

VITA

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EDUCATION

PhD, Cornell University, 1979. Major concentration in organizational behavior; minor concentrations in collective bargaining, psychology, and human resource management. Area of specialty: Negotiation and Conflict Resolution.

Post-Doctoral Fellow, Department of Psychiatry, Dartmouth Medical School, 1988-1990.

MBA, University of Rhode Island, 1972. Major concentrations in marketing and organization management. Elected to Beta Gamma Sigma (national business administration honor society).

BS, University of Rhode Island, 1968. Major in biology, minor in chemistry. Elected to Phi Sigma Society (national biological sciences honor society). Transferred from Rensselaer Polytechnic Institute (chemical engineering).

TEACHING EXPERIENCE

DARTMOUTH COLLEGE: Professor of Management in the Amos Tuck School. Faculty Director, Programs for Minority- and Women-Owned Business Enterprises.

Designed and taught "Organizational Behavior," an introductory course required of all first-year MBA students. MBA electives taught include "Managerial Negotiations," "Managing Strategic Business Relationships," "Managing Conflict," "Executive Power and Negotiation," "Interpersonal Behavior," "The Tuck Orientation Program," and "Human Resources Management." Also teach in Tuck School and externally organized executive programs. Designed and organized MBA and Business Bridge programs for Brazil.

Previously, also Adjunct Professor of Psychology. Designed Dartmouth Psychology Department course, "Psychology and Business," taught to undergraduates. Taught in the "Leadership Development Program." Also served on Masters and Ph.D. committees, and supervised honors theses.

OXFORD UNIVERSITY: Programme Director, Global Business Bridge Programme offered jointly by Templeton College, University of Oxford and The Amos Tuck School of Business Administration, 1998, 1999, 2000. Organized, directed, and taught in intensive business education curriculum on the Oxford campus for students entering the professional work force. Primary client: McKinsey Consulting. Conducted projects for Oracle, Jaguar, and Symbol Technologies.

STANFORD UNIVERSITY: Visiting Professor, Graduate School of Business, January - March, 1991. Taught "The Management of Conflict" to second-year MBA students. Visiting Scholar and Visiting Associate Professor of Organizational Behavior, Graduate School of Business; Visiting Associate Professor, Department of Industrial Engineering-Engineering Management, September, 1986 - June, 1987. Taught "Management of Conflict" (IE206), "Organizations: Theory and Management" (IE100), and "Organizational Change" (to Sloan Fellows in the Graduate School of Business). Group facilitator in "Interpersonal Dynamics" (B374).

CORNELL UNIVERSITY: "Interdisciplinary Seminar in Job Loss" (team-taught with Robert B. McKersie), New York State School of Industrial and Labor Relations, Cornell University, Teaching Assistant for courses in simulation training, introductory social psychology, group dynamics, and personnel management.

DUKE UNIVERSITY: Served on Ph.D. committee as outside faculty member 1995-97. Also taught in numerous executive education programs organized by the Fuqua School of Business.

DUKE CORPORATE EDUCATION, INC.: Academic Director, July 2000-March 2002. Duties included liaison with major global clients; program design; design of modular learning experiences; and executive teaching.

SMITH COLLEGE: Faculty Member, Smith Management Program. Taught negotiation, influence and conflict resolution in a masters-level program (1985-1986).

DEVELOPMENT OF TEACHING MATERIALS: Developed materials and pedagogical techniques for teaching power, negotiation and conflict resolution. Worked as a consultant to the National Institute for Dispute Resolution (1985-1987) and participated in seminars at professional meetings: Academy of Management (1985, 1986, 1987, 1990, 1995, 1996, 2000), American Psychological Association (1986), Organizational Behavior Teaching Conference (1985, 1986), American Arbitration

Association (1985, 1986), Society for Professionals in Dispute Resolution (1986), and Management of Business and the Environment (1996).

EXECUTIVE TEACHING

Taught general management topics, negotiation/conflict-resolution, and building strategic relationships to various executive groups, including the following: ABB, Accenture (US and UK), Amca, Anthem, Baxter Healthcare, Beth Israel Hospital, Blue Cross/Blue Shield, Boeing, Boston Children's Hospital, Capcom, Chiron (US and Italy), Coca-Cola, Compaq, The Conservation Fund, DaimlerChrysler (Germany and US), Dartmouth College, Dartmouth-Hitchcock Medical Center, Deutsche Bank (Germany and US), Digital Equipment Corporation, Dynavax, Environmental Defense Fund, Ernst & Young, Ford (US, UK, and Germany), European Aeronautic Defense & Space Co. (Spain and Germany), The Gap, General Electric, General Motors, Goldman Sachs (US and UK), GTE, Harris Corporation, Harnischfeger Mining, Harvey Hubbel, Hasbro, Henry Crown Industries, Hoechst (Germany), IBM, ITT, Koç Holdings (Turkey), Lafarge, LG Electronics, Merrill-Lynch, Miles Laboratories, NASA, The Nature Conservancy (US and Canada), NEC, Nestlé (Switzerland), Nissho Iwai, Rand Corporation, Raytheon, Rolls-Royce (UK), Siemens (Germany), Simon Pearce Glass, Smith-Barney, Southern New England Telephone, Split Ballbearing division of Timken, Sterling Pharmaceuticals (Australia), Syntex, Toyota, Travelers Insurance, US Air Force, US Department of Agriculture, US Department of Commerce, US Postal Service, Varian, Wachovia Bank, Warner-Lambert, and Williams Holdings, plc. (UK).

PRIOR EMPLOYMENT EXPERIENCE

Director of major research project (reporting to Robert B. McKersie) to study the effects of layoffs in the State of New York (budget of \$1 million; up to 25 employees). New York State School of Industrial and Labor Relations, Cornell University. Worked closely with a labor-management committee to implement workforce planning and outplacement initiatives. (1977 - 1978)

Management Consultant. Clients primarily included government and health care organizations. (1973 - 1974)

Executive Vice President and Director of small corporation involved in importing, wholesaling, special design, and manufacture of automobiles. Distributed Lotus vehicles. (1969 - 1971)

Assistant Manager/Acting Manager of Purchasing for the Fuller Brush Company, East Hartford, CT. (Division of Consolidated Foods, later to become Sara Lee Corporation) Negotiated large purchase orders for multinational business (1967 - 1969)

PUBLICATIONS

Greenhalgh, Leonard, and Punam A. Keller. "Running a Customer-Focused Business." *MBE Magazine*, December, 2003.

Keller, Punam A., and Leonard Greenhalgh. "Customer-Focused Strategy." *MBE Magazine*, September 2003.

Greenhalgh, Leonard. "Reassessing Processes and Systems to Create a Lean and Efficient Enterprise." *MBE Magazine*, 2003.

Greenhalgh, Leonard, and Roy J. Lewicki. "New Directions in Teaching Negotiations: From Walton and McKersie to the New Millennium." In T. A. Kochan and D. B. Lipsky (Eds.), *Negotiation and Change: From the Workplace to Society*. Ithaca: ILR Press/Cornell University Press, 2003.

Greenhalgh, Leonard. "Downsizing: What Leaders Need to Know." *Financial Times* November 25, 2002.

Greenhalgh, Leonard. *Managing Strategic Relationships: The Key to Business Success*. New York: Free Press, 2001. Portuguese translation, *Relacionamentos Estratégicos: A Chave do Sucesso nos Negócios*. Sao Paulo, Brasil: Negócio Editora, 2002.

Greenhalgh, Leonard. "Ford CEO Jac Nasser on Transformational Change, e-Business, and Environmental Responsibility." *Academy of Management Executive*, Volume 14(3), August, 2000, pp. 46-51.

Greenhalgh, Leonard, and Martin N. Davidson. "The Role of Emotion in Negotiation: The Impact of Anger and Race." In R. Bies, R.J. Lewicki, and B.H. Sheppard (Eds.), *Research on Negotiation in Organizations*, Vol. 7, 1999, pp. 3-26.

Greenhalgh, Leonard. "Uniting Against the Enemy Without." *Financial Times* series on "Mastering Global Business" Part 6, March 1998, pp. 10-12.

Greenhalgh, Leonard, and Deborah I. Chapman. "Negotiator Relationships: Construct Measurement, and Demonstration of Their Impact on the Process and Outcomes of Business Transactions." *Group Decision and Negotiation*, 1998, Vol. 7, pp. 465-489.

Greenhalgh, Leonard, and Roxanne L. Okun. "Negotiation and Conflict Resolution." In *Encyclopedia of Mental Health*, Volume 2 (Howard S. Friedman, Ed.) San Diego: Academic Press, 1998, pp. 759-773.

Greenhalgh, Leonard, and Deborah I. Chapman. "Relationships Between Disputants: An Analysis of their Characteristics and Impact." In Sandra A. Gleason (Ed.), *Frontiers in Dispute Resolution and Human Resources*. East Lansing: Michigan State University Press, 1997, pp. 203-229.

Greenhalgh, Leonard, and Roderick W. Gilkey. "Clinical Assessment Methods in Negotiation Research: The Study of Narcissism and Negotiator Effectiveness." *Group Decision and Negotiation*, 1997, vol. 6, pp. 287-314.

Wolfe, Richard, Janice M. Beyer, Robert T. Blackburn, Leonard Greenhalgh, Praveen Nayyar, and Anju Seth. "Rethinking the Tenure Process: The Influences and Consequences of Power and Culture." *Journal of Management Inquiry*, 1996, vol. 5, pp. 221-236.

Greenhalgh, Leonard. "Competition in a Collaborative Context: Toward a New Paradigm." In *Research on Negotiation in Organizations. Volume 5*. (Roy J. Lewicki, Blair H. Sheppard, and Robert Bies, Eds.) Greenwich, CT: JAI Press, 1995, pp. 249-269.

Greenhalgh, Leonard, and Deborah I. Chapman. "Joint Decision-Making: The Inseparability of Relationships and Negotiation." In *Negotiation as a Social Process* (Roderick M. Kramer and David M. Messick, Eds.) Sage Publications, 1995, pp. 166-185.

Greenhalgh, Leonard and Roderick W. Gilkey. "Effects of Relationship-Orientation on Negotiators' Cognitions and Tactics." *Group Decision and Negotiation*, 1993, vol. 2, pp. 167-178.

Greenhalgh, Leonard. "Organizational Coping Strategies." Chapter 9 in *Job Insecurity: Coping with Jobs at Risk* (Jean Hartley, Bert Klandermans, and Dan Jacobson, Eds.), London: Sage Publications, 1991, pp. 172-198.

Greenhalgh, Leonard, and Robert I. Sutton. "Organizational Effectiveness and Job Insecurity." Chapter 8 in *Job Insecurity: Coping with Jobs at Risk* (Jean Hartley, Bert Klandermans, and Dan Jacobson, Eds.), London: Sage Publications, 1991, pp. 151-171.

Greenhalgh, Leonard, and Roderick M. Kramer. "Strategic Choice in Conflicts: The Importance of Relationships." In *Organizations and Nation States* (Robert L. Kahn and Mayer N. Zald, Eds.), San Francisco: Jossey-Bass, 1990, pp. 181-220.

Greenhalgh, Leonard, and Todd D. Jick. "Survivor Sense Making and Reactions to Organizational Decline: Effects of Individual Differences." *Management Communication Quarterly* 1989, vol. 2, pp. 305-327.

Greenhalgh, Leonard, Anne T. Lawrence, and Robert I. Sutton. "The Determinants of Workforce Reduction Strategies in Declining Organizations." *Academy of Management Review*, 1988, vol. 13(2), pp. 241-254.

Greenhalgh, Leonard. "The Case against Winning in Negotiations." *Negotiation Journal*, 1987, vol. 3, pp. 167-178. Reprinted in *Power and Negotiation in*

Organizations: A Book of Readings. Dubuque: Kendall/Hunt. Also reprinted in *Understanding Negotiation*. San Francisco: Anderson Publishing, 2001.

Greenhalgh, Leonard. "Interpersonal Conflicts in Organizations." In *International Review of Industrial and Organizational Psychology* (Cary L. Cooper and Ivan T. Robertson, Eds.), Chichester, Sussex: Wiley, 1987, pp. 229-271.

Greenhalgh, Leonard. "Relationships in Negotiations." *Negotiation Journal*, 1987, vol. 3, pp. 235-243.

Greenhalgh, Leonard, Scott A. Neslin, and Roderick W. Gilkey. "The Effects of Negotiator Preferences, Situational Power, and Negotiator Personality on Outcomes of Business Negotiations." *Academy of Management Journal*, 1985, vol. 28, pp. 9-33. Reprinted in *Organizational Decline: Frameworks, Research and Perspectives* (Kim S. Cameron, Robert I. Sutton and David A. Whetten, Eds.) Boston: Ballinger, 1987.

Pelle, Denise, and Leonard Greenhalgh. "Developing the Performance Appraisal System." *Nursing Management*, 1987, vol. 18(12), pp. 37-44.

Walsh, James P., and Leonard Greenhalgh. "Age Based Status Group Membership and Bargaining Behavior." *Journal of Social Psychology*, 1987, vol. 127, pp. 117-128.

Gilkey, Roderick W., and Leonard Greenhalgh. "The Role of Personality in Successful Negotiating." *Negotiation Journal*, 1986, vol. 2, pp. 245-256. Reprinted in *Power and Negotiation in Organizations: A Book of Readings*. Dubuque: Kendall/Hunt.

Greenhalgh, Leonard. "Managing Conflict." *Sloan Management Review*, 1986, vol. 27(4), pp. 45-52. Winner of Beckhard Prize for best paper of the year. Reprinted in *Negotiation: Readings, Exercises, and Cases* (Roy J. Lewicki, Joseph A. Litterer, David M. Saunders, and John W. Minton, Eds.) Burr Ridge, IL, Irwin, 1993.

Greenhalgh, Leonard, Robert B. McKersie, and Roderick W. Gilkey. "Rebalancing the Work Force at IBM: A Case Study of Redeployment and Revitalization." *Organizational Dynamics*, 1986, vol. 14, pp. 30-47.

Greenhalgh, Leonard, and Roderick W. Gilkey. "Our Game, Your Rules: Developing Effective Negotiating Approaches." In *Not as Far as You Think: The Realities of Working Women* (Lynda L. Moore, Ed.), Lexington, MA: Lexington Books, 1986. Reprinted in *Negotiation: Readings, Exercises, and Cases* (Roy J. Lewicki, Joseph A. Litterer, David M. Saunders, and John W. Minton, Eds.) Burr Ridge, IL, Irwin, 1993. Also reprinted in *Understanding Negotiation*. (Melissa L. Nelken, Ed.) San Francisco: Anderson Publishing, 2001.

Neslin, Scott A., and Leonard Greenhalgh. "Dyad-Level Testing of Nash's Theory of Cooperative Games in a Buyer-Seller Context." *Management Science*, 1986, vol. 32, pp. 480-498.

Brett, Jeanne M., Leonard Greenhalgh, Deborah Kolb, Roy J. Lewicki, and Blair H. Sheppard. *The Manager as Negotiator and Dispute Resolver*. Washington, D.C.: National Institute for Dispute Resolution, 1985.

Greenhalgh, Leonard, and Zehava Rosenblatt. "Job Insecurity: Toward Conceptual Clarity." *Academy of Management Review*, 1984, vol. 9, pp. 438-448.

Greenhalgh, Leonard. "Managing the Job Insecurity Crisis." *Human Resource Management*, 1983, vol. 22, pp. 431-444.

Greenhalgh, Leonard. "Organizational Decline." In *Research in the Sociology of Organizations, Volume 2* (Samuel B. Bacharach, Ed.), 1983, pp. 231-276.

Greenhalgh, Leonard, and Robert B. McKersie. "Cost Effectiveness in Alternative Strategies for Cutback Management." *Public Administration Review*, 1980, vol. 40(6): pp. 575-584. Reprinted in *Crisis and Constraint in Municipal Finance: Local Fiscal Prospects in a Period of Uncertainty* (James H. Carr, Ed.), New Brunswick, NJ: Center for Urban Policy Research, Rutgers University, 1983.

Greenhalgh, Leonard, and Scott A. Neslin. "Determining Outcomes of Negotiations: An Empirical Assessment." In *Negotiating in Organizations* (Max H. Bazerman and Roy J. Lewicki, Eds.), Beverly Hills: Sage Publications, 1983.

Neslin, Scott A., and Leonard Greenhalgh. "Nash's Theory of Cooperative Games as a Predictor of the Outcomes of Buyer-Seller Negotiations: An Experiment in Media Purchasing." *Journal of Marketing Research*, 1983, vol. 20, pp. 368-379.

Greenhalgh, Leonard. "Maintaining Organizational Effectiveness during Organizational Retrenchment." *Journal of Applied Behavioral Sciences*, 1982, vol. 18(2): pp. 155-170.

Greenhalgh, Leonard, and Scott A. Neslin. "Conjoint Analysis of Negotiator Preferences." *Journal of Conflict Resolution*, 1981, vol. 25(2), pp. 301-327.

Greenhalgh, Leonard, and Scott A. Neslin. "The Value of Conjoint Analysis in Enhancing Experiential Learning." *Journal of Experiential Learning and Simulation*, 1981, vol. 3-4, pp. 173-179.

McKersie, Robert B., Leonard Greenhalgh, and Todd D. Jick. "The CEC: Labor-Management Cooperation in New York." *Industrial Relations*, 1981, vol. 20(2): pp. 212-220. Reprinted in *Crisis and Constraint in Municipal Finance* (James H. Carr, Ed.), New Brunswick, NJ: Center for Urban Policy Research, Rutgers University, 1984. Also reprinted as "Change and Continuity: The Role of a Labor-Management Committee in Facilitating Work Force Change During Retrenchment," in *Public Sector Labor Relations* (David Lewin, Peter Feuille, and Thomas A. Kochan, Eds.), Sun Lakes, AZ: Horton, 1981.

Rosen, Ned, Leonard Greenhalgh, and John C. Anderson. "The Cognitive Structure of Industrial/Labor Relationships." *International Review of Applied Psychology*, 1981, vol. 30: pp. 217-233.

Greenhalgh, Leonard. "A Process Model of Organizational Turnover: The Relationship with Job Security as a Case in Point." *Academy of Management Review*, 1980, vol. 5(2): pp. 299-303.

Greenhalgh, Leonard. "Managing Retrenchment in a Period of Business Decline." *Tuck Today*, 1980, vol. 10: pp. 2-4.

Greenhalgh, Leonard, and Robert B. McKersie. "Reduction in Force: Cost Effectiveness of Alternative Strategies." In Charles H. Levine (Ed.), *Managing Fiscal Stress: A Reader in Cutback Management*, Chatham NJ: Chatham House, 1980.

Greenhalgh, Leonard. "Protecting the Handicapped from Employment Discrimination: The Job-Relatedness and Bona Fide Occupational Qualification Doctrines." *Journal of Rehabilitation Administration*, 1979, vol. 3(2): pp. 75 ff.

Greenhalgh, Leonard. "Simulating an On-Going Organization." *Exchange*, 1979, vol. 4(3): pp. 23-27.

Wasmuth, William J., and Leonard Greenhalgh. *Effective Supervision*. Englewood Cliffs, NJ: Prentice-Hall, 1979.

Greenhalgh, Leonard. "Trends in the Unionization of Staff Members of Rehabilitation Workshops." *Journal of Rehabilitation Administration*, 1978, vol. 2(2): pp. 10-15.

Greenhalgh, Leonard. "The Evaluation of Assessment Centers." *Cornell Journal of Social Relations*, 1976, vol. 12, pp. 177-190.

Milkovich, George T., John C. Anderson and Leonard Greenhalgh. "Careers in Organizations: Organizational and Individual Determinants." In *Careers in Organizations* (Lee Dyer, Ed.), Ithaca, NY: New York State School of Industrial and Labor Relations, Cornell University, 1976.

deLodzia, George R., and Leonard Greenhalgh. "Recognizing Change and Conflict in a Nursing Environment." *Supervisor Nurse*, 1973, vol. 4, no. 6, pp. 14-25.

deLodzia, George R., and Leonard Greenhalgh. "Creative Conflict Management in a Nursing Environment." *Supervisor Nurse*, 1973, vol. 4, no. 7, pp. 33-41.

MANUSCRIPTS IN PREPARATION

Carter, James A., Jay C. Buckey, Albert W. Holland, Leonard Greenhalgh, and Mark T. Hegel. "Interactive Media for Preventing and Managing Psychosocial Problems on Long-Duration Spaceflights." Accepted for publication, *Aviation and Space Medicine*. October 2004.

Carter, James A., Leonard Greenhalgh, Jay C. Buckey, and Albert W. Holland. "Conflict Management Training via Self-Instructional Multimedia." Paper to be presented at the Association for the Advancement of Behavior Therapy, November 2004.

Greenhalgh, Leonard, *Leadership: The Art and Science of Strategy Implementation*. Book manuscript in process.

Greenhalgh, Leonard, *The Effects of Anxiety on Managerial Negotiation*. Working Paper, Amos Tuck School of Business Administration, Dartmouth College.

MONOGRAPHS

Greenhalgh, Leonard. *A Cost-Benefit Balance Sheet for Evaluating Layoffs as a Strategy*. Ithaca, NY: New York State School of Industrial and Labor Relations, Cornell University, 1978.

Greenhalgh, Leonard, and Todd D. Jick. *The Closing of Urban State Agencies: Impact of Employee Attitudes, Perceptions, Careers, and Economic Security*. Ithaca, NY: New York State School of Industrial and Labor Relations, Cornell University, 1978.

Jick, Todd D., and Leonard Greenhalgh. *The Relocation of Rural Hospital Unit: The Impact of Rumors and Ambiguity on Employees*. Ithaca, NY: New York State School of Industrial and Labor Relations, Cornell University, 1978.

Greenhalgh, Leonard. *Unionization of Staff Members of Rehabilitation Workshops*. Ithaca, NY: New York State School of Industrial and Labor Relations, Cornell University, 1977.

Major contributor to *Dynamics of Supervision* by William J. Wasmuth and George R. deLodzia. Columbus, OH: Grid, Inc., 1974.

Greenhalgh, Leonard. *Job Insecurity and the Disinvolvement Syndrome: An Exploration of Patterns of Worker Behavior Under Conditions of Anticipatory Grieving Over Job Loss*. Unpublished Ph.D. Dissertation, Cornell University, 1979.

REFEREED PAPERS PRESENTED AT PROFESSIONAL MEETINGS

Greenhalgh, Leonard, and Deborah I. Chapman. *Managing Conflicts in 21st Century Organizations: The Commonwealth Principle*. Paper presented at the Fifth Annual Conference on Advances in Management, Lincoln, UK, July 1998.

Greenhalgh, Leonard, Joanne Martin, and Gretchen Spreitzer. *Communal Models of Organizations: An Alternative to Traditional Hierarchical Models*. Symposium presented at the 1998 Academy of Management Annual Meeting, San Diego.

Greenhalgh, Leonard. *Power and Political Dynamics of the Tenure System*. Paper presented at the 1995 Annual Meeting of the Academy of Management, Vancouver.

Greenhalgh, Leonard, and Deborah I. Chapman. *Interdependence in Joint Decision-Making: Negotiator Relationships*. Paper presented at the 1993 Annual Meeting of the Academy of Management, Atlanta.

Greenhalgh, Leonard, Deborah I. Chapman, and Scott A. Neslin. *The Effect of Working Relationships on the Process and Outcomes of Negotiations*. Paper presented at the 1992 Annual meeting of the Academy of Management, Las Vegas.

Greenhalgh, Leonard, and Deborah I. Chapman. *The Influence of Perspective-Taking and Negotiator Relationships on Integrative Bargaining*. Paper presented at the 1992 Annual Meeting of the Academy of Management, Las Vegas.

Chapman, Deborah I., Leonard Greenhalgh, and Roderick W. Gilkey. *Effects of Sex Role Differences on Working Relationships and Business Transactions*. Paper presented at the 1991 Annual Meeting of the Academy of Management, Miami.

Greenhalgh, Leonard. *Conflict Avoidance as a Personality Trait*. Paper presented at the 1990 Annual Meeting of the Academy of Management, San Francisco.

Greenhalgh, Leonard. *Relationships over Time, and Negotiations: Lessons from Abroad*. Paper presented at the 1987 Annual Meeting of the Academy of Management, New Orleans.

Greenhalgh, Leonard, Anne T. Lawrence, and Robert I. Sutton. *The Determinants of Workforce Reduction Strategies in Declining Organizations: A Framework for Analysis*. Paper presented at the 1986 Annual Meeting of the Academy of Management, Chicago.

Walsh, James P., Leonard Greenhalgh, and Marita Fairfield. *Effects of Age-Based Status Group Membership on Bargaining Behavior*. Paper presented at the 1986 Annual Convention of the American Psychological Association, Washington, D.C.

Greenhalgh, Leonard, Robert B. McKersie, and Roderick W. Gilkey. *Successful Adaptation to a Turbulent Environment: Organizational Change at IBM*. Paper presented at the 1985 Annual Meeting of the Academy of Management, San Diego.

Greenhalgh, Leonard. *The Relationship between Work-Situation Characteristics and Union-Organizing Activity among Registered Nurses*. Paper presented at the 1985 Annual Meeting of the Academy of Management, San Diego.

Greenhalgh, Leonard. *Job Insecurity and Disinvolvement: Field Research on the of Management*, San Diego.

Greenhalgh, Leonard. *A Diagnostic Model for Conflict Management*. Paper presented at the 1985 Annual Meeting of the Academy of Management, San Diego.

Greenhalgh, Leonard. *Organizational Decline as Maladaptation to an Environmental Niche: Effects of Efficiency and Innovation*. Paper presented at the 1984 Annual Meeting of the Academy of Management, Boston.

Greenhalgh, Leonard and Roxanne L. Okun. *The Realistic Construction of Job Preview Material*. Paper presented at the 1984 Annual Meeting of the Academy of Management, Boston.

Greenhalgh, Leonard and Denise Pelle. *The Causes and Consequences of Professional Burnout*. Paper presented at the 1984 Annual Meeting of the Academy of Management, Boston.

Greenhalgh, Leonard and Roxanne L. Okun. *Toward Progress in Job Design Research: Empirically-Derived Work-Situation Characteristics*. Paper presented at the 1984 Annual Convention of the American Psychological Association, Toronto.

Gilkey, Roderick W. and Leonard Greenhalgh. *Developing Effective Negotiation Approaches among Professional Women in Organizations*. Paper presented at the Third Annual Conference on Women and Organizations, Simmons College, Boston, August, 1984.

Greenhalgh, Leonard, Roderick W. Gilkey, and Scott A. Neslin. *Effects of Personality, Skill and Tactics on Outcomes of Negotiations*. Paper presented at the 1983 Annual Convention of the American Psychological Association, Anaheim, CA.

Greenhalgh, Leonard and Karen J. Adler. *The Organizational Careers of Nurses: A Method of Analyzing the Patterns and Determinants of Inter-Unit Transfers*. Paper presented at the 1983 Annual Meeting of the Academy of Management, Dallas. Published in the *Proceedings*.

Greenhalgh, Leonard and Todd D. Jick. *Organizational Communication During Retrenchment: Complications Arising from Individual Differences in Sense-Making*. Paper presented at the 1983 Annual Meeting of the Academy of Management, Dallas.

Greenhalgh, Leonard and Carla K. Schneiderman. *The Demography of Nurse Staffing Effects of Urban-Rural Differences in Socialization and Training on Job Choice and Job Attitudes*. Paper presented at the 1983 Annual Meeting of the Academy of Management, Dallas.

Greenhalgh, Leonard and Karen J. Adler. *Workplace Personal Constructs, Salience of Job Characteristics, and Transfer Behavior*. Paper presented at the 1982 American Psychological Association Annual Meeting, Washington, D.C.

Greenhalgh, Leonard and Scott A. Neslin. *The Value of Conjoint Analysis in Enhancing Experiential Learning*. Won best paper award at the 1982 Annual Conference of the Association for Business Simulation and Experiential Learning, Phoenix, AZ. Published in the *Proceedings, Development in Business Simulation and Experiential Exercises*, Vol. 9 (David J. Fritzsche and Lee A. Graf, Eds.).

Greenhalgh, Leonard and John M. Kaestle. *Severance Pay in the Public Sector*. Paper presented at the 1981 Annual Meeting of the Academy of Management, San Diego. Nominated for Public Sector Division Best Paper Award.

Jick, Todd D. and Leonard Greenhalgh. *Information Processing of New Recruits in a Declining Organization*. Paper presented at the 1981 Annual Meeting of the Academy of Management, San Diego.

Greenhalgh, Leonard and Scott A. Neslin. *The Application of Conjoint Analysis to Collective Bargaining Problems*. Paper presented at the 1980 Annual Meeting of the Academy of Management, Detroit.

Jick, Todd, D. and Leonard Greenhalgh. *Realistic Job Previews: A Reconceptualization*. Paper presented at the 1980 Annual Meeting of the Academy of Management, Detroit.

Greenhalgh, Leonard. *Guiding Metaphors, Communication, and Behavior*. Paper presented at the 1979 Annual Meeting of the Academy of Management, Atlanta.

Greenhalgh, Leonard and Todd D. Jick. *The Relationship between Job Insecurity and Turnover, and Its Differential Effects on Employee Quality Level*. Paper presented at the 1979 Annual Meeting of the Academy of Management, Atlanta.

NON-REFEREED PAPERS PRESENTED AT PROFESSIONAL MEETINGS

Greenhalgh, Leonard, and Martin N. Davidson, *The Role of Emotion in Negotiation: The Impact of Anger and Race*. Paper presented at the 1998 semi-annual Conference on Research on Negotiation in Organizations, held at Duke University, April.

Greenhalgh, Leonard and Deborah I. Chapman. *Joint Decision Making: The Inseparability of Relationships and Negotiation*. Paper presented at the Stanford Conference on the Social Context of Negotiation, March, 1994.

Greenhalgh, Leonard. *The Emerging Study of Relationships between Negotiators*. Paper presented at the 1993 Fifth Annual Negotiation Conference, Georgetown University.

Neslin, Scott A. and Leonard Greenhalgh. *The Role of Situational Factors in Determining Negotiated Outcomes*. Paper presented at the 1985 TIMS/ORSA Joint National Meeting, Boston.

Greenhalgh, Leonard. *Assessment of Nurses' Work-Situation Characteristics: The Dartmouth Nursing Inventory*. Paper presented at the 1983 Nursing Research Network Meeting, Boston.

Neslin, Scott A. and Leonard Greenhalgh. *The Effects of Preferences, Situational Power, and Personality on the Outcomes of Buyer-Seller Negotiations*. Paper presented at the 1983 ORSA/TIMS Joint National Meeting, Orlando, FL.

Gilkey, Roderick W. and Leonard Greenhalgh. *A Psychodynamic Approach to Negotiation Behavior*. Paper presented at the 1983 Cornell Symposium on the Psychodynamics of Organizational Behavior and Experience, New York.

Greenhalgh, Leonard and Scott A. Neslin. *The Importance of Negotiator Preferences in Predicting the Outcomes of Bargaining*. Paper presented at the Boston University Conference on New Perspectives on Negotiations in Organizational Settings, North *Negotiating in Organizations*. Beverly Hills: Sage Publications, 1983, pp. 114-134.

Jick, Todd D., Robert B. McKersie and Leonard Greenhalgh. *A Process Analysis of Labor-Management Committee Problem Solving*. Paper presented at the 1982 Annual Meeting of the Industrial Relations Research Association, New York. Published in the *Proceedings*.

Neslin, Scott A. and Leonard Greenhalgh. *The Use of Conjoint Analysis to Test Nash's Theory of Bargaining in a Marketing Context*. Paper presented at the 1982 ORSA/TIMS Joint National Meeting, San Diego.

Greenhalgh, Leonard. *Use of the Case Method to Teach Quantitative Techniques to 'Non-Quantitative Types'*. Paper presented at the 1979 Eastern Academy of Management Annual Meeting, Newport.

Greenhalgh, Leonard. *Strategies for Reduction in Force*. Paper presented at the 1979 Regional Conference of the International Personnel Management Association, Boston.

Greenhalgh, Leonard. *When Staff Members Try to Unionize*. Paper presented at the 1977 Annual Conference of the Association of Rehabilitation Facilities, Boston.

Greenhalgh, Leonard. *Gulliver Visits the University*. Paper presented at the 1973 Annual Meeting of the Academy of Management, Boston.

Greenhalgh, Leonard. *Political Training: A New Perspective for Approaching Organizational Problems*. Paper presented to the American Society of Training and Development, Boston, May 1974.

WORKING PAPERS

Greenhalgh, Leonard, and Deborah I. Chapman. *Commonwealth Negotiations: Theory for an Era of Value Chains*. Working Paper, Amos Tuck School, Dartmouth College.

Indridason, Thor, and Leonard Greenhalgh. *The Economic and Strategic Imperatives for Labour: A Relational Perspective*. Working Paper, Templeton College, Oxford University.

REVIEWS

Greenhalgh, Leonard. Review of *The Invisible War: Pursuing Self-Interests at Work* by Samuel Culbert and John J. McDonough. *Administrative Science Quarterly*, 1981, vol. 26: pp. 639-641.

Greenhalgh, Leonard. Review of *Personnel Managers: A Study in the Sociology of Work and Employment* by Tony J. Watson. *Administrative Science Quarterly*, 1979, vol. 24: pp. 507-510.

PUBLISHED EXPERIENTIAL EXERCISES

Abbeyville School Systems

Amtrak

Biopharm-Seltek

Catamount Ranch

Centerville Accounting Services

Collective Bargaining

Competitive Advertising

The Commodity Purchase

The Drug Testing Program

The Fee Letter Negotiation

The Ford SUV Product Line Task Force

The Ford Used Car System

The Jaguar XK8: Strategic Decision-Making within the Product-Mix Task Force

Johnny Alexander

Managing Upward/Managing Downward

Negotiating a Grade Change

Negotiating an Acquisition

The New Generation Aircraft: Strategic Relationships within the Global Air

Transportation Value Chain

Northeast Consultants

Parkway Drug Corporation

The Performance Interview

The Porsche Task Force

The Real Estate Negotiation

The MBA Salary Negotiation

Sphinx Malls

Strategic Alliances: Selling to the Pentagon

Strategic Choices in Global Telecommunications

Strategic Diversification at Delta Airlines

Tahitian Grapefruits

Taking on BMW: Organizing to Achieve a Global Brand Strategy

The Assistant VP's Performance Appraisal

The Used Car Transaction

Viking Investments

PUBLISHED CASES

Concord Freight Lines

Crown Office Systems

Diversified Enterprise

Maria Gonzalez

Park Drug Company

Riverdale Consulting

Slater Corporation

Tommy O'Toole

PROFESSIONAL SERVICE

Consulting Editor, *Journal of Applied Behavioral Science*.

International Advisory Board, *Negotiation Journal*.

Editorial Board, *Academy of Management Executive*

Program Planning Advisory Committee, *Eastern Academy of Management*

Reviewer for: *Academy of Management Executive*; *Academy of Management Journal*; *Academy of Management Review*; *Administrative Science Quarterly*; *Aviation, Space, and Environmental Medicine*; *Industrial and Labor Relations Review*; *Journal of Conflict Resolution*; *Journal of Applied Behavioral Science*; *Journal of Applied Psychology*; *Journal of Organizational Behavior*; *Journal of Management*; *Journal of Occupational Behavior*; *Journal of Occupational and Organizational Psychology*; *Journal of Vocational Behavior*; *National Science Foundation*; *Negotiation Journal*; *Organizational Behavior and Human Decision Processes*; *Omega*; *Organization Science*; *Public Administration Review*; and *Sloan Management Review*.

PROFESSIONAL AFFILIATIONS

Academy of Management

Founded, with Roy Lewicki, the Power, Negotiation, and Conflict Management Group (1985-1986), which subsequently became the Conflict Management Division. Elected 1987 Program Chairman, 1988 Interest Group Chairman; Appointed Executive Committee Member, 1989, 1990.

International Association of Conflict Management

BOARD SERVICETrustee, *Meyers Pride Value Fund* (1996-2001)

Member, Nominating Committee

Member, Audit Committee

Fund received Morningstar five-star rating (ranked 15th out of 5668 mutual funds in all categories, and 2nd out of 265 mid-cap value funds, at the end of April, 2001).

Board Member, Maine Coastal Habitat Foundation

Board Member, Creative Consensus, Inc.

PUBLIC SERVICE

Currently working with:

Bureau of Indian Affairs

National Center for American Indian Enterprise Development

Native American Business Alliance

Served as pro bono consultant or service provider to:

The Nature Conservancy

The Conservation Fund

Maine Coast Heritage Trust

The Green Group (CEOs of environmental organizations)

Alliance for Environmental Innovation

The Land Trust Alliance

The Canadian Nature Conservancy

Georges River Land Trust

Finger Lakes Land Trust

Dartmouth-Hitchcock Medical Center

Upper Valley United Way