

VITA

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TOVE HELLAND HAMMER

Professor and Chair

Department of Organizational Behavior

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GENERAL INFORMATION

Professor of Organizational Behavior, School of Industrial and Labor Relations, Cornell University, from April 1, 1990. Present duties involve the teaching of undergraduate and graduate students in areas of organizational behavior, manufacturing management, and leadership, conducting research in organizational behavior and employment relations, and serving as department chair. Research topics include leadership and managerial behavior, organizational effectiveness, organizational change, employee ownership and worker participation, the role of unions in organizational behavior, and the effects of the work environment on employee health and well-being.

EDUCATION

BA, Psychology, June 1969, Cornell University

MA, Psychology, June 1972, University of Maryland

Ph.D., Industrial/Organizational Psychology, December, 1973, University of Maryland

EXPERIENCE

1990-present Professor of Organizational Behavior, School of Industrial and Labor Relations, Cornell University.

2005-present Professor II, Department of Psychology, Norwegian University of Science and Technology (NTNU), Trondheim, Norway.

2011-present Professor II, School of Hotel Management, University in Stavanger (UiS), Stavanger, Norway.

2011 Visiting Professor, ESCP-Europe (European Business School in Paris), Paris, France.

- 1991 Visiting Professor, The Management School, Imperial College, University of London, UK.
- 1993-present Adjunct Researcher and Consultant, Institute for Social Research in Industry (IFIM) (1993-1999), and the Institute for New Practice (1999 – present), SINTEF, Norwegian University of Science and Technology (NTNU), Trondheim, Norway.
- 1983-1984 Visiting Professor, Department of Social and Economic Studies, Imperial College, University of London, UK.
- 1981-1990 Associate Professor of Organizational Behavior, School of Industrial and Labor Relations, Cornell University. Department Chair (1988-92).
- 1973-1981 Instructor (1973-74) and Assistant Professor (1974-81), School of Industrial and Labor Relations, Cornell University.

PUBLICATIONS

Books and Monographs

- Hammer, T. H. and Bacharach, S. (Eds.). *Rewards Systems and Power Distributions: Searching for Solutions*. New York State School of Industrial and Labor Relations, Cornell University, Ithaca, New York, 1977.
- Stern, R. N., Wood, H., and Hammer, T. H. *Employee Ownership in Plant Shutdowns: Prospects for Employment Stability*. Kalamazoo, MI: W.E. Upjohn Institute for Employment Research, 1979.
- Whyte, W. F., Hammer, T. H., Meek, C., Nelson, R., and Stern, R.N. *Workers' Participation and Ownership: Cooperative Strategies for Strengthening Local Economies*. Ithaca, New York: ILR Press, 1983.

Research Articles and Chapters

- Hammer, T. H. and Dachler, H. P. A test of some assumptions underlying the path-goal model of supervision: Some suggested conceptual modifications. *Organizational Behavior and Human Performance*, 1975, 14, pp. 60-75.
- Snyder, R. A. and Hammer, T. H. A note on the generality of managers' perceptions of union members. *Journal of Social Psychology*, 1977, 103, pp. 323-324.
- Vardi, Y. and Hammer, T. H. Intra-organizational mobility and career perceptions among rank and file employees in different technologies. *Academy of Management Journal*, 1977, 20, pp. 622-634.

- Hammer, T. H. Relationships between local union characteristics and worker behavior and attitudes. *Academy of Management Journal*, 1978, 21, pp. 560-577.
- Snyder, R. A., Howard, A., and Hammer, T. H. Mid-career change in academia: The decision to become an administrator. *Journal of Vocational Behavior*, 1978, 12, pp. 229-241. Also reprinted in R. A. Hill, E. L. Miller and H. Lowther (Eds.) *Adult Career Transitions: Current Research Findings*. Ann Arbor, MI: Division of Research, Graduate School of Business Administration, 1981.
- Snyder, R. A., Howard, A., and Hammer, T.H. The predictive power of within-versus across-subjects scores in expectancy research. *Journal of Psychology*, 1978, 100, pp. 285-292.
- Stern, R. N. and Hammer, T. H. Buying your job: Factors affecting the success or failure of employee acquisition attempts. *Human Relations*, 1978, 31, pp. 1101-1117.
- Hammer, T. H. Affirmative Action programs: Have we forgotten the first-line supervisor? *Personnel Journal*, 1979, 58, pp. 384-389.
- Hammer, T. H. and Stern, R. N. Employee ownership: Implications for the organizational distribution of power. *Academy of Management Journal*, 1980, 23, pp. 78-100.
- Hammer, T. H. and Vardi, Y. Locus of control and career self-management among non-supervisory employees in industrial settings. *Journal of Vocational Behavior*, 1980, 15, pp. 1-17.
- Hammer, T. H. and Berman, M. The role of non-economic factors in faculty union voting. *Journal of Applied Psychology*, 1981, 66, pp. 415-421.
- Hammer, T. H., Landau, J., and Stern, R. N. Absenteeism when workers have a voice: The case of employee ownership. *Journal of Applied Psychology*, 1981, 66, pp. 561-573.
- Hammer, T. H. and Landau, J. Methodological issues in the use of absence data. *Journal of Applied Psychology*, 1981, 66, pp. 574-581.
- Brett, J. M. and Hammer, T. H. Organizational behavior and industrial relations. In T. Kochan, D. Mitchell and L. Dyer (Eds.). *Industrial Relations Research in the 1970s: Review and Appraisal*. Madison, Wisconsin: Industrial Relations Research Association, 1982.
- Hammer, T. H., Stern, R. N., and Gurdon, M. A. Worker ownership and attitudes towards participation. In F. Lindenfeld and J. Rothschild-Whitt (Eds.). *Workplace Democracy and Social Change*. Porter Sargent Publishers, 1983.
- Hammer, T. H. The history of the Rath buyout: A role expectations analysis. *Industrial Relations Research Association Proceedings*, December 1985, pp. 205-213.
- Landau, J. and Hammer, T. H. Clerical employees: Perceptions of career opportunities. *Academy of Management Journal*, 1986, 29, pp. 385-404.

- Hammer, T. H. and Stern, R. N. The Yo-Yo model of union-management cooperation: Union participation in management at the Rath Packing Company. *Industrial and Labor Relations Review*, 1986, 39, pp. 337-349.
- Hammer, T. H. and Turk, J. M. Organizational determinants of leader behavior and authority. *Journal of Applied Psychology*, 1987, 72, pp. 674-682.
- Hammer, T. H. New developments in profit sharing, gainsharing, and employee ownership. In Campbell, J. P., Campbell, R. J., and Associates, *Productivity in Organizations*. Vol. II, Frontiers in Industrial and Organizational Psychology. Jossey-Bass Inc. Publishers, 1988. Also reprinted in Steers, R.M. and Porter, L.W. *Motivation and Work Behavior*. McGraw-Hill, 1991.
- Gordon, M. E. and Hammer, T. H. Overview of Industrial/Organizational Psychology. *Work Place Topics*, 1 (1). Washington, DC: AFL-CIO Department of Economic Research, 1988.
- Hammer, T. H. Worker participation on boards of directors. *Work Place Topics*, 2 (1). Washington, DC: AFL-CIO Department of Economic Research, 1991.
- Hammer, T. H., Currall, S.C., and Stern, R. N. Worker representation on boards of directors: A study of competing roles. *Industrial and Labor Relations Review*, 1991, 44, pp. 661-680.
- Hammer, T. H. and Wazeter, D. L. Dimensions of local union effectiveness. *Industrial and Labor Relations Review*, 1993, 46, pp. 302-319.
- Hammer, T. H. Leadership effectiveness of local union leaders. *Work Place Topics*, 4 (2). Washington, DC: AFL-CIO Department of Economic Research, 1995.
- Hammer, T. H. Industrial democracy. In M. Warner (ed.) *International Encyclopedia of Business and Management*, Vol. II. London: Routledge, 1996, pp. 1921-1930. Also reprinted in M. Poole, and M. Warner (Eds.). *The IEBM Handbook of Human Resource Management*. London: International Business Press, Thomson 1998. Revised and updated in the *International Encyclopedia of Business and Management*, 2002, pp. 2845-2855. London: Thompson Learning.
- Hammer, T. H. and Hartley, J. Individual-union-organization relationships in a cultural context. In M. Erez and C. Early (Eds.). *New Perspectives on International Industrial/Organizational Psychology*. Volume 8, Frontiers in Industrial and Organizational Psychology. Jossey-Bass Inc., Publishers, 1997.
- Hammer, T. H., Nytrø, K., & Saksvik, P. O. Hva er arbeidsmiljø? En gjennomgang av begrepet. (What is the work environment? A conceptual analysis). In Tore Nilssen (Ed.). *Mot et Bedre Arbeidsliv* (Towards a Better Working Life). Bergen, Norway: Fagbokforlaget, 1998.
- Currall, S. C., Hammer, T. H., Baggett, L. S., & Doniger, G. Combining qualitative and quantitative

methodologies to study group processes: An illustrative study of a corporate board of directors. *Organizational Research Methods*, 1999, 2, pp. 5-36.

Hammer, T. H. Developing global leaders: A European perspective. In W. H. Mobley, M. J. Gessner, and V. Arnold (Eds.). *Advances in Global Leadership*, Vol. I. Greenwich, CT: JAI Press, 1999.

Hammer, T. H. Nonunion representational forms: An organizational behavior perspective. In B. E. Kaufman and D. Taras (Eds.). *Nonunion Employee Representation: History, Contemporary Practice, and Policy*. Armonk, NY: M. E. Sharpe, Inc., 2000.

Hammer, T. H., Saksvik, P. O., Nytro, K., Torvatn, H., & Bayazit, M. Expanding the psychosocial work environment: Workplace norms and work-family conflict as correlates of stress and health. *Journal of Occupational Health Psychology*, 2004, 9, 83-97.

Bayazit, M., Hammer, T. H., and Wazeter, D. Methodological challenges in union commitment studies. *Journal of Applied Psychology*, 2004, 89, 738-747.

Hammer, T. H. and Avgar A. The impact of unions on job satisfaction, organizational commitment, and turnover. *Journal of Labor Research*, 2005, 26, 2 (Spring), 241-266. Also published as a chapter in James T. Bennett and Bruce E. Kaufman (Eds.), *What Do Unions Do? A Twenty-Year Perspective*. New Brunswick, NJ: Transaction Publishers, 2007 (346-373).

Hammer, T. H. The role of norms in organizational change efforts. In P. O Saksvik (Ed.). *Prerequisites for Change in Organizations*. Bentham Science Publishers, 2009.

Hammer, T. H., Bayazit, M., and Wazeter, D. Union leadership and member attitudes: A multi-level analysis. *Journal of Applied Psychology*, 2009, 94, 392-410.

Watanabe, S., Hammer, T. H. On a psychological trip from latent self to manifest self: A study on multiple selves in a single situation. *Japanese Journal of Administrative Sciences*, 2009, 22 (2), 103-115.

Hammer, T. H. Fairness in the workplace. In P.O. Saksvik and K. Nytro (Eds.). *Work and Organizational Psychology. Topics for a Better Work Life*. Oslo, Norway: Cappelen Academic Publishers, 2011, 335-358.

Saksvik, P. O., Hammer, T. H., and Nytro, K. Social relations at the collective level: The measurement of collective control in research on the psychosocial work environment. *Nordic Journal of Working Life Studies*, 2013, 3, 1-16.

Conference presentations

Hammer, T. H. Effects of leader behavior on worker perceptions. Eastern Psychological Association Convention, Washington, D. C., May 1973.

- Hammer, T. H. Leadership as a multi-faceted concept: Integrating leadership, motivation and power. American Psychological Association Convention, New Orleans, August 1974.
- Hammer, T. H. Climate for unionization: Its impact on union members' work perceptions, satisfaction and performance. Eastern Psychological Association Convention, New York, April 1975.
- Vardi, Y. and Hammer, T. H. Technology as a determinant of actual and perceived mobility among rank and file employees. Eastern Psychological Association Convention, Washington, D.C., April 1976.
- Hammer, T. H. and Vardi, Y. The role of locus of control in career management among rank and file employees. Eastern Psychological Association Convention, Washington, D. C., March 1978.
- Hammer, T. H. Preparation for a second career: The utility of transferable skills. Eastern Academy of Management Meeting, New York, May 1978.
- Vardi, Y. and Hammer, T. H. An empirical test of some determinants and moderators of intra-organizational mobility patterns: Towards an integrative model. Academy of Management National Meeting, San Francisco, August 1978.
- Snyder, R. A., Howard, A. and Hammer, T. H. Within-subject vs. across-subjects analyses of expectancy theory data: Situational utility. Academy of Management National Meeting, San Francisco, August, 1978.
- Hammer, T. H. and Stern, R. N. Where workers own the enterprise: Interest in and opportunities for participative decision making. Ninth World Congress of Sociology, Uppsala, Sweden, August 1978.
- Stern, R. N. and Hammer, T. H. Buying your job: Reconsiderations on recent experiences. Ninth World Congress of Sociology, Uppsala, Sweden, August 1978.
- Hammer, T. H. Decision-making policies and worker influence in employee owned firms. American Psychological Association Convention, Toronto, Canada, August 1978.
- Hammer, T. H. and Berman, M. The role of non-economic factors in union entry. Academy of Management National Meeting, Detroit, August 1980.
- Stern, R. N. and Hammer, T. H. Occupational identity under employee ownership. American Sociological Association Convention, New York, August 1980.
- Hammer, T. H., Landau, J. and Stern, R. N. Predictors of absenteeism in an "off-quadrant" organization: The case of employee ownership. American Psychological Association Convention, Montreal, Canada, September 1980.

- Stern, R. N. and Hammer, T. H. Initiating participation in policy decisions under employee ownership. American Sociological Association, Toronto, Canada, August 1981.
- Hammer, T. H. and Landau, J. Alternative approaches to the analysis of absence data. Twentieth International Congress of Applied Psychology, Edinburgh, Scotland, July 1982.
- Hammer, T. H. and Stern, R. N. Labor representation on company boards of directors: Effective worker representation? Academy of Management National Meeting, Dallas, Texas, August 1983. Published in the Proceedings.
- Landau, J. C. and Hammer, T. H. Career expectations of clerical employees. Academy of Management National Meeting, Dallas, Texas, August 1983.
- Turk, J. M. and Hammer, T. H. Structural determinants of leadership behavior. Academy of Management National Meeting, San Diego, August 1985.
- Hammer, T. H. The role of the union's collective bargaining model in labor-management cooperation programs. American Psychological Convention, Washington, D. C., August 1986.
- Hammer, T. H. New developments in profit sharing, gain-sharing, and employee ownership. Third Annual Conference of the Society for Industrial and Organizational Psychology (APA-Div. 14), Dallas, Texas, April 1988.
- Hammer, T. H. and Currall, S. C. Leadership effectiveness in local unions: The role of union officers in a changing industrial relations environment. Third Annual Conference of the Society for Industrial and Organizational Psychology (APA-Div. 14), Dallas, Texas, April 1988.
- Hammer, T. H., Currall, S. C., and Stern, R. N. Worker representation on boards of directors: A study of competing roles. Fourth Annual Conference of the Society for Industrial and Organizational Psychology (APA-Div. 14), Boston, MA, April 1989.
- Hammer, T. H. and Currall, S. C. From fieldwork to numbers: The analysis of management and labor power strategies in the board room. Fourth Annual Conference for the Society of Industrial and Organizational Psychology (APA-Div. 14), Boston, MA, April 1989.
- Hammer, T. H. and Wazeter, D. L. Dimensions of union effectiveness. Academy of Management National Meeting, San Francisco, August 1990.
- Hammer, T. H. Negotiating the meaning of employee stock ownership. Eighth Annual Conference of the Society of Industrial and Organizational Psychology (APA-Div. 14), San Francisco, April 1993.
- Hammer, T. H., Ingebrigtsen, B., Karlsen, J. I. and Svarva, A. Organizational renewal: The management of large scale organizational change in Norwegian firms. Conference on Transformation and European Industrial Relations, Helsinki, Finland, August 1994.

Also presented at the 47th Annual IRRA Meeting, Washington, DC, January 6-8, 1995.

Watanabe, S. and Hammer, T. H. The distinction between latent and manifest modes of ability fit. Academy of Management National Meeting, Vancouver, Canada, August 1995.

Currall, S. C., Hammer, T. H., and Doniger, G. M. Integrating qualitative and quantitative methodologies to study group processes. Annual Conference of the Society for Industrial and Organizational Psychology (SIOP), St. Louis, April 11-13, 1997.

Hammer, T. H. Developing global leaders: A European perspective. Academy of Management Annual Meeting, Boston, August 8-13, 1997.

Juran, D. C., Schultz, K. L., Hammer, T. H., McClain, J. O., and Schruben, L. W. Personality and performance in serial work sharing systems. Academy of Management Annual Meeting, Boston, August 8-13, 1997.

Hammer, T. H. Nonunion representational forms: An organizational behavior perspective. Conference on Nonunion Forms of Employee Representation: History, Current Controversies, and Future Prospects. Banff, Alberta, Canada, September 4-6, 1997.

Watanabe, S. and Hammer, T. H. The distinction of latent and manifest modes of fit between personality and personality requirements. American Psychological Society Conference, Miami, FL, June 2000.

Hammer, T. H., Wazeter, D. L., and Bayazit, M. Leadership effectiveness of local union presidents. Academy of Management Annual Meeting, Toronto, Canada, August 4-9, 2000.

Saksvik, P. O., Hammer, T. H., and Nytro, K. Defining and measuring the psychosocial work environment. International Industrial Relations Association 6th European Congress, Oslo, Norway, June 25-29, 2001.

Morris, S. and Hammer, T. H. Scientific knowledge in participative action research: Theory building and a precedent to social change. Society for the Advancement of Socio-Economics, 13th Annual Meeting, Amsterdam, the Netherlands, June 28-July 1, 2001.

Saksvik, P. O., Hammer, T. H., and Nytro, K. A comprehensive approach to the psychosocial work environment. European Academy of Occupational Health Psychology, Barcelona, Spain, October 24-27, 2001.

Watanabe, S. and Hammer, T. H. A cognitive dissonance explanation of the relationships among person-situation discrepancies, self-adjustment and situational attachment. American Psychological Society 14th Annual Convention, New Orleans, LA, June 8-9, 2002.

Watanabe, S. and Hammer, T. H. Moderating effect of work efforts on the relationship between performance-demands discrepancies and work role attachment. American Psychological Society 14th Annual Convention, New Orleans, LA, June 8-9, 2002.

- Watanabe, S. and Hammer, T. H. A study on the relative importance of latent versus manifest person-situation relations for situational attachment. American Psychological Society 14th Annual Convention, New Orleans, LA, June 8-9, 2002.
- Saksvik, P. O., Hammer, T. H., Nytro, K., and Eiken, T. E. The psychosocial work environment – the content of the concept and new ways of measuring it. The 27th International Congress of Occupational Health, Iguassu Falls, Brazil, February 23-28, 2003.
- Hammer, T. H., Saksvik, P. O., Nytro, K., Torvatn, H., and Bayazit, M. Expanding the domain of the psychosocial work environment: Work place norms and work-family conflict as correlates of stress and subjective health symptoms. The 5th Interdisciplinary APA/NIOSH Conference on Occupational Stress and Health, Toronto, Canada, March 20-22, 2003.
- Hammer, T. H., Bayazit, M., and Wazeter, D. “Union Leadership and Member Attitudes: A Multi-Level Analysis.” Paper presented as part of the symposium, “What Do Union Leaders Do?” Labor and Employment Research Association (LERA) 58th Annual Conference, Boston, January 6-8, 2006.
- Torvatn, H., Saksvik, P., and Hammer, T. H. “Evaluation of an OHS-improvement campaign: Does improvement in systematic OHS-work improve occupational health or just raise consciousness about the occupational health situation?” The 7th Full Conference of the European Academy of Occupational Health Psychology Conference in Dublin, Ireland, November 2006.
- Hammer, T. H. “The role of norms in organizational change efforts.” Paper presented as part of the symposium, “Prerequisites for healthy organizational change.” The 11th European Congress of Psychology, Oslo, Norway, July 7-10, 2009.
- Hammer, T.H., Bayazit, M., & Saksvik, P.O. “A multi-level empirical expansions of Siegrist’s effort-reward imbalance model of job stress and health.” Academy of Management Annual Conference, San Antonio, TX, August 12-16, 2011.
- Hammer, T. H. , Bayazit, M., & Saksvik, P. O. “A license to misbehave? Organizational harassment norms and employee well-being.” Academy of Management Annual Conference, Boston, MA, August, 2012.

PROFESSIONAL ACTIVITIES AND AWARDS

Professional Memberships and Activities

American Psychological Association - Fellow
 American Psychological Society - Fellow
 Academy of Management
 Industrial Relations Research Association (LERA)
 Society for Organizational Behavior

Society for Industrial and Organizational Psychology - Fellow

Professional Service

American Psychological Association - Div. 14 (SIOP):

Committee on Committees - 1982-1983

Committee on the Relationship between APA-AFL-CIO, 1986

The Industrial Psychologist (TIP) - 1977-1982

Workshop Committee - member 1980; 1986, 1988, chair; 1981-1982

Program Committee - member 1993

Industrial Relations Research Association:

Program Reviewer - member 1993

Program Committee - member 1993 - 1996

Work in America Institute: Member of the Academic Advisory Committee, 1986-1991

Committee to Review Norwegian Research on Working Life and Work Environment.

The Norwegian Research Council for Applied Social Sciences (NORAS), 1991.

International Advisory Board, IFIM (Institute for Social Research in Industry),

Norwegian University of Science and Technology (NTNU), 1993 - 1999.

Committee to Review the MS in Industrial Relations Program, The Graduate School,
University of Oregon, 1995.

Committee to Review the School of Labor and Industrial and Relations, Michigan State
University, 1995.

Research Advisory Board, Global Research Consortia, Ltd., Personnel Decisions
International, 1997 - present.

Advisory Board, Douglas A. Fraser Center for Workplace Issues, Wayne State University, 1999-
2004.

Editorial Board Memberships and Reviewer

Editor: *Industrial and Labor Relations Review*, May 1994 – August 2011

Associate Editor: *Journal of Occupational and Organizational Psychology*, 1992-1995
(The British Psychological Society)

Editorial Board Member: *Administrative Science Quarterly*, 1981-1985
Journal of Applied Psychology, 1983-1988
Journal of Vocational Behavior, 1982-1990

Groups and Organization Studies, 1989-1995

Consulting Reviewer: *Academy of Management Journal*
Academy of Management Review
American Psychologist
Human Relations
Industrial and Labor Relations Review
Industrial Relations
Journal of Occupational Psychology
Journal of Management Studies
Organizational Behavior and Human Decision Processes
Psychological Bulletin

Grant Reviewer: National Science Foundation
 American Scandinavian Foundation

Awards and Honors:

American Scandinavian Foundation Research Fellow, February - July 1984. Awarded Crown Princess Martha Friendship Fund Grant for the study of organizational obstacles to the implementation of participation programs (in Norway).

Elected a Fellow of the American Psychological Association, 1988, and of the American Psychological Society, 1991.

Grants:

Employee ownership in plant shut-downs: Prospects for employment stability. The W.E. UpJohn Institute for Employment Research, Grant No. 77-44-06, 1976-77. Co-investigator.

New Systems of Work and Participation. National Institute of Mental Health, METRO Center, Grants No. 1, ROI MH29259-031, 1976-79, and No. 5, ROI MH29259-03, 1980-81. Co-investigator.

Development of data analysis techniques for qualitative data. Women's Development Fund Grant, Cornell University, 1985. Principal Investigator.

Worker representation on the board: A study of management and labor power strategies. R. Brinkley Smithers Institute for Alcohol Prevention and Workplace Problems, 1987-88. Principal Investigator.

The development of a model and a measure of interpersonal trust for use in EAP programs; The Empirical Evaluation of a Method for Designing Interpersonal Trust Measures for Use in Evaluation of Employee Assistance Programs (continuation, with S. C. Currall). R. Brinkley Smithers Institute for Alcohol Prevention and Workplace Problems, 1988-89. Principal Investigator.

Strategies for managing workforce involvement in large scale organizational change in Norway. Center for Advanced Human Resources Studies, 1993-94.

The effects of local union leadership on union effectiveness. Institute for the Study of Labor Organizations, George Meany Center for Labor Studies, 1994.

Consulting Experience:

Consultant to Lederle Laboratories, American Cyanamide Company, Pearl River, New York, between 1974 and 1976, on managerial development and first-line supervisory training (with Ned Rosen).

Consultant to the Nestle Company, Fulton, New York, 1975-76, on the selection of first-line supervisory personnel (with Ned Rosen).

Member of the Board of Directors, The Rath Packing Company, Waterloo, Iowa, 1980 -1985.

Consultant to Local 46-UFCW, Waterloo, Iowa, 1980 -1985, on employee ownership.

Consultant to the Institute for Social Research in Industry (IFIM), 1993-1999, and the Institute for New Practice, 1999 - present, SINTEF, Norwegian University of Science and Technology (NTNU), Trondheim, Norway.

Consultant to the Nordland Research Institute, Bodo, Norway, 1997 - 2002.

Consulting for ANR Advance Transportation Co., 1998, on labor relations strategy.

Consulting for the Center for Organizational Excellence, 2010-2011, on the design of a labor-management relations assessment instrument and on data analysis models.