitative Research in Management and Organization Conference, Albuquerque, NM, April 6, 2010.
- “Naturalistic Research Methods: Conversational and Discourse Analysis,” Keynote Speaker, Pre-conference on Conversation and Sensemaking in Strategy Practice,” Academy of Management Association, Chicago, IL, August 8, 2009.
- “The Four Faces of Engaged Scholarship,” Keynote Speaker, presented at the 7<sup>th</sup> Aspen Conference on Engaged Scholarship, Aspen, Colorado, August 1, 2009.

- “Dialectics, Contradictions, and the Question of Agency: A Tribute to James R. Taylor,” Keynote Speaker, Conference on, What is an Organization? Materiality, Agency and Discourse, Montreal, Canada, May 22, 2008.
- “Organizational Communication in the 21<sup>st</sup> Century: An Academic and Applied Field with Multiple Perspectives,” Keynote Address presented at the 1<sup>st</sup> Brazilian Scientific Congress on Organizational Communication and Public Relations, Universidade de Sao Paulo, Sao Paulo, Brazil, May 3, 2007.
- “Irony: A Form of Inversion, Subversion, or Resistance?” Plenary Speaker, International Research Workshop on Resistance: Processes, Forms, and Discourses, Sydney, Australia, February 15, 2004.
- “Emotions, Emotional Labor, and Discourse Analysis,” Plenary Speaker, Discourse and Identity Conference, International Centre for Research in Organizational Discourse, Strategy, and Change,” University of Melbourne, Melbourne, Australia, December 10, 2002.
- “Enron and the Suppression of Internal Conflict,” Keynote Conversation, National Communication Association, New Orleans, November 22, 2002.
- “Communication and Interpretation,” Plenary Speaker, Public Administration Theory Network Conference, Cleveland, OH, May 31, 2002.
- “Communication and the Management of Contradictions,” Keynote Address, Arizona Communication Association, Tucson, AZ, April 21, 2001.
- “Organizational Communication: Images, Identities, and Retrospective Sensemaking,” Keynote Speaker, 13<sup>th</sup> Annual Organizational Communication Mini-Conference, Michigan State University, September 15, 2000.
- “Word-View and Work-Views: Building Theory about Discourse and Organization,” Keynote Speaker, 4<sup>th</sup> International Conference on Organizational Discourse, King’s College, London, England, July 25, 2000.
- “Shifting Voices, Oppositional Discourse, and New Visions for Communication Studies,” Presidential Address, International Communication Association, Acapulco, Mexico, June 3, 2000.
- “Communication and New Organizational Forms,” Plenary Speaker, 11<sup>th</sup> Annual Texas Conference on Organizations, Lago Vista, TX, April 11, 1996.
- “Language of Conflict,” Smithsonian Institution, Campus-on-the-Mall, The Language of Conflict and Resolve Series, January 29, 1996 (sponsored by the National Communication Association).
- “Challenging Traditional Theories in Negotiation,” Presidential Address, International Association for Conflict Management, Eugene, Oregon, June, 1994.
- “Leadership and Conflict Management” and “The Multiple Faces of Conflict in Organizations,” Invited Presentations, Advances in Organizational Communication Conference, Corporate Communication Centre, Erasmus Universiteit, Rotterdam, The Netherlands, January, 1994.
- “Communication as a Lens for Understanding Negotiation,” Keynote Address, Texas Speech Communication Association, Corpus Christi, TX, October, 1993.
- “Storytelling, Argumentation, and Bargaining,” Keynote Address for Communication Week, Southwest Texas State University, San Marcos, March, 1993.
- “Designing Dispute Systems in Organizations,” INCO Day Conference Keynote Address, School of Interpersonal Communication, Ohio University, May, 1991.
- “Communication and Teacher’s Negotiation,” Centennial Lecture, Hardin-Simmons University, Abilene, Texas, February, 1991.

"Communication, Argumentation, and Teachers' Negotiation" and "Emerging Directions in Organizational Communication," Keynote Address, Australian Communication Association Convention, Melbourne, Australia, July, 1990.

## **Invited Endowed and Distinguished Lectures**

"Using a Discourse Lens to Explore Tensions and Contradictions in Organizational Theory and Change," Distinguished Lecture, Organizational Development and Change Division, Academy of Management, August 8-13, 2015.

"Conflict Framing: Perspectives, Paradoxes, and Promises," 60<sup>th</sup> Annual Faculty Research Lecturer, University of California, Santa Barbara, CA, December 3, 2015.

"Models of Engaged Scholarship: Developing the Research Paradigm," Distinguished Lecture, Program in Communication and Technology, University of Alberta, Edmonton, Alberta, Canada, May 21, 2010.

"Rethinking Negotiation: Transforming Conflict Through Communication," Giles Wilkeson Gray Lecture, Department of Communication Studies, Louisiana State University, Baton Rouge, LA, March 23, 2006.

"Communication Research, Puzzle-Solving, and the Role of the Scholar," 3<sup>rd</sup> Annual Rudolph F. Verderber Lecture Series, Department of Communication, University of Cincinnati, Cincinnati, Ohio, January 29, 2001.

"Organizational Dispute Resolution: New Developments and Challenges," Ida Green Honors Lecture, Department of Speech Communication, Texas Christian University, October 19, 1999.

"Language and Dialectical Tensions in Negotiations," The 17<sup>th</sup> Annual Van Zelst Lecture in Communication, Northwestern University, Evanston, IL, April 16, 1999.

"Language, Discourse, & Tacit Rules in Teachers' Negotiations," Thomas M. Schiedel Second Annual Faculty Lecture, University of Washington, Seattle, WA, February 26, 1999.

"Challenges and New Developments in Organizational Dispute Resolution," Wayne N. Thompson Eighth Annual Lecture, Western Illinois University, Macomb, IL, March 9, 1998.

"Language and Discourse: Insights about Organizational Communication and Information Systems, 1<sup>st</sup> Annual Distinguished Lecture, Organizational Communication and Information Systems Division, Academy of Management Association, Chicago, IL, August 9, 1999.

"Challenges Facing Dispute Resolution in Organizations: Twists and Turns in the Role of Communication in Conflict Management," 14<sup>th</sup> B. Aubrey Fisher Memorial Lecture, Department of Communication, University of Utah, October 23, 1997.

"Communication and Negotiation: The Public as a Web of Organizational Relationships," 3<sup>rd</sup> Annual Josephine Jones Lecture, Department of Communication, University of Colorado, March 18, 1996.

"Negotiation of Intergroup Conflict in Organizations," 6<sup>th</sup> Annual Hallie Maude Neff Wilcox Lecture, Department of Communication, Baylor University, October, 1986.

## **Other Invited Lectures at Colleges and Universities**

### **Communication Department Lectures**

"Conflict Framing: Perspectives, Paradoxes, and Promises," Department of Communication, University of Jyväskylä, Jyväskylä, Finland, May 24, 2016.

- Graduate Student Workshop on “Qualitative Methods in Organizational Communication,” University of Jyvaskyla, Jyvaskyla, Finland, May 25, 2016.
- “A Constitutive Approach to the Study of Organizational Paradox, Contradiction, and Dialectics,” Department of Communication, University of Utah, February 4, 2016.
- “Issue Framing and Counter-Framing in the 2007-2008 Writer’s Strike: Contestation and Moral Stance,” Department of Business Communication, Aarhus University, Aarhus, Denmark, October 9, 2015.
- “Contradictions, Dialectics, and Paradoxes as Discourse Approaches to Organizational Analysis,” Department of Informatics and Media, Uppsala Universitet, Sweden, March 26, 2015.
- “Dialectics and Contradictions as Discourse Approaches to Organizational Analysis,” Department of Management Communication, University of Waikato, Hamilton, New Zealand, November, 21, 2013.
- “Perspectives on Organizational Discourse: Focusing on Linda Putnam’s Writings,” Lecture and Seminar, Department of Media and Communication/DEMICOM, Mid Sweden University, Sundsvall, Sweden, October 7-10, 2013.
- “Contradictions, Dialectics, & Paradoxes as Discourse Approaches to Organizational Analysis, Department of Communication and Journalism, University of New Mexico, Albuquerque, NM, April 9, 2010.
- “Dialectics and Contradictions as Discourse Approaches to Organizational Analysis, Department of Communication, Cornell University, September 15, 2009.
- “Communication and Conflict Resolution,” CU-Advanced Center Seminar, National Science Foundation, Cornell University, September 15, 2009.
- “Gender and Communication in the Negotiation Context,” College of Communication, Emerson University, December 4, 2008.
- “Rethinking Negotiation: Transforming Conflict through Communication,” Department of Communication and Division of Business, Pepperdine University, March 24, 2008. “Mediation, Forgiveness, and Apology,” Communication and Conflict class, Pepperdine University, March 24, 2008.
- “Ironies and Discursive Struggles of ‘Pilots Defending the Profession’” Department of Communication Studies, University of Texas, Austin, TX, February 2, 2007.
- “Questioning a Priori Categorization of Stakeholder Groups: Stakeholders’ Framing of Intractable Environmental Conflicts,” Centre for Social Research in Communication and Queens University School of Business, Kingston, Ontario, Canada, February 3, 2006.
- “Communication Framing and Stakeholder Alignments in Intractable Environmental Conflicts,” Center for Social Research in Communication and School of Psychology, University of Queensland, Brisbane, Australia, February 9, 2005.
- “Communicative Framing and Stakeholders Alignments in Intractable Conflicts,” Department of Communication, Rutgers University, September 20, 2004.
- “When Tempers Flair: Communicating Your Way through Conflict,” Rutgers Leadership Series Lecture, September 20, 2004.
- “Shifting Frames and Conflict Intractability: The Case of the Edwards Aquifer,” Department of Communication, University of Maryland, April 13, 2001.

- "Negotiation in Organizations," Organizational Communication Symposium, Department of Communication, University of Colorado, January 27, 1997
- "Negotiation through a Gendered Lens: Communication Perspectives," Department of Communication University of Montana, September 26, 1996; Department of Speech and Theater, Montana State University, September 26, 1996.
- "The Language of Conflict and Resolution," Department of Speech Communication, University of Maryland, January 30, 1996.
- "Rethinking Theories of Negotiation: A Social Construction Perspective," Department of Communication, Purdue University, October 23, 1995.
- "New Developments in Conflict Management in Organizations," Department of Communication, University of Arizona, Tucson, AZ, February 25, 1995.
- "A Tribute to a Scholar and Mentor, W. Charles Redding," Memorial Tribute, Department of Communication, Purdue University, August 15, 1994.
- "Discourse and the Bargaining Environment." Paper presented in honor of Ernest G. Bormann's retirement, Department of Speech Communication, University of Minnesota, May 20, 1994.
- "Narrative Structure and Process in Negotiation," Department of Communication Studies, University of Kansas, Lawrence, KS, February 15-16, 1994.
- "Language and the Storytelling Process In Negotiation," Department of Communication, Western Michigan University, April 23, 1993.
- "Storytelling, Argumentation, and Bargaining," Keynote Address for Communication Week, Southwest Texas State University, San Marcos, March 5, 1993.
- "Negotiation and Transformation," Communication Department, Michigan State University, March 6, 1992.
- "The Art of Negotiation," Department of Communications, Wheaton College, February 4, 1992.
- "Argumentation Patterns in Teachers' Bargaining," Department of Communication, University of Oklahoma, November 20, 1991.
- "Communication and Organizational Culture," Organizational Communication Seminar, University of Illinois, November 12, 1991.
- "Narrative Analysis in Bargaining," Department of Communication, Northern Illinois University, September 11, 1989.
- "Negotiation and Argumentation in Teachers' Bargaining," Department of Communication Studies, University of California--Santa Barbara, May 23, 1989.
- "Organizational Communication: Research Traditions, Challenges, and Future Directions," Department of Communication, University of Montreal, Montreal, Quebec, CANADA, January 25, 1989.
- "Communication, Negotiation and Teachers' Bargaining" and "Paradoxes and Contradictions in Organizations," Department of Speech and Theatre, Wake Forest University, April 21, 1988.
- "Negotiation and Argumentation in School Board/Teacher Disputes," Department of Communication and Institute of Environmental Sciences, Miami University, Miami, Ohio, March 28, 1988.

"Phase Development of Arguments in Teachers' Bargaining," Department of Communication, University of Hawaii, February 9, 1988.

"Conflict and Bargaining in Organizations," Department of Communication and Management, California State University-San Bernardino, November 19, 1987.

"Role Conflicts and Paradoxical Messages in Organizations," Speech Communication Department, University of Texas at Austin, November 13, 1987.

"Information Exchange, Message Patterns, and Teachers' Bargaining," Annenberg School of Communication, University of Pennsylvania, November 9, 1987.

"Communication and Teachers' Bargaining," Department of Communication, University of Cincinnati, October 14, 1987.

"Interesting Research Questions in Organizational Communication: Past Reflections and Future Directions," Department of Communication, Kent State University, July 26, 1987.

"Communication Theory and the Challenge of Organizational Metamorphosis," Lecture Series on The Communicating Species: Challenges to Scholarship, Ohio State University, April 23, 1987.

"Managers as Negotiators," Department of Speech Communication, University of North Carolina, March 25, 1987.

"Information Processing and Bargaining Interaction," Institute for Communication Research, Stanford University, March 1, 1984.

"New Research Methods in Organizational Communication," Annenberg School of Communications and Department of Communication, University of Southern California, February 6, 1984.

"Collective Bargaining as Organizational Communication," Department of Communication, Michigan State University, June 6, 1983.

"Generating Interesting Questions for Future Organizational Communication Research," Speech Communication Department, Seminar Series on Human Communication in Organizations, University of Denver, May 16-17, 1983.

"Paradoxes and Causal Maps in Organizational Communication," Department of Speech Communication, University of Illinois, April 4, 1983.

"Paradoxes and Contradictory Messages in Organizational Communication," Department of Communication, University of Utah, February 23-26, 1983. Also delivered three classroom talks: "Teachers' Bargaining as Organizational Communication," "The Role of Small Groups as Organizational Work Units," and "Habermas's Typology as a Framework for Organizational Communication."

"Bargaining as Organizational Communication," Department of Communication, Ohio State University, May 29, 1982.

"Organizational Dialectics and Contradictory Messages," School of Interpersonal Communication, Ohio University, May 24-28, 1982.

"Contradictory Messages in Organizational Communication," Department of Communication and Theatre Arts, University of Iowa, April 7-9, 1982.

"Organizational Communication: The State-of-the-Art," Department of Communication, Western Michigan University, April 5, 1982.

"Symbolism in Organizational Communication Research," Departments of Speech-Communication and the School of Business Administration, University of Delaware, January 29, 1982.

"Conflict and Power in Organizations," Department of Speech-Communication, University of Minnesota, May 20, 1981.

"Communication and Vicious Cycles of Women in Organizations," Departments of Communication and Continuing Education, Ohio State University, May 27-28, 1981

"Bargaining and Interpersonal Negotiations," Department of Speech-Communication, Indiana University, April 13, 1981.

## **Invited Management and Interdisciplinary Lectures**

"Conducting a Discourse Analysis of Contradictions and Paradoxes," Organizational Studies Department, School of Business, University of Cyprus, Cyprus, June 21, 2016.

"Organizational Paradox and Gender: A Constitutive Approach," Organizational Communication, Organizations, and Management Research Seminar (BIZ), Aalto University School of Business, Helsinki, Finland, May 4, 2016.

Graduate Student Workshop on "Reporting Organizational Discourse Analysis," Aalto University School of Business, May 16, 2016.

"A Constitutive Approach to the Study of Organizational Paradox, Contradiction, and Dialectics," Strategy-as-Practice-Group, HEC Montreal, Montreal, Canada, April 11, 2016.

"Contradiction, Dialectics, and Paradoxes as Discursive Approaches to Organizational Analysis," Business and Social Sciences, Aarhus University, Aarhus, Denmark, October 8, 2015.

"Shaping Food Production: Organisational Tensions Related to Research and Development of Healthy Foods," University of Waikato Sustainability Symposium: Research in Action from Campus to Community, University of Waikato, Hamilton, New Zealand, February 24, 2015 (with Alison Henderson).

"Organizational Work-Life Policies and Arrangements," Waikato Management School, University of Waikato, Hamilton, New Zealand, December 10, 2013.

"Dialectical Tensions and Diversity Network Groups," Sobey School of Business, Saint Mary's University, Halifax, Nova Scotia, Canada, June 21, 2011.

"Dialectics and Contradictions as Discourse Approaches to Organizational Analysis," Workshop presented at Saint Mary's University, Halifax, Nova Scotia, Canada, June 21, 2011.

"What Travels: Gendered Orders and Negotiation in Cross-Cultural Contexts," Symposium in Honor of Deborah M. Kolb, Simmons School of Management, Simmons University, Boston, May 31, 2011.

"Joanne Martin's Contributions to Gender and Organizational Communication," Martifest for Joanne Martin's retirement, Stanford University, Palo Alto, CA, June 9, 2007.

"Dialectics and Paradoxes as Discursive Strategies for Organizational Analysis," Interdisciplinary Consortium on Organizational Studies (ICOS), Ross School of Business, University of Michigan, April 13, 2007.

"Ironies and Discursive Struggle of 'Pilots Defending the Profession,'" Department of Management and Economics, University of Melbourne, Melbourne, Australia, February 15, 2005.

- “Intractable Conflicts: Dimensions, Descriptors, and Cases,” Organizational Behavior Symposium, Massachusetts Institute of Technology, Cambridge, MA, April 12, 2002.
- “Language and Dialectical Tensions in Teachers’ Negotiation,” Department of Management and Organizational Studies, Sydney Technological University, Sydney, Australia, December 12, 2002.
- “Issues, Relationships, and Stories as Turning Points in Negotiation,” Harvard Interdisciplinary Seminar on Critical Moments in Negotiation, Program on Negotiation, Harvard Law School, October 22, 2001.
- “New Trends in Organizational Communication Studies,” Department of Marketing, Odense University, Odense, Denmark, November 19, 1999.
- “New Trends in Organizational Communication Studies,” Department of Marketing, Odense University, Odense, Denmark, November 19, 1999.
- “Language and Discourse in Organizations,” Copenhagen Business School, Department of Intercultural Communication and Management, University of Copenhagen, Denmark, November 16, 1999.
- “Language and Dialectical Tensions in Teachers’ Negotiations,” Organizational Studies Group, Massachusetts Institute of Technology, Sloan School of Management, November 2, 1998.
- “Beyond Third Party Role: Disputes and Managerial Intervention,” Department of Management and Organizational Behavior, Texas Tech University, April 14-15, 1994.
- "The Language of Negotiation," Department of Management, University of Texas, Austin, TX, October 22, 1993.
- “Log Linear Analysis of Teacher Negotiations,” Department of Organizational Behavior, University of British Columbia, Vancouver, Canada, June 5, 1992.
- "Storytelling and Negotiation Rituals: Building Symbolic Bridges," Harvard Negotiation Project, Harvard University, May 12, 1992.
- "Argumentation in Negotiation: A Log Linear Analysis," Department of Psychology, University of Illinois at Urbana-Champaign, Sept. 23, 1991.
- "Argument Development in Teachers' Negotiation," Institute of Conflict and Conflict Resolution, Penn State University, March 23, 1990.
- "Communication and Teachers' Negotiation," Kellogg Graduate School of Management, Northwestern University, February 11, 1987.
- "Argumentation and Bargaining," Pro-Seminar on Organization Behavior, Department of Business Administration, University of Illinois, March 22, 1985.

**Presentations at Professional Meetings.** Papers and Presentations Delivered at Professional Meeting.

- “A Constitutive Approach to Paradox: Implications for the Study of Power and Contradictions,” Keynote Address, Sub-theme 35: Paradox Theory and Research: Constituting Tensions, Power and Discourse, European Group on Organizational Studies, Naples, Italy, July 7-9, 2016 (with Gail T. Fairhurst and Scott Banghart).
- “Tensions in a Flexible Workspace: Negotiating the Dialectics of Materiality in Constituting Organization,” Sub-theme 16: Organization as Communication: (Dis)Organizing through Texts, Artifacts and Other Materialities, European Group on Organizational Studies, Naples, Italy, July 7-9, 2016 (with Anu E. Sivunen).



- “Tensions and Contradictions in Organizational Change: Managers’ Discursive Enactment of Compliance and Resistance,” International Communication Association, Fukuoka, Japan, June 9-13, 2013 (with Catrin Johansson).
- “More-Than Approaches to Tensions: Comparing Interns’ Organizational Experiences and Tension Management,” Western States Communication Association, San Diego, CA, February 27-March 1, 2016 (with DaJung Woo and Sarah Riforgiate). **Top Four Papers** for Organizational Communication Interest Group.
- “Sourcing Paradoxical Tensions in Organizational Discourse,” National Communication Association, Las Vegas, Nevada, November 19-22, 2015 (with Gail T. Fairhurst) **Top Four Paper** in Organizational Communication Division.
- “Moving Beyond Both-And Approaches: Alternative Strategies for Managing Paradoxical Tensions,” Sub-Theme 52: Paradoxes and Unreason: Provoking Greater Examination into Organizational Life, European Group on Organization Studies, Athens, Greece, July 2-4, 2015.
- “Exploring the Meta-theoretical Traditions of Research on Organizational Contradictions, Paradoxes, and Tensions,” International Communication Association, San Juan, Puerto Rico, May 22-25, 2015 (with Gail Fairhurst and Scott Banghart).
- “Wildland Firefighter Doctrine and its Contradictions: A New Era of Risk Management, Chicago, IL, November 20-23, 2014 (with Jody L. S. Jahn).
- “Alternative Perspectives on Communication Competencies in Negotiation,” Chicago, IL, November 20-23, 2014 (with Samantha R. Powers).
- “Team Innovation: Tensions, Contradictions, and Dialectics,” National Communication Association, Chicago, IL, November 20-23, 2014 (with Scott Banghart and David Seibold).
- “Contradictions and Paradoxes in Organizations: Unpacking Research Perspectives,” International Conference on Organizational Discourse: Terra Firma, Terra Nova, Terra Incognita, Cardiff, Wales, July 9-11, 2014 (with Gail T. Fairhurst).
- “Communication Competencies in Negotiation,” International Association for Conflict Management, Leiden, the Netherlands, July 4-7, 2014 (with Samantha R. Powers).
- “Unifying through Discordant Voices: Dialectical Tensions in the Blogosphere,” International Communication Association, Seattle, WA, May 23-26, 2014 (with Ryan P. Fuller).
- “Shaping Food Production: A Dialectical Analysis of Organizational Tensions about What Constitutes Healthy Foods,” Qualitative Research in Management and Organization Conference, Albuquerque, New Mexico, April 15-17, 2014. (with Alison Henderson).
- “Whose Justice? Identifying Legalistic, Restorative, and Retributive Justice Paradigms in the Workplace,” National Communication Association, Washington D. C., November 22-25, 2013 (with Greg Paul).
- “Paradoxical Processes in Wildland Firefighting: A Discourse Analysis of Fighting Fire Aggressively but Providing for Safety First,” International Centre for Research in Organizational Discourse, Strategy & Change: Workshop on Risk. Melbourne, Australia, December 5-6, 2013 (with Jody Jahn).
- “Qualitative Research and Expanding Your Comfort Zone,” Preconference, Organizational Communication Division Doctoral Consortium, International Communication Association, London, UK, June 2013.
- “Message Wars in the Blogosphere: Organizational Sensemaking in the 2007-2008 Writers Guild Strike,” International Communication Association, London, UK, June 17-21, 2013 (with Ryan Fuller and Katherine Sarah Holland).

- “Work, Difference, and the Body: How We Got Here,” Academy of Management, PDW Workshop, Boston, MA, August 2012.
- “Exploring the Role of Framing in Transformational Views of Conflict,” National Communication Association, New Orleans, LA, November 2011.
- “Institutionalization of Conflict: How Routinized Cycles of Framing Perpetuate Intergroup Conflicts,” International Association for Conflict Management, Istanbul, Turkey, July 4, 2011.
- “Discourse Analysis: Focusing on Language as Constituting Teams,” International Communication Association, Boston, MA, May 2011.
- “Framing in Meta-Narratives of Environmental Conflict,” International Communication Association, Boston, MA, May 2011 (with Boris H.J.M. Brummans).
- “Locating Flexibility as a Construct in Organizational Communication,” National Communication Association, San Francisco, CA, November 2010 (with Karen Myers and Bernadette Gailliard).
- “Exploring the Moral Foundations of Forgiveness in the Workplace,” National Communication Association, San Francisco, CA, November 2010 (with Gregory Paul).
- “Negotiation and Public Campaigns: The Case of the 2007-2008 Writers’ Strike, National Communication Association, San Francisco, CA, November 2010 (with Ryan Fuller).
- “Gender, Differences, and Bodies in the Workplace,” Gender and Diversity Track, Critical Management Studies Preconference, Academy of Management Association, Montreal, Canada, August 2010 (with Jody Jahn).
- “Professional Networks, Interdisciplinary Connections, and Career Development,” Conflict Management Doctoral Consortium, Academy of Management Association, Montreal, Canada, August 2010.
- “Intersecting Difference: A Dialectical Perspective,” International Communication Association, Singapore, June 2010. **Top Ranked Paper**, Organizational Communication Division (with Jody Jahn and Jane Baker).
- “Dissemination Strategies in Communication Research,” ECREA panel at the International Communication Association, Singapore, June, 2010.
- “Update on ISI Listings and the NRC Study,” Doctoral Chairs Breakfast, National Communication Association, Chicago, IL, November, 2009.
- “Organizing Virtual Organizational Communication—Following the Alta Promise,” National Communication Association, Chicago, IL, November, 2009.
- “Remembering Ernest G. Bormann: Mentor, Adviser, and Friend,” National Communication Association, Chicago, IL, November 2009.
- “Historical View--Major Themes and Contributions in Organizational Communication,” Featured Five Years Out Theme Panel, National Communication Association, Chicago, IL, November, 2009.
- “Insight, Problems, and Pitfalls in Positive Organizational Communication Scholarship,” National Communication Association, Chicago, IL, November, 2009.
- “The 2007-2008 Writers’ Strike as an Opportunity for Integrative Research on Labor Organizations.” Competitive Roundtable Presentation, National Communication Association, Chicago, IL, November, 2009 (with Ryan Fuller).

- “Narrative Arc of Engaged Scholarship: Case Exemplars,” 7<sup>th</sup> Aspen Conference on Engaged Communication Scholarship, Aspen, CO, August 2009.
- “Debating ‘Quality:’ The Role of ISI in Communication Research Publications,” ECREA Panel, International Communication Association, Chicago, IL, May, 2009.
- “Virtues and Potential Pitfalls of Interdisciplinary Research Teams,” Organizational Communication Doctoral Consortium, International Communication Association, Chicago, IL, May, 2009.
- “Organizational Discourse: Examining New Terrains in Organizational Communication,” International Communication Association, Chicago, IL, May, 2009.
- “Discursive Framing in a Real Estate Negotiation,” Symposium on Communication and Negotiation, Program on Negotiation, Harvard University, Cambridge, MA, December 6, 2008.
- “Design Issues and Framing in Environmental Conflicts,” National Communication Association, San Diego, CA, November, 2008.
- “Theory Building: Comparing Approaches to ‘Communication Constitutes Organizations’,” National Communication Association, San Diego, CA, November 2008 (with Robert McPhee).
- “Dealing: Unconventional Lenses on the Making of an Academic Professional,” National Communication Association, San Diego, CA, November, 2008.
- “Developing External Funding Opportunities for Organizational Communication Researchers,” Pre-conference at the National Communication Association, San Diego, CA, November, 2008.
- “Fast Forward: Strategies to Accelerate Academic Careers,” Conflict Management Division, Academy of Management Association, Anaheim, CA, August, 2008.
- “The Meaning of Alta,” Organizational Communication at Alta Revisited: Reflection, Synthesis, and Engagement, Snowbird, Utah, July, 2008.
- “Metaphors of the Field: Capturing Institutions, Fields, and Industries,” International Communication Association, Montreal, Canada, May, 2008.
- “Integrating Negotiation, Deliberation, and Dialogue,” International Communication Association, Montreal, Canada, May, 2008
- “Peer Pressure, Emotional Labor, and Conflict Avoidance in the Gym,” National Communication Association, Chicago, IL, November, 2007 (with Mary Haman).
- “Scott Poole’s Contributions to the Study of Organizational Change.” National Communication Association, Chicago, IL., November, 2007.
- “Research Examples and Ethical Considerations,” Preconference on Social Construction and Social Change, National Communication Association, Chicago, IL, November 2007.
- Presenter, “The NRC Survey and Getting Communication Journals into ISI Databases,” Doctoral Chair’s Breakfast, National Communication Association, Chicago, IL, November, 2007.
- “Negotiating During a Time of Change,” Conference on Gender and Negotiation: Research from the Field, Women and Public Policy Program, John F. Kennedy School of Government, Harvard University, Cambridge, MA, November 2007 (with Jaime Bochantin).

- “Discourse and Multi-stakeholder Framing of Environmental Conflicts,” International Association for Conflict Management, Budapest, Hungary, July, 2007. (with Barbara Gray and Ralph Hanke).
- “The Discourse of Environmental Conflicts: How Stakeholders Construct Their Claims, Their Opponents, and Themselves,” International Conference on Multi-Organizational Partnerships, Alliances & Networks. Leuven, Belgium, June, 2007 (with Barbara Gray and Ralph Hanke).
- “Questioning as Opportunities for Transforming Conflict Situations,” International Communication Association, San Francisco, CA, May, 2007.
- “Dualities and Dialectics for Studying Difference,” Organizational Communication Pre-Conference, International Communication Association, San Francisco, CA, May, 2007.
- “Changing Frames: Reframing and Turning Points in a Protracted Conflict,” National Communication Association, San Antonio, TX, November, 2006 (with Martha Shoemaker).
- “Building a Discipline: Reflections on Major Works in Organizational Communication,” National Communication Association, San Antonio, TX, November, 2006 (with Kathleen Krone).
- “From the Woman’s View: Gender and Communication in the Negotiation Context,” Association of Collegiate Schools of Planning, Ft. Worth, TX, November, 2006.
- “Changes in Conflict Framing in the News Coverage of an Environmental Conflict,” Conferences on News Reporting and Its Impact on Conflict, Center for the Study of Conflict, Law, & the Media, University of Missouri, September, 2006.
- “Introduction to Discourse Perspectives,” Academy of Management, Atlanta, GA, August, 2006.
- “Exploring the Role of Communication in Transforming Conflict Situations: A Social Constructionist View,” National Communication Association Summer Institute, Albuquerque, NM, August, 2006.
- “Embracing the Dichotomies of Resistance: Linking Discursive Struggles to Material Consequences,” International Communication Association, Dresden, Germany, June, 2006.
- “Reframing Threats,” Dispute Resolution Section, American Bar Association, Atlanta, GA, April, 2006.
- “Discourse and Organizations: Integrating LSI and Organizational Communication Perspectives,” National Communication Association, Boston, MA, November, 2005.
- “Contradictions and Oppositional Tensions in Planned Organizational Change,” Academy of Management, Honolulu, Hawaii, August, 2005.
- “State of the Art: Feminist Research in Organizational Communication,” Feminist Theorizing: New Vision of Gender for the 21<sup>st</sup> Century, Academy of Management, Honolulu, Hawaii, August, 2005.
- “Disentangling Approaches to Framing: Mapping the Terrain,” International Association for Conflict Management, Seville, SPAIN, June, 2005 (with Art Dewulf, Barbara Gray, Noelle Aarts, Roy Lewicki, Renee Bouwen, and Cees Van Woerkum).
- “Discourse Analysis: Mucking around with Negotiation Data,” International Association for Conflict Management, Seville, SPAIN, June, 2005.
- “Framing and Reframing in Conflict Situations,” Workshop on Changing Frames: Framing and Reframing of Difficult Conflicts, International Association for Conflict Management, June, 2005.

- “Ironies in the Discursive Struggle of ‘Pilots Defending the Profession’,” International Communication Association, New York, NY, May, 2005. (with Kevin Real).
- “Opportunities for Reflection and Reframing in Intractable Policy Controversy,” International Communication Association, New York, NY, May, 2005.
- “How Homogeneous Are Stakeholder Groups? Profiling Disputants’ Framing of Intractable Environmental Conflicts,” International Communication Association, New York, NY, May, 2005. (with Boris H. J. M. Brummans, Barbara Gray, Ralph Hanke, Roy Lewicki, and Carolyn Wiethoff). TOP FOUR PAPER IN ORGANIZATIONAL COMMUNICATION.
- “Dialogue as an Approach to Conflict Management in Organizations,” Southern States Communication Association, Baton Rouge, LA, March 30-April, 2005.
- “Framing and Transforming Issues in Global Negotiations and Interactions among Leaders,” National Communication Association, Chicago, Illinois, November, 2004.
- “Historical and Theoretical Overview of Communication and Organizational Conflict,” National Communication Association, Chicago, Illinois, November, 2004.
- “Turning Points and Frame Changes in the Edwards Aquifer Conflict,” The International Association for Conflict Management, Pittsburgh, PA, June, 2004 (with Suzanne Boys).
- “Shifting Frames in an Intractable Conflict: The Case of the Edwards Aquifer,” The International Association for Conflict Management, Pittsburgh, PA, June, 2004.
- “Conflict Management and Transformation in Negotiation,” National Communication Association, Miami, Florida, November, 2003.
- “Transformations and Critical Moments in Negotiations,” Harvard Negotiation Conference on Critical Moments in Negotiation, November 14-15, 2003.
- “Methodological Challenges in Stakeholder Analysis of Environmental Conflicts,” Professional Development Workshop on Researching Stakeholder Participation in Environmental Conflicts, Academy of Management, Seattle, Washington, August, 2003.
- “Organizations as Discursive Constructions: Unpacking the Metaphor,” International Communication Association, San Diego, CA, May, 2003. (with Gail Fairhurst) TOP PAPER—ORGANIZATIONAL COMMUNICATION DIVISION.
- “The Legacy of Organizational Communication,” National Communication Association, New Orleans, November, 2002.
- “Historical Perspectives on Communication as Constituent of Organizing,” Organizational Communication Preconference, National Communication Association Convention, New Orleans, November, 2002.
- “Differential Framing of Environmental Disputes by Stakeholder Groups,” Academy of Management, Denver, Colorado, August, 2002 (with Ralph Hanke and Barbara Gray).
- “Contradictions and Control: Analysis of Meta-talk about Feelings in Mr. Sam,” Academy of Management, Denver, Colorado, August, 2002.
- “Value-Based and Intractable Conflicts,” presented at Professional Development Workshop on Confronting Ethnic and Ideologically Based Conflicts, Academy of Management, Denver, Colorado, August, 2002.

- “Enacting Interdependence in Negotiation,” Academy of Management, Denver, Colorado, August, 2002 (with Deborah Kolb).
- “Terrorist Networks: Challenges for Negotiation and Diplomatic Relations,” International Communication Association, Seoul, Korea, July, 2002.
- “Intractable Conflicts: Definitions, Dimensions, and Distinctions,” International Communication Association, Seoul, Korea, July, 2002 (with Julia Wonolleck).
- “Dialectics and Rhetorical Tropes in Negotiations,” National Communication Association, Atlanta, GA, November, 2001.
- “Language and Dialectical Tensions in the Dynamics of Teachers’ Negotiations,” Professional Development Workshop on Organizational Discourse, Academy of Management, Washington D.C., August, 2001.
- “Contradictions and Control: Suppression through Expression in Meta-Talk about Organizational Feelings,” Preconference on Interaction and Organizing, International Communication Association, Washington D.C., May, 2001.
- “Organizational Framing of the Edwards Aquifer Dispute,” Academy of Management, Toronto, Canada, August, 2000 (with Jessica Wunsch).
- “The Negotiation Process as a Site for Transformation,” Academy of Management, Toronto, Canada, August, 2000.
- “Stakeholder Framing of the Edward’s Aquifer Case,” Academy of Management, Chicago, IL, August 1999 (with Carrie Thompson).
- “Language and Dialectical Tensions in the Dynamics of Teachers’ Negotiations, Academy of Management, Chicago, IL, August, 1999.
- “Discourse Analysis in Organizations: Issues and Concerns,” International Conference on Language in Organizational Change and Transformation, Columbus, OH, May, 1999 (with Gail Fairhurst).
- “*Communication and Organizations: An Interpretive Approach: Lessons Learned and New Visions in Organizational Communication*,” National Communication Association, November, 1998.
- “Communication and the Oslo Negotiation: Contacts, Patterns, and Modes,” International Communication Association, Jerusalem, Israel, July, 1998 (with M. Carcasson).
- “Media Representation of Stakeholder Frames in Environmental Disputes: The Edward’s Aquifer Case,” International Association for Conflict Management, College Park, MD, June, 1998 (with C. D. Samuelson, K. M. Taylor, T. R. Peterson, and R. A. Kaiser).
- “Preparing the Ground and Implementing a New Communication Ph.D. Program in a Research One University,” National Communication Association, Chicago, IL, November, 1997.
- “New Metaphors of Conflict: Revisioning the Centrality of Communication,” National Communication Association, Chicago, IL, November, 1997.
- “Conflict Frames in Multiparty Disputes: The Edwards Aquifer Case,” American Psychological Association, Chicago, IL, August, 1997 (with C. D. Samuelson, T. R. Peterson, R. Kaiser, and K. Taylor).
- “Paradoxes as Modes of Discovery in Organizational Communication,” Organizational Communication Doctoral Consortium, International Communication Association, Montreal, Canada, May, 1997.

- “Rethinking Negotiation: Feminist Views of Communication and Exchange,” Speech Communication Association, San Diego, CA, November, 1996.
- “Michael Roloff’s View of Negotiation,” Scholar’s Forum: Michael Roloff’s Contributions to Interpersonal Communication, Speech Communication Association, San Diego, CA, November, 1996.
- “Metaphors of Communication and Organization,” At the Helm in Organizational Communication, Speech Communication Association, San Diego, CA, November, 1996.
- “The Language of Conflict,” Highlights from the Smithsonian Institute Series, Speech Communication Association, San Diego, CA, November 1996.
- “Negotiation Through a Looking Glass of Gender,” Academy of Management, Cincinnati, Ohio, August 1996 (with Deborah Kolb).
- “Telling New Stories: Revisioning Negotiations in Organizations,” Academy of Management, Cincinnati, Ohio, August, 1996 (with Deborah Kolb).
- “Communicating Under the New Social Contract: Interest-Based Negotiations,” Preconference of the Organizational Communication Division, International Communication Association, Chicago, IL, May, 1996.
- “Research Agendas and Contributions of Communication Studies to Negotiation and Conflict Management,” Roundtable Discussion Featuring New ICA Fellows, International Communication Association, Chicago, IL, May 1996.
- “A Re-evaluation of ‘Reframing Integrative and Distributive Bargaining: A Process Perspective,’” Spotlight on Scholarship Honoring Linda L. Putnam, Eastern Communication Association, New York, NY, April 1996.
- “Focusing our Energies: High Impact Ideas for Organizational Communication,” International Communication Association, Albuquerque, New Mexico, May, 1995.
- “Rethinking the Interpretive Perspective,” The Interpretive Approach to Organizational Communication Research: A Panel Discussion in Honor of Linda Putnam, 1993 Woolbert Award Winner, Speech Communication Association, New Orleans, LA, November, 1994.
- “Spotlight on Scholarship: Conflict and Negotiation, the work of Linda Putnam,” Speech Communication Association, New Orleans, LA, November, 1994.
- “Feminism and the Humane Workplace,” Preconference on Alternative Forms of Organizing, Speech Communication Association, New Orleans, November, 1994 (with Dennis Mumby).
- “Language and Meaning in Organizations: A Facilitator or a Barrier,” Showcase Symposium, Academy of Management, Dallas, TX, August, 1994.
- “New Developments in Conflict Styles and Strategies,” International Association for Conflict Management, Eugene, Oregon, June, 1994.
- “The Language of Negotiation,” Academy of Management, Atlanta, GA, August, 1993 (with Susan Whitney).
- “The Consequences of Language: A Metaphorical Look at the Legalization of Organizations,” International Association for Conflict Management, Hengelhof, Belgium, June, 1993 (with Randall Stutman).
- “Beyond Third Party Roles: Disputes and Managerial Interventions,” International Association for Conflict Management, Hengelhof, Belgium, June, 1993.

- “Gender and Leadership as Social Constructions,” Showcase Panel: Communication Issues for Women in the Workplace,” International Communication Association, Washington, D. C., May 1993.
- “Charting New Waters: Turning Points in Research Programs,” Doctoral Consortium, International Communication Association, Washington, D. C., May, 1993.
- “The Role of Bargaining Teams at the Micro-Macro Interface of Organizing,” Speech Communication Association, Chicago, November, 1992.
- “Organizations, Emotion, and the Myth of Rationality: A Feminist Critique,” Speech Communication Association, Chicago, IL, November, 1992 (with Dennis Mumby).
- “Communication Perspectives on Negotiation,” International Association for Conflict Management, Minneapolis, MN, June, 1992 (with Michael E. Roloff).
- “Language, Legal Documents, and the Production and Reproduction of Issues in Teachers’ Negotiations,” International Communication Association, Miami, FL, May 1992.
- “Frames of Reference and Reframing in Negotiations: A Communication Perspective,” International Association for Conflict Management, Den Dolder, The Netherlands, June, 1991 (with Majia Holmer).
- “Language and Meaning: Discourse Approaches to the Study of Organizations,” Academy of Management, San Francisco, August 1990.
- “Bounded Rationality as an Organizational Construct: A Feminist Critique,” Academy of Management, San Francisco, August 1990 (with Dennis Mumby).
- “The Evolution of Policy Arguments in Teachers’ Negotiation,” International Communication Association, Dublin, Ireland, June 1990 (with Steve Wilson and Dudley Turner).
- “Exploration of Research Frontiers in Organizational Communication,” Academy of Management, Washington D. C., August 1989.
- “Formal Negotiations: The Productive Side of Organizational Conflict,” Academy of Management, Washington D. C., August 1989.
- “Perspectives on Argumentation Analysis in Organizations,” Academy of Management, Anaheim, CA, August 1988.
- “Breaking Out of the Experimental Paradigm,” International Communication Association, New Orleans, May 1988 (with C. Stohl).
- “Argument and Bargaining Strategies as Discriminators of Integrative Outcomes,” First International Conference of the Conflict Management Group, Fairfax, VA, June 1987 (with S. Wilson).
- “Interaction Goals and Argument Functions as Schemes for Organizing Research on Argument in Bargaining,” Speech Communication Association, Chicago, November 1986 (with S. Wilson).
- “Organizational Conflict and Negotiation,” Academy of Management, Chicago, August 1986 (with M. Scott Poole).
- “Argumentation and Bargaining: A Study of Teachers’ Negotiations,” First Annual Conference of the Society of Industrial and Organizational Psychology, Chicago, April 1986.
- “The Evolution of Case Arguments in Teachers’ Bargaining,” Central States Speech Association, Cincinnati, Ohio, April 1986 (with S. R. Wilson, M. S. Waltman, & D. Turner; Abstracted in ERIC, Jan. 1987)--Top Three Paper.



- "Teacher Bargaining as a Cultural Rite of Conflict Reduction," Central States Speech Association, Cincinnati, Ohio, April 1986 (with S. A. VanHoeven, Abstracted in ERIC, Oct. 1986).
- "Bargaining as Social Construction of Reality," Speech Communication Association, Denver, November 1985 (with Connie Bullis).
- "Analyzing Naturalistic Bargaining From an Argumentation Perspective," Speech Communication Association, Denver, November 1985 (with D. Turner, S. R. Wilson, and M. S. Waltman).
- "Bargaining as Task and Process: Multiple Functions of Interaction Sequences," International Communication Association, Honolulu, May 1985.
- "Collective Bargaining as Organizational Communication," International Communication Association, Honolulu, May 1985--Top Three Paper.
- "Structural Contradictions in a Teachers' Bargaining Context," International Communication Association, Honolulu, May 1985 (with P. Sotirin).
- "New Directions in Organizational Communication," Speech Communication Association, Chicago, November 1984 (with G. Cheney)--Top Three Paper.
- "Intergroup Relations and Issue Redefinition in Teachers' Bargaining," International Communication Association, San Francisco, CA, May 1984 (with C. Bullis).
- "Argument in Bargaining: An Analysis of the Reasoning Process," International Communication Association, San Francisco, CA, May 1984 (with P. Geist).
- "Understanding the Unique Characteristics of Groups in Organizations," Academy of Management, Dallas, TX, August 1983.
- "The Interpretive Approach to Organizational Communication," Third Annual Conference on Interpretive Approaches to Organizational Communication, Alta, Utah, August 1983.
- "A Critical Review of Research Traditions in Organizational Communication," International Communication Association, Dallas, TX, May 1983 (with G. Cheney).
- "Order and Mystery in Negotiation Groups," Eastern Communication Association, Ocean City, MD, April 1983 (with C. Bullis, Abstracted in ERIC, January 1983).
- "Organizational Dialectics: The Role of Contradictory Messages in Vicious Cycle Conflicts," Eastern Communication Association, Hartford, CT, May 1982.
- "Communication Strategies in Organizational Conflicts: Validation of a Research Scale," International Communication Association, Boston, MA, May 1982 (with C. Wilson)--Top Three Paper.
- "Offensive and Defensive Strategies: Effects of Role, Sex and Dyadic Composition on Bargaining Interaction," Speech Communication Association, Anaheim, CA, November 1981 (with T. S. Jones).
- "Conflict in Organizations: A Study of Paradoxical Messages in the Formation of Vicious Cycles," Conference on Interpretive Approaches to the Study of Organizational Communication, Salt Lake City, Utah, July 1981.
- "Procedural Messages and Small Group Work Climates: A Lag Sequential Analysis," International Communication Association, Minneapolis, May 1981.
- "Message Equivocality in Organizations: A Weickian Perspective," International Communication Association, Minneapolis, May 1981 (with R. Sorenson, Abstracted in ERIC, February 1982).

- "Mode of Communication in the Encounter Phase of Socialization," Central States Speech Association, Chicago, April 1981 (with Ellen Murray and Bill Hill, Abstracted in ERIC, April 1982)--Top Three Paper.
- "Situational Effects of Task and Gender on Nonverbal Display," International Communication Association, Acapulco, Mexico, May 1980 (with L. McCallister)--Top Three Paper.
- "In Search of Gender: A Circuitous Critique of Communication and Sex Roles Research." Competitively selected for participation in the Seminar Series on Gender in Communicative-Rhetorical Research, Speech Communication Association, San Antonio, Texas, November 1979.
- "Women in Management: Leadership Theories, Research Results, and Future Directions," Central States Speech Association, St. Louis, April 1979 (Abstracted in ERIC, September 1979).
- "Paradoxical Message Patterns as Indices of Systemic and Interpersonal Socialization in Organizations," International Communication Association, Philadelphia, May 1979.
- "Communication and Conflict Management in Organizations: The State of the Art," International Communication Association, Philadelphia, May 1979 (with T. Jones and L. Robinson, Abstracted in ERIC, December 1979).
- "Procedural Messages in Small Group Interaction," Central States Speech Association, St. Louis, April 1979 (Abstracted in ERIC, November 1979).

## **Panelist, Respondent, Chairperson, and Special Introductions for Conferences**

### **Panel Originator or Panelist at Professional Meetings**

- Originator, "Challenges to Organizational Studies: New Metaphors for Making Organizations Meaningful," Showcase Symposium, Academy of Management Meeting, Anaheim, CA, August 6-9, 2016.
- Panelist, "Negotiating Gender Politics: Reflections on the Paths Taken in the Building of Distinguished Careers," National Communication Association, Las Vegas, NV, November 19-22, 2015.
- Panelist, "A Tribute to Dr. Jane Blankenship," National Communication Association, Las Vegas, NV, November 19-22, 2015.
- Panelist, "Making an Impact: An NCA Primer on How to Get Published...and Read," National Communication Association, Las Vegas, NV, November 19-22, 2015.
- Panelist, Roundtable Discussion, "Communication, Discourse, and Organizing: Crossing Perspectives," Investigating the Constitutive Role of Communication for Organization and Organizing, European Group on Organization Studies, Athens, Greece, July 1-4, 2015.
- Panelist, "Feminisms in Communication Research: 20 Years after 'Gaining a Voice': Celebrating Histories and Envisioning Futures," National Communication Association, Chicago, IL, November 20-23, 2014.
- Panelist, "The Longest Journey: The Paths from Doctoral Student to a Fulfilling Career," Academy of Management, Philadelphia, PA, August 1-4, 2014.
- Panelist, "The Language of Inclusion (and Exclusion) at the Academy of Management: An Interactive Workshop on the Power of Words," Academy of Management, Philadelphia, PA, August 1-4, 2014.
- Panelist, "Advancing the Communication Discipline: Professional Development in Doctoral Education," National Communication Association, Orlando, FL, November 2012.

Panelist, "Democracy in an Age of Corporate Colonization and Organizational Scholarship: Reflecting on the Past while Looking toward the Future," National Communication Association, Orlando, FL, November 2012.

Selected Scholar, Scholar's Office Hours, National Communication Association, Orlando, FL, November 2012.

Panelist, "Animating Organizational Communication: A Conversation on Scholarship and Pedagogy," National Communication Association, Orlando, FL, November 2012.

Panelist, PDW Workshop, "Fast Forward: Research Strategies to Accelerate Tenure and Foster a Successful Career," Academy of Management Association, Boston, MA, August 2012.

PDW Co-Originator, "Work, Difference, and the Body: Reviving 'the Body' in Management and Organization Theory," Academy of Management Association, Boston, MA, August 2012

Panelist, "A Celebration of the Life and Contributions of W. Barnett Pearce," International Communication Association, Phoenix, AZ, May 2012.

Selected Scholar, Scholar's Office Hours, National Communication Association, New Orleans, LA, November 2011.

Panelist, "Journal Rankings and Indexes: Issues with Current Trends, Alternative Approaches," Boston, MA, May, 2011.

Selected Scholar, Scholar's Office Hours, National Communication Association, San Francisco, CA, November 2010.

Presenter, "A Behind the Scenes Guide to Studying Group Communication by Experts in the Field," National Communication Association, San Francisco, CA, November 2010

Presenter, "Assessing the Compass of Friendship for Bridging Human Differences: A Roundtable Discussion Across NCA Divisions, National Communication Association, San Francisco, CA, November 2010.

Selected Scholar, Scholars' Office Hours, National Communication Association, Chicago, IL, November, 2009.

Presenter, "Tips for Getting Published," Multiple Perspectives on Academic Publishing, National Communication Association Educational Teleconference, October 15, 2009.

Panelist, "A Roundtable Discussion about the Greening of ICA," International Communication Association, Chicago, IL, May, 2009.

Panelist, "The NRC Study: Gaining Insights on Doctoral Education in the Field," International Communication Association, Montreal, Canada, May, 2008.

Panelist, "Leading Communication Associations for Social Impact: CCA Addresses the Future of the Field," International Communication Association, Montreal, Canada, May, 2008.

Chair and Panel Originator, "The NRC Study: Gaining Insights on Doctoral Education in the Field," International Communication Association, Montreal, Canada, May, 2008.

Panelist, Womentoring Panel," National Communication Association, Chicago, IL, November, 2007.

Presenter, "National Research Council's Survey of Doctoral Programs," Doctoral Chairs/Program Coordinators' Breakfast, National Communication Association, San Antonio, TX, November 2006.

Panelist, "Democracy and Tensions within Dialogue and Collaborative Groups," National Communication Association, San Antonio, TX, November, 2006.

Panelist, "The Struggle Spectrum and Contributions to Teaching," A Conversation in Honor of Sam Keltner, National Communication Association, Boston, November, 2005.

Panelist, "ISI Journals and Citations Impacts in our Field," National Communication Association, Boston, November, 2005.

Presenter, "National Academy of Sciences and National Research Doctorate Studies," Doctoral Chairs Breakfast, National Communication Association, November, 2005.

Faculty Presenter, "Multiple Approaches to Power and Conflict," Junior Faculty Incubator on Power, Conflict Management Division, Academy of Management, Honolulu, Hawaii, August, 2005.

Panelist, "Graduate Student Mentoring," International Association for Conflict Management, Seville, Spain, June, 2005.

Panelist, "Fred Jablin: Co-Editor and Pioneer in Organizational Communication," International Communication Association, New York, May, 2005.

Panelist, "Research Collaboration with International Colleagues," Preconference: Organizational Communication Doctoral Program, International Communication Association, New York, May, 2005.

Panelist, "Honoring Dr. Fredric M. Jablin: Contributions to Organizational Communication," National Communication Association, Chicago, IL, November, 2004.

Panelist, "When is a Group a 'Group?' Dialoguing about the Domain of the Proverbial Animal," National Communication Association, Chicago, IL, November, 2004.

Panelist, "Moving Forward/Looking Back: The Contributions of Communication Research to the Field of Peace and Conflict," National Communication Association, Chicago, IL, November, 2004.

Panelist, Preconference Workshop, "Multi-Case Meta-Methodology: Stakeholder Conflicts of Strategic Importance," Academy of Management, New Orleans, LA, August, 2004.

Panelist, "Conflict Management Division: Assessing our Past and Charting our Future," Academy of Management, New Orleans, LA, August, 2004.

Panelist, "Ideological and Value Based Conflict," International Association for Conflict Management, Pittsburgh, PA, June, 2004.

Panelist, "Academic Feminist Organizing as Action," International Communication Association, New Orleans, LA, May 2004.

Panelist, "Birds of a Feather," Informal Interest Group Discussion on Critical Theory in Organizations, International Communication Association, New Orleans, LA, May 2004.

Panel Originator, Chair, and Panelist. "The Role of Communication Departments and Programs in the National Research Council Survey," International Communication Association, New Orleans, LA, May, 2004.

Panelist, "Preparing the Discipline for the Research Council Survey, Broadcast Education Association, Las Vegas, Nevada, April, 2004.

Panelist, Preconference, "Navigating the Seas of Academia: Junior Faculty Development in Organizational Communication Studies," National Communication Association, Miami, FL, November, 2003.

Panelist, "Negotiation Process," Junior Faculty Incubator, Academy of Management, Seattle, WA, August, 2003.

Panelist, "National Research Council Ratings of 'Communications' Programs: Implications for JMC Doctoral Education," Association for Education in Journalism and Mass Communication, Kansas City, KS, July, 2003.

Panelist, "Mapping Feminist Borderlands through Global and Local Women Mentoring in the Academy," International Communication Association, San Diego, CA, May, 2003.

Panelist, "Discourse, Discourse Analysis, and Organizations, Birds of a Feather Session, Organizational Communication Division, International Communication Association, San Diego, CA, May, 2003.

Panelist, "Preparing for the Academic Interview," National Communication Association, Atlanta, GA, November, 2001.

Panelist, "Communication Research From Different Angles: A Joint Session of ICA, IAMCR, and FCA," International Communication Association, Acapulco, Mexico, June, 2000.

Panel Originator and Chair, "A Tribute to Phillip K. Tompkins: Contributions to the Field of Communication," National Communication Association, New York, NY, November, 1998.

Panelist, "The Integration of Organizational Communication and Information Systems," Academy of Management, Boston, MA, August 1997.

Panelist, "What Should be the Role of Departments in Research One Universities in our Discipline?" Central States Communication Association, St. Louis, MO, April 1997.

Panelist, "Breaking the Social Contract: The Financial, Governance, and Curriculum Crises in Higher Education," National Communication Association, Chicago, IL, November 1997.

Panel Originator and Chair, "Conflict Management: Negotiation Through a Looking Glass of Gender," Academy of Management, Cincinnati, OH, August 1996.

Panelist, "Feminism/Postmodernism," Speech Communication Association, Miami Beach, FL, November, 1993.

Panelist, "Task Force Committee on Professional Development-Women," International Communication Association, Miami, FL, May, 1992.

Panelist, "Strategies for Getting Published," International Communication Association, Chicago, May 1991.

Panel Originator and Chair, "Reframing Organizational Communication Research: A Conflict Perspective," Academy of Management, Anaheim, CA, August 1988.

Panel Originator and Chair, "Seeing Disneyland: Organizational Views of the Magic Kingdom," Academy of Management, Anaheim, CA, August 1988.

Panel Originator and Chair, "Debate on Organizational Culture as a Fad That Will Soon Die Out in Communication Research." International Communication Association, New Orleans, May 1988.

Panel Originator and Chair, "Media Richness and Social Presence," International Communication Association, New Orleans, May 1988.

Chair and Panel Originator, "Theoretical Issues on the Role of Communication in Mediation," First International Conference of the Conflict Management Group, Fairfax, VA, June 1987.

Chair and Panel Originator, "Debate on Organizational Culture as a Fad That Will Soon Die Out in Communication Research." International Communication Association, Montreal, May 1987.

Panel Originator, "Labor-Management Communication: Negotiation, Mediation and Decision Making in Groups," International Communication Association, San Francisco, May 1984.

Panel Originator, "Interpretive Approaches to Organizational Communication: Research Issues and New Developments," Speech Communication Association, Washington, DC, November 1983.

Panel Originator, "Implications of Organizational Theories for the Study of Mass Media Industries," Speech Communication Association Convention, Louisville, KY, November 1982.

Panel Originator, "Rhetorical Analysis of Organizational Messages," Speech Communication Association, Louisville, KY, November 1982.

Panel Originator, "Radical Humanist Approaches to Organizational Communication," Second Annual Conference on Interpretive Approaches to Organizational Communication, Alta, UT, August 1982.

Panel Originator, "Karl Weick's Model of Organizing: Implications for Communication Theory and Research," Speech Communication Association, New York, November 1980.

Panel Originator, "The Role of Communication in Negotiation and Bargaining," International Communication Association, Acapulco, Mexico, May 1980.

Panel Originator, "Communication as a Socialization Process in Organizations," International Communication Association, Philadelphia, May 1979.

### **Chair of Panel Sessions for Professional Meeting**

Co-Convenor and Chair, "Paradox Theory and Research: Constituting Tensions, Power and Discourse, Sub-theme 35, European Group on Organizational Studies, Naples, Italy, June 7-9, 2016.

"Challenges to Organizational Studies: New Metaphors for Making Organizations Meaningful," Academy of Management Meeting, Anaheim, CA, August 6-9, 2016.

"Connecting the History and Future of Organizational Communication Scholarship," National Communication Association, Chicago, IL, November 20-23, 2014.

"The Presence of Our Future(s): Reflections and Suggestions on Negotiating the Academic Job Market, National Communication Association, Chicago, IL, November 20-23, 2014.

"Organizational Change Communication: Materializing the Immaterial," International Communication Association, Seattle, WA, May, 2014.

Chair, "In Memoriam: A Tribute to Sam Becker," International Communication Association, London, UK, June 2013.

Chair and Respondent, "Matters of Communication: Making a Difference in Research," ICA Fellows, Mini-Plenary, International Communication Association, Singapore, June, 2010.

"Place as Meaningful Beyond Context," National Communication Association, Chicago, IL, November, 2009.

"Advocacy, Argument, Persistence, and Engineering Consent: Strategic Communication Practices in Negotiation," Academy of Management Association, Chicago, IL, August, 2009.

- “Hidden Conflicts in Organizations Revisited: How Scholars’ Questions Evolve,” Academy of Management Association, Anaheim, CA: August, 2008.
- “Communicating for Social and Occupational Change: Girls and Women in STEM,” International Communication Association, Montreal, Canada, May, 2008.
- “Engaging Conversations about Major Works in Organizational Communication,” International Communication Association, San Francisco, CA, May, 2007 (co-chair with Kathy Krone).
- “The Destructive Side of Organizational Communication,” National Communication Association, San Antonio, TX, November, 2006.
- “Advancing the Field: Research Contributions of Recent ICA Fellows,” International Communication Association, Dresden, Germany, June, 2006.
- “Protracted Conflict: Diagnoses, Remedies, and Prescriptions,” National Communication Association, Boston, November, 2005.
- “Studying Identity in the 21<sup>st</sup> Century: Learning from Different Approaches,” Academy of Management, Honolulu, Hawaii, August, 2005.
- “Encouraging Dialogue: Moving from Theory to Practice,” Southern Communication Association, Baton Rouge, LA, March, 2005.
- “Organizing Democracy: 19<sup>th</sup> Century “isms” for the 21<sup>st</sup> Century World,” Academy of Management, Seattle, WA, August, 2003.
- “Power and Social Accounts: Judges, Bosses, and Reviewers,” Academy of Management, San Diego, CA, August, 1998.
- “Constructing Community: Interpretive Approaches to Social Interaction and Processes of Identification,” International Communication Association, Montreal, Canada, May 1997.
- “Programmatic Research: Focus on the Works of Marshall Scott Poole,” Speech Communication Association, San Diego, CA, November, 1996.
- “Approaches to Organizational Knowledge,” Academy of Management, Cincinnati, OH, August 1996.
- “Discourse, Power, & Organizational Communication: Interpretive and Critical Approaches,” Speech Communication Association, New Orleans, LA, November 1994.
- “Organizational Outcomes as a Function of Communicative Processes,” International Communication Association, Miami, FL, May 1992.
- "Managing Communication Challenges in Negotiation," International Communication Association, Chicago, May 1991.
- "Top Three Papers in Organizational Communication," International Communication Association, New Orleans, May 1988.
- "Competitive Papers on Perception and Organizational Communication," Speech Communication Association, New Orleans, November 1988.
- "International/Intercultural Organizational Communication: Promises and Prospects for a New Field," International Communication Association, New Orleans, May 1988.

"Top O' the Stack IV: Accounting, Organizations and Society," Speech Communication Association, San Francisco, November 1989.

"Twenty Years of Organizing: Karl Weick and Organizational Communication," Speech Communication Association, San Francisco, November 1989.

"Conflict Resolution in the Public Sector," Speech Communication Association, San Francisco, November 1989.

"Research Settings for Organizational Communication," Second Annual Mid-West Mini-Conference in Organizational Communication, Michigan State University, October 1989.

"Individual Differences and Styles of Conflict Management," Second Biannual Conference of the International Association for Conflict Management, U. of Georgia, June 1989.

"Q Methodology and Q Technique as a Research Method Across the Communication Discipline." Speech Communication Association, Boston, November 1987.

"Organizational Culture: A Context for Analysis." Speech Communication Association, Boston, November 1987.

"Top Three Papers in Organizational Communication." International Communication Association, Montreal, May 1987.

"Top Competitive Papers in Organizational Communication." International Communication Association Convention, Chicago, May 1986.

"From Theory to Practice in Applied Communication," Speech Communication Association, San Antonio, TX, November 1979.

### **Respondent for Panel Sessions at Professional Meetings**

Discussant, "Mixed Messages: Paradoxes for Women in Leadership," Academy of Management Meeting, Anaheim, CA, August 6-9, 2016.

Discussant, Montreal Writing Workshop, "The Professionalism-Volunteering Dichotomy? Volunteers' Identity Work in Professionalized Nonprofit Organizations by Kirstie McAllum, University of Quebec, Montreal, Canada, April 12, 2016.

"Research Accelerator," International Communication Association Nordic Regional Conference, Copenhagen Business School, Copenhagen, Denmark, October, 2015.

"Reflections on Paradoxes and Organizational Life," Sub-Theme 52, Paradoxes and Unreason: Provoking Greater Examination into Organizational Life," European Group on Organization Studies, Athens, Greece, July, 2015.

"Agency and Constitution," Sub-Theme 16, Organization as Communication: The Performative Power of Talk, European Group on Organization Studies, Athens, Greece, July, 2015.

"Organizational Communication Research Escalator," International Communication Association, San Juan, Puerto Rico, May, 2015.

"Organizational Communication in Latin American Countries" International Communication Association, San Juan, Puerto Rico, May, 2015.



- “So Far, So Good: Organizational Communication Research Escalator,” International Communication Association, Seattle, WA, May 2014.
- “Three Schools of CCO Thinking. European Group for Organizational Studies Conference,” Montreal, Canada, July, 2013.
- “The Research Escalator,” Organizational Communication Division, International Communication Association, London, UK, June 2013.
- “Honoring Linda Putnam: Celebrating Service, Scholarship, and Leadership,” Peace and Conflict Communication Division, National Communication Association, Orlando, FL, November 2012.
- “Discourses in Organizations,” National Communication Association, New Orleans, LA, November 2011.
- “The Many Voices of Conflict Resolution: New Insights Into Complex Language Choices,” National Communication Association, New Orleans, LA, November 2011.
- “But Fade Away? The Current Status of ‘Organizational Culture’ in Organizational Communication Studies,” National Communication Association, New Orleans, LA, November 2011.
- “Building Bridges in Communication Theory: From ‘Common Ground’ to Multiperspectivalism,” National Communication Association, San Francisco, CA, November 2010.
- “Models and Metaphors of Organizing,” International Communication Association, Singapore, June, 2010.
- “The Materialization of Immateriality in the Constitution of Organizations in Asia, International Communication Association, Singapore, June, 2010.
- “Current Research on Organizational Groups and Teams,” International Communication Association, Chicago, IL, May, 2009.
- “Envisioning Organizational Communication for a New Generation,” Conference Respondent, Organizational Communication at Alta Revisited: Reflection, Synthesis and Engagement, Snowbird, Utah, July, 2008.
- “The Impact of Emotion in Conflict Communication: Implications for Negotiation, Mediation, Conflict Coaching, and Organizational Communication, National Communication Association, Chicago, IL, November, 2007.
- “Issues, Practices and Consequences of Respectful Interaction at Work and in Civic Participation,” National Communication Association, Chicago, IL., November, 2007.
- “Exploring the Ontological Foundations of Organization,” National Communication Association, Chicago, IL., November, 2007.
- “Reframing Organizational Metaphors,” International Communication Association, Dresden, Germany, June, 2006.
- “Identity Work in Talk about a Past Organizational Conflict,” National Communication Association, Boston, November, 2005.
- “Studying Identity in the 21<sup>st</sup> Century: Learning from Different Approaches,” Academy of Management, Honolulu, Hawaii, August, 2005.
- “Dysfunctional Organizational Communication,” International Communication Association, New York, May 26-30, 2005.

- “Building a Research Program on Identity,” Identity Workshop #1, International Centre for Research in Organizational Discourse, Strategy & Change, University of Melbourne, Melbourne, Australia, February, 2005.
- “Studying Identity: Learning from Different Approaches,” Identity Workshop #2, International Centre for Research in Organizational Discourse, Strategy & Change,” University of Melbourne, Australia, February, 2005.
- “Culture and Conflict,” National Communication Association, Chicago, IL, November, 2004.
- “Emotions and Well-Being,” Academy of Management, New Orleans, LA, August, 2004.
- “Do You Hear What I Hear: Equivocality of Communication,” Academy of Management, New Orleans, LA, August, 2004.
- “Organizational Discourse and New Media: Unexplored Dimensions, Neglected Phenomena, and Untold Stories,” Academy of Management, Seattle, WA, August, 2003.
- “Organizational Communication and Negotiation,” International Communication Association, San Diego, CA, May, 2003.
- “Multiple Discursive Approaches to Organizational Communication: (OR) What Does It Mean to Study Discourse(s) in Organization? National Communication Association, New Orleans, November, 2002.
- “(Re)Constructing Work-Family Research: From Problematics to ‘Communication in Action’” National Communication Association, New Orleans, November, 2002.
- TOP THREE PAPERS, Organizational Communication, International Communication Association, Seoul, Korea, July, 2002.
- “Mentoring the NCA: The Women Presidents of the Twentieth Century,” National Communication Association, Seattle, Washington, November, 2000.
- “Understanding the Pluralistic World: The Role of Theory and Research in Organizational Discourse,” Academy of Management, Chicago, IL, August, 1999.
- “Language, Legitimacy, and Organizational Action,” Academy of Management, San Diego, CA, August 1998.
- “Discourse, Dialogue, Semiotics, and Fractals: Contemporary Views of Organizational Communication,” International Communication Association, Jerusalem, Israel, July 1998.
- “Managing and Responding to Emotional Situations in the Workplace,” National Communication Association, New York, NY, November 1998.
- “Organizational Dilemmas, Crises, and Heart,” National Communication Association, Chicago, IL, November 1997.
- “The Centrality of Narratives: Stories of Life, Work, and Gender,” National Communication Association, Chicago, IL, November 1997.
- “Private Life: Emotional and Relational Practices at Work,” Academy of Management, Cincinnati, OH, August 1996.
- “Showcase Panel: Karl Weick, Sensemaking in Organizations,” International Communication Association, Chicago, Illinois, May 1996.

- "Information Systems Debate," International Communication Association, Chicago, Illinois, May 1996.
- "Communicating Dominance: From an Organizational Perspective," International Communication Association, Chicago, Illinois, May 1996.
- "Centering the Margins of Organizational Communication: Feminist Standpoints on Identity, Inquiry, and Instruction," Speech Communication Association, San Antonio, TX, November 1995.
- "Communication and Organizing in "Alternative" Organizations," Speech Communication Association, Miami Beach, FL, November 1993.
- "Worker Alienation, Uncertainty, and Conflict," International Communication Association, Chicago, May 1991.
- "Organizational Culture," Response to Barry Turner, Contemporary European Approaches to the Study of Organizational Communication, Dublin, Ireland, June 14, 1990.
- "Conflict and Negotiation in Organizations," Speech Communication Association, Chicago, November 1990.
- "Foundations for Organizational Action in an Uncertain World: Beyond Rational Discourse," Speech Communication Association, Chicago, November 1990.
- "Mediation in the Community," Second Biannual Conference of the International Association for Conflict Management, U. of Georgia, June 1989.
- "Communication in Negotiation Contexts: An Applied Perspective," Second Biannual Conference of the International Association for Conflict Management, U. of Georgia, June 1989.
- "Communication and Negotiation," Conference on Research on Negotiation in Organizations, Northwestern U., March 1989.
- "Gender, Culture, and Conflict in the Workplace," Speech Communication Association, New Orleans, November 1988.
- "Individual Differences in Responses to Conflict," Academy of Management, New Orleans, August 1987.
- "Measurement and Analysis of Interpersonal Conflict Styles," First International Conference of the Conflict Management Group, Fairfax, VA, June 1987.
- "Industrial Relations Communication: Current Thoughts and Expanding Horizons," International Communication Association, Montreal, May 1987.
- "Qualitative Strategies in Conflict Research," International Communication Association, Chicago, May 1986.
- "Organizational Life and Mass Media," Speech Communication Association, Denver, November 1985.
- "Top Three Papers in Organizational Communication," International Communication Association, Dallas, TX, May 1983.
- "Goals and Strategies for Teaching the Undergraduate Organizational Communication Course," International Communication Association, Dallas, TX, May 1983.
- "The Top Five Showcase in Interpersonal and Group Interaction," Speech Communication Association, Anaheim, CA, November 1981.

"Language and Female/Male Communication," Speech Communication Association, Anaheim, CA, November 1981.

"Top Three Papers: The Female as a Unique Component of Communication Research," Central States Speech Association, Chicago, April 1981.

"Select Topics in Organizational Communication," International Communication Association, Boston, May 1982.

## **Special Introductions of Speakers at Professional Meetings**

"Managing Dilemmas in the Silent Revolution," Introduction of Howard Giles, President, International Communication Association, San Francisco, CA, May 1999.

Introduction of Mayor Willie L. Brown, Jr., Opening Reception at World Trade Club, International Communication Association, San Francisco, CA, May 1999.

"Embracing Continuity and Change: The Power of Lifelong Learning," Introduction of Mary Catherine Bateson, Keynote Speaker, International Communication Association, San Francisco, CA, May 1999.

"Crossing Dyadic and International Models of Negotiation," Introduction of Jeffrey Rubin, Keynote Speaker, International Association for Conflict Management, Eugene, Oregon, June 1994.

"New Dimensions of Conflict Styles," Introduction of Robert R. Blake, Lifetime Achievement Award Presentation, International Association for Conflict Management, Eugene, Oregon, June 1994.

"Plenary Session: Anthony Giddens." Introduced Professor Giddens and discussed his link to communication, International Communication Association, Honolulu, May 1985.

## **Service for Professional Associations**

### **Editorial Positions**

#### **Journals**

Senior Editorial Associate:

Human Relations, 2001-2006.

Organization, 2001-2007.

Editorial Boards:

Academy of Management Review, 1984-1987.

Asian Communication Journal, 2003-2006.

American Behavioral Scientist, 2000-present.

Communication Monographs, 1983-1989, 1995-1998, 2014-2017.

Communication Research, 1986-1992, 1999-2001, 2002-2016.

Communication Research and Practice, 2014-2017.

Communication Theory, 1993-1996, 1996-1999, 2003-2006, 2006-2011.

Communication Yearbook, 1983-1985, 2008-2011, 2012-2015.

Discourse and Communication, 2006--2015.

Human Communication Research, 1980-1994, 2000-2003.

Human Relations, 2006-2017.

Journal of Applied Communication Research, 1981-1983.

Journal of Management Inquiry, 1991-1998, 1998-2000, 2001-2003, 2008-2011.

Journal of Management Studies, 2007-2009.

Management Communication Quarterly, 1987-1995, 1997-2000, 2001-2003, 2003-2005, 2006-2008, 2009-2012, 2012-2015, 2015-2018.  
Negotiation, Harvard Business School Newsletter, 2003-2005.  
Negotiation Journal, 1990-1999, 2001-2003, 2003-2007, 2008-present.  
Negotiation and Conflict Management Research, 2006-2008, 2009-present.  
Negotiation Research Network, Advisory Board, 2002-2004.  
Organization, 1995-2000, 2007-present.  
Qualitative Journal of Communication, 2011-2014.  
Qualitative Research Reports in Communication, 2008-2010, 2011-2013.  
Quarterly Journal of Speech, 1996-1998.  
Women Studies in Communication, 1995-1998.

#### Special Issue Editor:

Ortenblad, A., Putnam, L. L., Trehan, K. 30<sup>th</sup> Anniversary—Beyond Morgan’s Eight Metaphors. Human Relations, (2016), Vol. 69(4), 875-1042.  
Putnam, L. L., & Casali, A. M. Forum Essays: Organizational Communication in Brazil, Management Communication Quarterly, (2009), Vol. 22(4), 642-676.  
Coleman, P. T., Gray, B., & Putnam, L. L. Intractable Conflict: New Perspectives on the Causes and Conditions for Change, American Behavioral Scientist, 2007, 50 (11), 1415-1562.  
Sutcliffe, K. M., Brown, A. D., & Putnam, L. L. Making Sense of Organizing: A Special Issue in Honor of Karl Weick, Organization Studies, 2006, 27 (11), 1573-1736.  
Putnam, L. L. Discourse and Resistance: Targets, Practices, and Consequences, Management Communication Quarterly, 2005, 19(1), 5-145.  
Putnam, L. L., & Cooren, F. Text and Agency: Constitutive Elements of Organizations, Organization, 2004, 11(3), 323-439.  
Putnam, L. L., & Folger, J. P. Communication, Conflict, and Dispute Resolution, Communication Research, 1988, 15(4), 349-499.  
Putnam, L. L. Communication and Conflict Styles in Organizations. Management Communication Quarterly, 1988, 1(3), 293-445.

#### Guest Editor of Book Sections

Putnam, L. L. Communication and Conflict Section, Managing Conflict: An Interdisciplinary Approach. New York: Praeger, 1989.

#### Guest Editorial Board

Electronic Journal of Communication, Special Issue on Learning from the 2008-2009 Global Financial Crisis, 2010-2011.  
Southern Communication Journal, Special Issue on “Qualitative Research in Communication,” 2008-2009..  
Organizational Studies, Special Themed Section on Metaphors and Organizations, 2006.  
International Journal of Conflict Management, Special Issue on “Interaction-Based Approaches to Conflict Management,” 2003.  
Communication Studies, Special Issue on “Revitalizing the Study of Small Group Communication,” 1995.  
Administrative Science Quarterly, Special Issue on “Critical Perspectives on Organizational Control,” 1995.  
Southern States Communication Journal, Special Issue on “Organizational Communication,” 1985.

### **Book Series Editor**

Organizational Communication Series, Routledge/Taylor & Frances, 2007-2012, 4 books.  
Organizational Communication Series, Lawrence Erlbaum, 2000-2007, 6 books.

### **Book Editorial Boards**

Editorial Board, SAGE Handbook of Qualitative Business and Management Research Methods, edited by Catherine Cassell, Ann Cunliffe, and Gina Grandy, two volumes, reviewed three chapters, 2015-2017.  
Communicating With and About Society Series, Aresta Publications, Barcelona, Catalonia, Spain, 2010-2014.

Discourse Perspectives on Organizational Communication, Fairleigh Dickson University Press, 2008-2009.  
Handbook of Critical Management Studies, Oxford University Press, 2008-2009.  
International Negotiations Series, Brill-Martinus Nijhoff Publishers, 2007-2009, 2010-2012.  
Handbook of Applied Communication Research, Lawrence Erlbaum, 2004-2005.  
Handbook of Organizational Studies, Sage, London, 1994-1995, 2003-2005.  
Organizational Communication-Emerging Perspectives, Ablex Publishing Company, 1993-1995.  
Sage Annual Reviews of Communication Research, 1986-2000.  
Jossey Bass Series on Conflict Resolution, 1990-1994.  
SCA Applied Communication Series, 1991-1994.  
Purdue University Press, 1986-1990.

## **Grant Reviews**

National Science Foundation, Decision Sciences Division, 1998, 1999.  
National Science Foundation, Law and Sciences Division, 2003, 2004.  
University Research Challenge Fund, New York University, 2003.

## **Professional Associations**

### **Academy of Management**

Reviewer for Theme Session Panels and Papers, "The Power of Words," 2014.  
Member, Career Achievement Awards Committee, 2004-2005.  
Chair, Communications Committee, 2002-2003.  
Member, Educator, Service, and Scholarly Contributions Awards Committee, 2001-2002.  
At-Large Member, Board of Governors, 1997-2000.  
Chair, Innovations Award Committee, 1998.  
Chair, Division Review Committee, 1998-1999.  
Member, Financial Committee, 1998.  
Terry Book Award Committee, 1997.  
Member, Task Force for Consideration of New Journal, 1990-1991.

### **Conflict Management Division**

Member, Most Influential Article Award, 2011.  
Committee Member, Most Influential Article/Chapter Award, 1999.  
Chair, Originator, Most Influential Article/Chapter Award, 1997-1998.  
Junior Faculty Incubator on Negotiation Process, 2003.  
Past-Chair, 1991-1992.  
Chair, 1990-1991.  
Vice-Chair and Program Planner, 1989-1990.  
Paper Evaluator, 1988, 1989, 1995, 1996, 1998, 2003.  
Advisory Committee, 1988-1989.  
Steering Committee, 1986-1987.

### **Organizational Communication and Information Systems Division**

Evaluator, Best Paper Award, 2006.  
Paper Evaluator, 1985, 1988, 1991, 2003.  
Member, Nominating Committee, 1992-1993  
Junior Faculty Consortium, Academy Conference, 1996

### **Organizational Behavior Division**

Paper Evaluator, 2001-2002.

## **European Group on Organizational Studies**

Co-convenor of Sub-theme 35: Paradox Theory and Research: Constituting Tensions, Power and Discourse.  
Reviewed 44 papers and programed 37 papers in plenary and parallel sessions (with Anne Keegan and Ina Ehner).

### **International Communication Association**

Presenter of ICA Fellows Election, Board Meeting and ICA Business Meeting, 2007.  
Chair, Selection Committee, Steven H. Chaffee Career Productivity Award, 2005-2007.  
Member, Selection Committee, Steven H. Chaffee Career Productivity Award, 2005-2006.  
Chair, ICA Fellows, Nominating and Book Award Committee, 2005-2006.  
Chair, Awards Committee, Best Applied Policy Research Program, 2003-2004  
Finance Committee Chair, 2002-2003.  
Past President and Member of the Executive Committee, 2000-2003.  
Past President and Finance Committee, 2000-2001.  
President, 1999-2000.  
President-Elect, 1998-1999.  
Chair, Publications Board, 1994-1996.  
Member, Best Applied Policy Research Award Committee, 2003-2004.  
Member, Publications Board, 1982-1985, 1993-1994.  
Chair, Membership Committee, 1988-1989.  
Chair, Nominating Committee, 1988-1989.  
Member, Nominating Committee, 1983-1984, 1985-1986.  
Board Member, 1986-1988.  
Committee to Study the Organizational Structure of ICA, 1985-1987.  
Committee to Develop Proposal for New Journal, Communication Theory, 1987-1988.

#### Organizational Communication Division

Chair, 1986-1988.  
Vice-Chair, 1984-1986.  
Member, Top Paper Selection Committee, 2010.  
Junior Faculty Development Committee, 2003.  
Nominating Committee Chair, 1994.  
Outstanding Member Award, 1993.  
Nominating Committee Member, 1978-1980.  
Membership Committee Chair, 1983-1984.  
Liaison to Paradigm Dialogue Planning, 1985.  
Innovations in Teaching, 1983-1984.  
Redding Dissertation Award Committee, 1983-1985, 2002-2003.  
Doctoral Preconference Committee, 1988-1989.  
Dublin Preconference Committee, 1989-1990.  
Preconference Organizer, "Communication and Organizational Socialization," May 21, 1986.  
Elected Paper Reader, 1979, 1980.

### **National Communication Association**

Reviewer for Centennial Series Theme Session, 2014.  
Member, External Nominations Committee, 2007-2008.  
Member, NCA Doctoral Education Committee, 2006-2008.  
Member, NCA External Nominations Committee, 2007-2008.  
Chair, Professional Service Awards Committee, 2003-2004.  
Coordinator, Ernest G. Bormann Mentor Campaign, 1999.  
Task Force on Disciplinary Advancement, 1994-1996.  
Member, Professional Services Awards Committee, 1991-1992.  
At-Large Representative to Legislative Council, 1984-1987.  
Chair, Awards Presentations, 1989.  
Chair, Nominating Committee, 1985-1986.  
Task Force on Graduate Education, 1989-1992. Member, Publications Board, 1983-1986.  
Member, Research Board, 1983-1986.

Committee on Committees, 1983-1984.  
Member, Committee to Select the Executive Secretary, 1987-1988.  
Applied Communication Division, Paper Evaluator, 1979.  
Rhetoric and Communication Theory Division, Paper Evaluator, 1980.

Organizational Communication Division  
Member, Awards Committee, Engaged Scholar Award, 2016  
Judge, Scholar to Scholar Sessions, NCA Conference, 2009  
Chair, 1982-1983.  
Chair, Awards Committee, 1992-1993.

Interpersonal and Small Group Division  
Nominating Committee Chair, 1981-1982.  
Paper Reader, 1981.

### **International Association for Conflict Management**

Advisory Council, 2004-present.  
Member, Influential Article Award, 2007-2008.  
Member, IACM Logo Committee, 2006-2007.  
Member, New Journal Committee, 2004-2006.  
Awards Committee—Book Awards, 2000-2001.  
Paper Evaluator, Conference Paper Selection, 1990-1992, 1998, 2004, 2006, 2007.  
Awards Committee, Plaque Preparation, 1994, 1995, 1996, 1997, 1998, 1999  
Best Paper Awards, Final Selection Committee, 1996  
Chair, Task Force on Association Networks, 1994-1995.  
President, 1993-1994.  
President-Elect, 1992-1993.  
Board Member, 1990-1992.  
Steering Committee, 1987-1988.

### **Texas Conference on Organizations**

Local Arrangements Chair, 1998.

### **Council of Communication Associations**

Chair, CCA/ISI Committee, 2006-present.  
Chair, CCA Committee on ISI Nominations, 2005-present.  
Member, Humanities Journal Committee, 2009-2011.  
Member, CCA/NRC Implementation Task Force, 2005-2007.  
Chair, Task Force on the National Research Council, 2002-2007.  
President, 2000-2002.  
Vice-President, 1999

### **Central States Communication Association**

Federation Prize Evaluator, 1986.  
Debut Paper Evaluator, 1984.  
Communication Theory Division, Secretary, 1978-1979.

### **Conference Organizer**

“Organizational Communication at Alta Revisited: Reflection, Synthesis and Engagement, Snowbird, Utah, July 25-27, 2008.  
"Communication and Alternative Dispute Resolution," Speech Communication Association Regional Conference, Purdue University, May 27, 1986.



"Interpretive Approaches to Organizational Communication," Speech Communication Association/International Communication Association jointly sponsored conference, June, 1981.

### **Interdisciplinary Conferences--Participant, Panelist, or Presenter**

- 2004 Resistance in Organisations: Processes, Forms, and Discourses, International Centre for Research on Organizational Discourse, Strategy, and Change, University of Sydney, February 18-19, 2004.
- 2003 Critical Moments in Negotiation, Harvard Project on Negotiation, Harvard University, November 14-15, 2003.
- 2002 Discourse and Identity Conference, University of Melbourne, Melbourne, Australia, December 9-11, 2002.
- 2000 World-View and Work Views: Building Theory about Discourse and Organizations, 4<sup>th</sup> International Conference on Organizational Discourse, King's College, London, England, July 25-28, 2000.
- 1998 International Conference on Language in Organizational Change and Transformation: What Makes a Difference? Max Fisher College of Business, Ohio State University, Columbus, OH, May 14-16, 1999.
- 1994 Advances in Organizational Communication, Erasmus Universiteit, Rotterdam, The Netherlands, January 11-12.
- 1993 8th Annual Conference of the International Association for Conflict Management, Hengelhof, Belgium, June 15-18.
- 1991 Reconstructing Organizational Culture, 8th International Standing Conference on Organizational Symbolism, Copenhagen, Denmark, June 26-28.
- 1991 4th Annual Conference of the International Association for Conflict Management, Den Dolder, The Netherlands, June 17-20.
- 1989 National Science Foundation Conference, "Relationship of Feminist Theory to Ethical and Value Issues in Organizational Science," Alta, Utah, October.
- 1989 Conference on Research on Negotiation in Organizations, Northwestern University, Kellogg Center, March.
- 1988 Invited Conference on Information Processing in Organizations, Harvard Business School, Cambridge, MA, September.
- 1987 International Conference of the Conflict Management Group, George Mason University, Fairfax, VA, June.
- 1987 Conference on Research on Negotiation in Organizations, Ohio State University, Mt. Sterling, Ohio, April.

### **University Service, Extension, and Outreach Activities**

#### **University of California-Santa Barbara**

##### **University-Wide Level**

- Selected Judge, 4<sup>th</sup> Annual Grad Slam Finals, April 15, 2016
- Re-elected Member, Faculty Club Board, 2015-2016
- Member, University Ombuds Advisory Board, 2012, 2014-2015
- Member, Council on Planning and Budget, Faculty Senate, 2008-2010
- Chair, CAPRA Sub-Committee, 2009-2010
- Elected Member, Faculty Club Board, 2008-2015
- Ad Hoc Personnel Case, 2009
- Member, Planning Committee, Transformation Mediation Conference, 2007-2008

##### **College Level Service**

- Member, Language, Interaction, and Social Organization Ph.D. Emphasis, 2013-2015
- Affiliated Faculty, Doctoral Program in Feminist Studies, 2009-2012
- Member, Collaborative Research Initiative Grant on GANGS

##### **Department Level Service**

- Member, Alumni Relations Committee, 2015-2017.
- Department Chair, 2010-2012
- Member, Awards Committee, 2007-2008
- Member, 25<sup>th</sup> Anniversary Committee, 2007-2009
- Member, Bradac Conference Planning Committee, 2008-2010
- Member, Rupe Conference Planning Committee, 2008-2009

Member, Non-Senate Faculty Evaluation Committee, 2007-2009  
Coordinator, Curriculum on Conflict Courses in Communication, 2008  
Chair, San Diego Alumni Reception, 2008  
Chair, Career Workshops, All Gaucho Reunion, 2008-2009  
Co-Director, Departmental Affiliate, International Centre for Research on Organizational Discourse, Strategy, & Change, 2008-present  
Chair, Awards Committee, 2008-2010, 2013-2014  
Chair/Co-Chair, Alumni Relations Committee, 2009-2010, 2013-2015  
Member, Graduate Committee, 2008-2010  
Acting Co-Graduate Advisory, Spring 2010  
Coordinator, Department Affiliate, Department of Feminist Studies, 2010-present.  
Department Chair, 2010-2013.  
Co-Chair, Development Committee, 2010-2011.

## **Texas A&M University**

### **University-Wide Level**

Member, Task Force on Women's Gender Equity and Resource Center, 2006-2007  
President, Women's Faculty Network, 2005-2007  
Co-Host and Moderator, Reception for Becky Gates, TAMU President's Spouse. 2006.  
Director, Mentoring Program, Women's Faculty Network, 2003-2007  
Director, Program on Conflict and Dispute Resolution, Bush School of Government, 1997-2003  
Brown Foundation-Earl Rudder Outstanding Student Award, 2001-2003  
External Evaluator, New Proposal Development Program, 2002  
Search Committee, Vice Provost for Research and Dean of Graduate Studies, 2000  
Search Committee, Dean of College of Liberal Arts, 2000  
Search Committee, Dean of the Bush School of Government and Public Service, 1999-2001  
Committee Member, International Degree Initiative, Bush School, 1998-1999  
Committee Member, Selection of Commencement Announcers, 1998  
Elected Board Member, Texas A&M Faculty Club, 1994-1997  
Evaluator, Women's Faculty Network, Fellowship Awards, 1994  
Committee on Administrator Compensation Policies, 1994-1995  
Evaluator, Provost-Level Diversity Awards, 1995.  
Evaluator, Faculty Development Leave Proposals, 1994, 1996  
Human Resource Information Systems Committee, 1995-1996  
Graduation Speaker Selection Committee, 1998  
Ad-Hoc Committee-Independent Bush School, 1999

### **College-Level Service**

Member, Dean's Advisory Council for Promotion and Tenure, 2005-2007.  
Member, College of Liberal Arts, Vision 2020 Advisory Council, 2006-2007.  
Member, Women's Studies Search Committee (4 positions), 2006-2007.  
Affiliate Faculty Member, Women's Studies Program, 2006-2007.  
Development Relations Council, 2001-2004.  
New Pathways for Journalism Education, 2003.  
Evaluator, College Faculty Research Enhancement Awards, 2003.  
Co-Chair, Merit Pay Committee, 2002-2003.  
Evaluator, NEH Summer Stipend Program, 2002.  
Women's Studies Research Advisory Committee, 2002.  
Planning and Resources Committee, 2001-2003.  
Co-Chair, Grievance Committee, 2001.  
Search Committee, Department Head, Political Science, 2000-2002.  
Evaluation Committee, Developmental Leave Proposals, 2001.  
Great Conversations, Alumni Relations, 2001.

Member, Development Relations Council, 2000-2003.  
Evaluation Committee, Distinguished Awards in Teaching, 2000.  
Search Committee for Director of Bush School of Government and Public Service, 1994-1995  
Advisory Council for the George Bush School of Government and Public Service, 1994-1996  
Ad Hoc Committee on Graduate Student Stipends, 1995-1996  
Advisory Committee on Appointments to Endowed Chairs and Professorships, 1995-1996  
Chair, Evaluation Committee for Annual Review of Associate Dean Rholes, 1996  
Participant, College of Liberal Arts Video Project, 1996  
Coordinator, Conflict Management Group, 1995-1996  
Director, Program on Conflict and Dispute Resolution, Bush School of Government and Public Service, 1996-2003

### **Department-Level Service**

Chair, Search Committee, Organizational Communication Position, 2006-2007.  
Chair, Sub-Committee Research Report, Promotion and Tenure Case, 2006-2007.  
Chair, Self-Study and Review for Doctoral Program, 2005-2006.  
Member, Graduate Committee, 2003-2005.  
Member, Search Committee, Telecommunication and Media Studies, 2004-2005.  
Member, Promotion and Tenure Committee, 1993-2007.  
Chair, Search Committee, Telecommunication Media Studies Positions, 2003-2004.  
Chair, Telecommunication Media Studies Committee, 2001-2002.  
Search Committee, Organizational Communication, 2000-2001.  
Chair, Internship Committee, 2002-2007.  
Member, Internship/Scholarship Committee, 2000.  
Coordinator of Alumni Relations, 1996-1998; 1998-2003, 2003-2007.  
Department Head, 1993-1998  
Separation of Speech Communication from Theater Arts, 1993-1994  
Reduced Backlog and Increased Sections of SCOM 203, Basic Course, 1994-1995  
Orchestrated Two Departmental Moves, Additional Space, Blocker-1995, Bolton-1997  
Developed Instructional Computer Lab, 1995, Expanded Lab in 1997  
Processed 5 mid-course reviews and 2 promotions  
Hired 6 New Faculty—3 full professors, 1 associate professor, 2 assistant professors, 1993-1998  
Developed and Edited Departmental Newsletter, 1995-1999  
Developed Alumni Advisory Board, 1996  
Created and Spearheaded Endowment for Excellence Campaign, 1997-1999  
Spearheaded Ph.D. Proposal through University System, Authority Granted, 1995-1997

## **Purdue University**

### **University-Wide Level**

Evaluation Committee, Center for Humanistic Studies, 1990-1993  
Referee, David Ross Summer Grant Proposals, 1986, 1988, 1989  
Dual Career Committee, Provost/Women's Resource Office, 1981-1982  
Member of Industrial Relations Council, 1979-1987

### **College-Level Service**

#### **Women's Studies Faculty**

Search Committee Member, 1990-1991  
Co-Director of Women's Studies Program, 1989-1990  
Chair of Search Committee for Director, 1989-1990  
Graduate Curriculum Committee, 1990-1991  
Chair of Purdue Colloquia Series, 1982  
Chair of Women and Work colloquia, 1981  
Chair of the Grant Committee, 1980  
Chair for the Film Fest, 1979

### **Other College Service**

Representative, Liberal Arts Senate, 1989-1991  
Evaluation Committee, Center for Humanistic Studies, 1990-1993  
Review Committee, University Writing Lab, 1989  
Evaluator, NEH Summer Grant Proposals, 1986, 1988  
Ad Hoc Committee to Redesign the Core Curriculum, 1985-1986  
Ad Hoc Committee to Study Faculty Salary Status, 1983-1984

### **Departmental-Level Service**

Chair, Search Committee, 1979, 1985, 1986, 1987  
Member, Search Committee, 1977, 1978, 1980, 1981, 1987, 1988  
Chair, Organizational Communication Unit, 1982-1983; 1985-1989  
Member, Promotion and Tenure Committee, 1988-1993  
Chair, Faculty Affairs Committee, 1979, 1980, 1986, 1990  
Elected Member, Faculty Affairs Committee, 1985, 1986, 1989  
Graduate Admissions Committee, 1978, 1979, 1980,  
Graduate Committee, 1982-1985; 1988-1890  
Teaching Awards Committee, 1977, 1979, 1984  
Curriculum Committee, 1981-1985, 1988-1989  
Research Committee, 1978, 1980, 1982-1986

### **External Evaluator of Departments and Academic Programs**

Human Resources Graduate Program, Fielding University, Santa Barbara, CA, 2016.  
International Centre for Research in Organizational Discourse, Strategy, and Change,  
University of Melbourne, September, 2009.  
University of Massachusetts, Department of Communication, September, 2008.  
University of Utah, Department of Communication, January, 2008.  
University of Twente, Department of Technical and Professional Communication, Enschede, The  
Netherlands, 2006.  
Corporate Communication and Intercultural Communication, Copenhagen Business School, Copenhagen,  
Denmark, 2005.  
The Netherlands School of Communication Research (NESCOR), 2004  
Department of Communication, Arizona State University-West, 2004  
Department of Communication, University of Colorado, 2003  
Department of Communication, University of South Florida, 2002  
Department of Communication, University of North Carolina, 2000  
Department of Speech Communication, Texas A&M University, 1991  
Department of Communication, University of Utah, 1990

## Promotion and Tenure Reviews

### Communication Departments

American University, 1999; Annenberg School of Communication-University of Southern California, 1995; 2000, 2005, 2006; Arizona State University, 1998; 2001, 2005, 2013; Arizona State University-West, 1994, 2010; Bar-Ilan University-Ramat-Gan, Israel, 2001; Baylor University, 1994; California State University-Sacramento, 1994; Cleveland State University, 1994, Colorado State University, 2009; Cornell University, 2007, 2010; Creighton University, 2007; Humboldt State University, 1993; Kent State University, 2016; Loyola University, 1993; Miami University-Ohio, 2001; Michigan State University, 2016; New York University, 2001; Northwestern University, 1992, 1998, 2001; North Carolina State University, 2004; Ohio University, 1993, 2005, 2011; Oklahoma State University, 1992; Oregon State University, 1998; Pennsylvania State University, 1992; 1996; Purdue University, 2008; Rutgers University, 1992, 1996, 2001, 2003, 2006, 2011, 2015; San Diego State University, 1992, 1997; State University of New York-Buffalo, 1994; Syracuse University, 2002; Temple University, 1991, Texas A&M University, 1990; Texas Christian University, 2012; Texas Tech University, 1991; 2000; University of Albany, 2001, 2008; University of Arizona, 1991, 1995; University of California-Santa Barbara, 1991, 1997, 2001; University of Cincinnati, 1991, 2005; University of Colorado at Boulder, 1991, 2006; University of Colorado at Denver, 2004; University of Denver, 1990; University of Georgia, 2004; University of Kansas, 1990, 1994, 1997; University of Hartford, 1990; University of Idaho, 1990, 1999; University of Illinois at Urbana-Champaign, 1990, 2005, 2011; University of Illinois at Chicago, 1995; University of Iowa, 1990; University of Kentucky, 1990; University of Oklahoma, 2012; University of Massachusetts, 1990, 1994; University of Maryland, 1990, 2000, 2006, 2011; University of Missouri-Columbia, 2004, 2005, 2010, 2013; University of Montana, 1997; University of Montreal, Canada, 2005, 2006; University of Nebraska, 2004, 2011; University of North Carolina, 2010; University of Ottawa-Canada, 1989; University of South Florida, 1993; University of Southern California, 1989; University of Texas, 2000, 2006; University of Tulsa, 1998, 2000; University of Utah, 1989; 2003; University of Waikato, 2009; University of Wisconsin-Milwaukee, 1989, 1996, 1998; Wake Forest University, 1995, 2004; Washington State University, 1997.

### Management and Business Departments

Duke University, 1994; Carnegie Mellon University, 1994, 2002; Colorado State University, 2005; Columbia University, 2004; McGill University, Canada, 2012; Naval Postgraduate School, 2005; Northwestern University, 1993; Ohio State University, 1993; Stanford University, 2002; Texas Tech University, 1999; Vanderbilt University, 1998, 2003; Massachusetts Institute of Technology, 1994, 1998; Melbourne University, 2012; University of California-Irvine, 2010; University of Leicester, United Kingdom, 2003; University of Louisville, 2012; University of Maryland, 2003; University of Michigan, 1995; University of Massachusetts-Amherst, 1992, 2006; University of Massachusetts-Boston, 1992; University of Minnesota, 1993; University of North Carolina, 1999; University of Technology Sydney, 2003; University of Southern California, 1991; University of Sydney, Australia, 2002, 2007, 2012; University of Waikato, New Zealand, 2009..

### Psychology Departments

Boston University, 1994; New York University, 2001; University of Illinois at Urbana-Champaign, 1990, 1996.

## Colloquia, Governmental, and Community Lectures

### Governmental Agencies

#### National

“Framing and Transforming Issues in Global Negotiations and Interactions Among Leaders,” Congressional Briefing on “Rebuilding the World Community: Global Institutions and Interactions in an Era of Terrorism,” sponsored by Consortium of Social Science Associations, Sam Rayburn Building, Washington D. C., September 25, 2003.

“The Edwards Aquifer Dispute: Shifting Frames and Conflict Intractability,” Staff of Environmental Protection Agency, Department of Interior, USDA Forest Service, Department of Navy, and Nuclear Regulatory Commission, RESOLVE Office, Washington D.C., November 17-18, 2000.

“Communication and Negotiation,” International Conflict Resolution Skills Training for Diplomats, United States Institute of Peace, Westfields International Conference Center, Chantilly, VA, March 14, 1994.(with Mitch Hammer).

## **State**

“The Edwards Aquifer Authority: Identity and Characterization Framing,” Edwards Aquifer Authority, San Antonio, Texas, September 8, 2001 (with Tarla Peterson).

## **Corporate and Community Presentations**

“Making an Organization Distinctive: The Role of Organizational Culture,” Santa Barbara Sunrise Rotary Chapter, May 5, 2010.

“The FIRE Model of Crisis Negotiations,” Santa Barbara Police Crisis Negotiation Response Training, March 12, 2008 (with Howard Giles and Jody Jahn).

“Resolving Conflicts with Co-Workers,” Brazos Valley Chapter, International Association of Business Communicators, February 18, 2002.

“Dealing with Conflict: Challenges in the Leadership Process,” American Academy of Optometry, San Antonio, TX, December 13, 1997.

“Conflict Management in the Workplace,” International Association of Business Communicators, June 19, 1997.

“Designing Dispute Systems in Organizations,” Brazos Valley Chapter of Human Resource Association, April 10, 1995.

“Communication Patterns in Collective Bargaining,” Employee Relations Managers, Procter-Gamble, Cincinnati, OH, October 13, 1987.

“Redesigning Employee Communication Systems,” TRW, Organizational Communication Consulting, Cleveland, OH, March-June, 1984.

“Communication as a Symbolic Process,” Minnesota Cryptography Association, Minneapolis, MN, 1977.

“Basic Management Skills for Women,” Minneapolis Seminars for Downtown Business Firms, Minneapolis, MN, 1976.

“Women in Management Seminar,” Burlington Northern Railroad, Minneapolis, MN, 1976.

“Written and Oral Communication: The Semantics of Organizational Communication,” Honeywell Regional Sales Managers, 1975.

“Nonverbal Communication and the Health Care Profession,” Fairview Hospital Anesthesiologists Association, Minneapolis, MN, 1973, 1975.

“Communication and Conflict Management in Organizations,” Southern Minnesota Business and Professional Women’s Association, 1973.

“Belief Systems and Myths in Organizational Communication,” McClain, Hedman and Schults Office Supply, St. Paul, MN, 1972.

## **University of California, Santa Barbara Presentations**

“General Guidelines for Win-Win Negotiation,” Senior Women’s Council, June 6, 2011.

“Analyzing the Framing of Issues and Moral Stance in Press Releases of Union-Management in the 2007 Writer’s Strike,” Language, Interaction, and Social Organization Colloquium, April 15, 2011.

## **Texas A&M University Presentations**

- “Communication and Media Framing: Perspectives and Research Studies,” Department of Communication Colloquium, October 18, 2006 (with Greg Paul and Ty Spradley).
- “Tips for Mentoring Junior Faculty,” Executive Council Meeting, College of Liberal Arts, October 10, 2006.
- “Setting Agendas for Leadership in Professional Associations,” Women’s Leadership Forum, Women’s History Month, March 2, 2006.
- “Revisiting Metaphors of Organizational Communication, Department of Communication Colloquium, October 28, 2005.
- “Managing Diversity Conflict,” Spanish Department, April 21, 2004.
- “Stakeholder and Media Framing in Environmental Conflicts,” Department of Communication Colloquium, October 31, 2003. (with Boris Brummans and Suzanne Boys).
- “How Working Couples Mutually Support Career Success,” Women in Time, Women’s Faculty Network, March 7, 2003.
- “Networking and Taking Risks,” Forming a Community of Scholars, Women’s Faculty Network, February 7, 2002.
- “Diversity and Organizational Conflict,” Conference on Workplace Diversity Conflict: Individual and Organizational Solutions,” Human Resources Department, May 1, 2002.
- “Conflict Management Assessment Skills, Conference on Conflict Management and Diversity in the Workplace,” Bush Conference Center, April 26, 2001.
- “Effective Conflict Management,” Big 12 and Friends Intramural Recreational Sports Region IV Conference, Texas A&M Recreational Sports Center, October 25, 2001.
- “Dimensions of Intractable Conflict: The Edwards Aquifer Case,” Program on Conflict and Dispute Resolution, Bush School of Government and Public Service, November 28, 2001.
- “Organizational Communication Research,” SCOM 101 Class, November 20, 2000.
- “Thinking About Administration,” Dean of Faculties Workshop, January 14, 2000.
- “Conflict Management Styles,” Women’s Faculty Network, luncheon speaker, November 10, 1999.
- “Negotiation and Communication,” Wiley Lecture Series, Memorial Student Union, October 26, 1999.
- “Being Heard, Getting Things Done, and Getting What You Want—Approaches to Negotiation,” Women’s Faculty Network, Thriving in the Academy Workshop, Del Largo, Texas, October 23, 1999.
- “New Developments in the Field of Communication,” Aggie Hostel, Texas Agricultural Extension Service, June 26, 1998.
- “Panel Discussion: Mentoring,” Mentoring Program Reception, Women’s Faculty Network, April 29, 1998.
- “Challenges for Women Administrators,” Women’s Faculty Network, Brown Bag Luncheon, April 5, 1997.
- “Success, Professionalism, and Leadership,” Images of Women: Vision and Voices, Women’s Week, April 1, 1997.
- “Gender Communication,” Conference on Cross-Cultural Communication: Approaches and Implications, Race and Ethnic Studies Institute, March 25, 1997.
- “Media Representation of Stakeholder Frames in Environmental Disputes: The Edwards Aquifer Case,” Program on Conflict and Dispute Resolution, March 13, 1997.
- “Negotiation and Decision Making,” Program on Foreign Policy and Decision Making, September 16, 1996.
- “Success and Failures in Leadership,” Women’s Week, Women’s Faculty Network, March 26, 1996.
- “Negotiating and Breaking Barriers Through Communication,” Women in Science and Engineering, Career Development Conference, February 25, 1995.
- “First Year as Department Chair,” New Administrator’s Orientation, Provost Office, September 12, 1994.
- “The Role of Mentors and Mentoring for Women Faculty, Women’s Faculty Network, Brown Bag Luncheon, March 30, 1994.

## **Purdue University Presentations**

- “Gender and Leadership: Current Research,” First Annual Purdue Women’s Studies Symposium, Feminism in the Academy, April 11, 1991.
- “Bounded Rationality: A Feminist Critique,” Rhetoric Colloquia, Department of English, February 13, 1991 (with Dennis K. Mumby).
- “Bounded Rationality as an Organizational Construct: A Feminist Perspective,” Women’s Studies Program, November 28, 1990 (with Dennis K. Mumby).
- “Feminist Approaches to Organizational Theory,” Women’s Studies Program, October 30, 1989.
- “Using Placement Services,” Graduate Student Association Non-Academic Job Search Workshop, November 15, 1989.
- “Messages, Phases, and Settlement Type as Discriminators of Bargaining Side,” Department of Psychology, April 10, 1987 (with Steve Wilson).
- “Qualitative Research Methods,” Industrial-Organizational Psychology, March 18, 1986.
- “Bargaining as Argument,” Female Faculty Seminar, Women’s Resource Center, April 5, 1985.
- “Gender Differences in Communication,” Biology Education Seminar, April 9, 1984.
- “Language and Non-Verbal Communication,” Introduction to Women’s Studies, February 22, 1983.
- “Lady You’re Trapped: Vicious Cycles in Organizational Conflicts,” Seminar on Communication and the Woman Manager, Indiana University-Purdue University, Fort Wayne, IN, February 26, 1982.
- “Gender, Language, and Nonverbal Communication,” Introduction to Women’s Studies, February 10, 1982.
- “Interfaces between Communication and Psychology,” Introduction to Graduate Studies, Psychology Department, December, 1981.
- “Communication and Conflict Strategies: Implications for Women,” Women’s Study Colloquia, December, 1981.
- “Gender and Dyadic Composition in Bargaining Interaction,” Interdisciplinary Colloquia on Sex Roles, March, 1981.
- “Male-Female Communication Patterns,” Introduction to Women’s Studies Class, February, 1981.
- “Communication Patterns in Organizations,” Physical Education Administration Class, October, 1980.

## **Theses and Dissertations Directed**

### **Master’s Degree**

- a. Served on 72 Master’s degree committees in the Departments of Communication at Purdue University and Texas A&M University (20 thesis MAs, 45 non-thesis MAs), 3 in Industrial Relations Program, and 4 in Department of Psychological Sciences.
- b. Advisor for 65 Master’s degree candidates (48 non-thesis students and 17 theses MA).
- c. Completed M.A thesis (17 MA theses):

### **University of California, Santa Barbara**

Martin, Krista Renee. “Having Adult Conversations about the Oldest Profession: Advocacy Tactics for Institutional Change in the Nevada Brothel Industry,” August, 2013.

### **Texas A&M University--**

Siepel, Jennifer L. “Behind the Scenes, or At Least Behind Your Back: Hidden Conflict during Organizational Change,” May, 2008.



Paul, Gregory Dennis. "The Relationship between Reproach and Account Behavior in Organizational Conflict," August, 2006. (winner of the Association of Former Students M.A. Research Award, 2007).

Haman, Mary K. "Experiencing Emotional Labor: An Analysis of the Discursive Construction of Emotional Labor," December 2005 (winner of the Association of Former Students M.A. Research Award, 2006; published book chapter, Haman, M. K. & Putnam, L. L. (2008). In the Gym: Peer Pressure and Emotional Management among Co-workers. In S. Fineman (Ed.), The Emotional Organization: Passions and Power (pp. 61-73). Oxford: Blackwell Publishing.

Royer, Rebecca. "Identity Resistance Strategies of Public Lands Ranchers," 2003.

Winkler, Bethany. "Conflict Framing and Procedural Justice among Organizational Survivors," 2003.

Cristi, D. J. "A Woman's Place is in the Maul: Organizing Gender in a United States Rugby Club," 2002.

Weber, Jessica. "The Game of Dialectics: An Investigation of Professional Baseball Couples," 1998.

## **Purdue University**

Frenette, Gregory, "Toward Validating the Construct of Mediator Role: A Communication Perspective," 1996 (with Cynthia Stohl, co-chair), 1996. .

Billingsley, Julie M. "Organizational Groups in Conflict: A Communication-Rules Perspective," 1986.

Jensen, Steven A. "Decision Making in Japanese Organizations: A Proposed Template of Understanding," 1984.

Flanagan, Anna M. "Communicative Links to Job Satisfaction Among Diploma and Baccalaureate Degree Nurses," 1984.

Keough, Colleen M. "Bargaining Communication and Arbitration Arguments: An Analysis of the Collective Bargaining Between the Teaching Assistants' Association and the University of Wisconsin-Madison," 1983.

Wilson, Charmaine E. "The Influence of Role Relationship and Organizational Position on Perceived Conflict Strategies," 1981

Murray, Ellen M. "Differences in Sex and Sources of Information Among Employee's Perceptions of Job Autonomy, Supervisor Satisfaction, and Opportunities for Career Advancement," 1981.

Jones, Tricia S. "An Analysis of the Effects of Sex, Dyadic Composition, and Role Affiliation on Bargaining Interaction," 1980 (portion of study published in Putnam & Jones, *Communication Monographs*, 1982, 171-191).

Plain, Hal J. "An Exploration of Message Trends in Computer-Linked Memorandum Systems: A Case Study," 1980.

## **Ph.D. Degree**

- a. Served on 63 Ph. D. Committees (26 at Purdue University, 19 at Texas A&M University, 12 at University of California, Santa Barbara, 6 in Departments of Psychology, Sociology, Information Systems, Education, and Organizational Behavior).
- b. Advisor for 17 Ph.D. Committees (7 at Purdue University, 6 at Texas A&M University, and 4 at University of California, Santa Barbara).

### **c. Completed and In Progress Ph.D Dissertations:**

#### **University of California, Santa Barbara, Dissertation Chair**

Banghart, Scott. PhD work in progress. (co-directed with Cynthia Stohl).

Fuller, Ryan Patrick. "Unions and Sensemaking: Communicative Framing of Entertainment Industry Changes," 2014.

Jahn, Jody L. "The Communicative Construction of Safety in Wildland Firefighting," 2012 (co-chaired with Karen Myers). Winner of the W. Charles Redding Dissertation Award, International Communication Association, 2013.

Kang, Paul. "The March of Madness: A Communication Approach to Understanding the Quality of Teamwork in a Collegiate Basketball Team," 2012 (co-chaired with David Seibold).

#### **Texas A&M University, Dissertation Chair**

Spradley, Robert. Ty "The Constitution of Highly Reliable Practices: Materializing Communication as Constitutive of Organizing," 2012.

Bochantin, Jaime. "Sensemaking in a High-Risk Lifestyle: The Relationship between Work and Family for Public Safety Families," 2010 (co-directed with Kathy Miller).

Baker, Jane Stuart. "Buying into the Business Case: A Bona Fide Group Study of Dialectical Tensions in Employee Network Groups," 2009.

Paul, Gregory Dennis. "Forgiveness at Work: Exploring the Relationship Between Justice Ideologies and Forgiveness in the Workplace," 2009.

Duta, Andrei C. "Leadership Succession: A Discourse Analysis of Governance Dialectics in Two Nonprofit Organizations," 2008. (Published in *International Journal of Leadership Studies*, *Journal of Organizational Leadership and Business*, and *Nonprofit World Journal*).

Brummans, Boris. "Dispositional Reflection," 2004 (co-directed with Kathy Miller; Winner of the Association of Former Students Ph.D. Research Award, 2005).

#### **Purdue University, Dissertation Chair**

Trethewey, Angela. "Power, Discourse, and the Confessing Subject: A Postmodern Feminist Analysis of a Human Service Organization," 1994 (Winner of Cheris Kramarae Outstanding Dissertation Award, October 7, 1995; runner-up W. Charles Redding Dissertation Award, International Communication Association, May, 1995) (published in *Communication Monographs*, 1997, 281-301; *Western Journal of Communication*, 1999, 140-167).

- Sotirin, Patricia J. "Representations of Secretarial Resistance: Complementarity, Alterity, and Ambivalence," 1994 (co-chair with Cynthia Stohl).
- Rudick, Karen L. "Looking Forward, Looking Back: Their Effects on Bargaining Interaction and Outcome," 1991.
- Geddes, Deanna. "In the Mind's Eye: What Organizational Members See in Performance Feedback," 1990 (co-chaired with Sandi Smith) (published in *Communication Studies*, 1995).
- Turner, Dudley Barlow. "Intraorganizational Bargaining: The Effect of Goal Congruence and Trust on Negotiator's Strategy Use," 1988 (published *Communication Studies*, 1990, 54-75).
- Buzzanell, Patrice M. "An Information Acquisition and Use Approach to Perceived Career Uncertainty, Transitional Events, and Career Tracks," 1987 (Winner of the ICA W. Charles. Redding Dissertation Award, 1988).
- Cox, Mark. "An Investigation of the Effects of Black Identification on Organizational Identification, Communication Supportiveness, and Messages About Race," 1984.

### **External Doctoral Committees—Ph.D. Degree**

- Monstad, Therese Hedman. "Attempts to Bridge the Gaps: Opportunities and Challenges in Communication Constitutes Organizations," Opponent Role, Department of Informatics and Media, Uppsala Universitet, Uppsala, Sweden, March 27, 2015.
- Wahab, Sally Abdul. "Blogging the Way through Job Loss: A Constitutive Perspective on the Coping Process," Department of Communication, Rutgers University, 2014.
- Bryan, T. A. "Aligning Identity: Social Identity and Changing Context in Community-based Environmental Conflict," School of Natural Resources and Environment, University of Michigan, 2008. (Winner of Rackham Distinguished Dissertation Award, U. of Michigan, 2008)
- Sonenshein, Scott. "Constructing and Communicating Meaning during the Implementation of Strategic Change," Department of Management and Organization, Ross School of Business, University of Michigan, 2007.
- Ainsworth, Susan. "The Discursive Construction of the Older Worker Identity," Department of Management, University of Melbourne, Victoria, Australia, 2004.
- Jones, Helen, "The Role of Dialogue and Diversity in Corporate Settings," Fielding Graduate Institute, Santa Barbara, CA, External Review, August 2001.
- Sinclair-James, Lucinda. "Dialectics and Structuration in Court Mediations," Department of Communication, Purdue University, August 2000.