

Edward Emmet Lawler III

Address: Center for Effective Organizations
Marshall School of Business
University of Southern California
Los Angeles, California 90089-0871

Telephone: (213) 740-9814

E-Mail: elawler@marshall.usc.edu

Website: <http://edwardlawler.com>

Date of Birth: June 16, 1938

Education: St. Stephens School, Alexandria, Virginia 1951-56
Brown University, Providence, Rhode Island 1956-60, B.A.
Psychology
University of California, Berkeley, California 1960-64,
Ph.D. Psychology

Honors and
Extracurricular
Activities: Brown University:
Varsity Football and Track (2,3,4)
Scholastic All-Ivy Football Team
Honors Program, Dean's List

OCCUPATIONAL EXPERIENCE

University of Southern California

1978-Present Director, Center for Effective Organizations, Marshall
School of Business
Distinguished Professor of Business, Management and
Organization Department, Marshall School of Business

University of Michigan

1974-1975 Chair, Organizational Psychology Program

1972-1980 Professor of Psychology and Program Director, Institute for
Social Research

Battelle Institute

1975-1981 Visiting Scientist, Human Affairs Research Center, Battelle Memorial Institute

Yale University

1964-67 Assistant Professor of Industrial Administration and Psychology

1967-72 Associate Professor of Administrative Sciences and Psychology

1969-72 Director of Undergraduate Studies for Administrative Sciences Department

FELLOWSHIPS AND SCHOLARSHIPS

1962-64 Ford Foundation Fellowship for Research on Business Problems

1967-68 Ford Foundation Fellowship for Research on Business Problems

1968 Fulbright Teaching Fellowship to London Graduate School of Business Studies

1972 Visiting Fellow, Battelle Seattle Research Center

AWARDS

1968 McKinsey Foundation Award for one of the outstanding articles published in the California Management Review (1966-67)

1972 Distinguished Scientific Award, American Compensation Association

1972 Book of the Year Award, American College of Hospital Administrators

1985 Selected one of Top Ten Organization Development Experts

1985 Phi Kappa Phi Faculty Recognition Award, University of Southern California

1989 Associates Award for Excellence in Creativity in Research and Scholarship, University of Southern California

1990	American Psychological Association Award for Career Research Excellence (Division 14)
1994	American Society of Training Directors Award for Outstanding Achievement in Employee Involvement in the Workplace
1995	Academy of Management: Irwin Award for Scholarly Contributions to Management
1997	Society for Human Resource Management Award for Professional Excellence in Human Resource Education
1997	American Compensation Association: Keystone Award
1997	American Psychological Association: RHR Award for Contributions to Consulting Psychology
1997	University of Phoenix: Exemplar of Excellence in Education Award.
2002	ASTD Lifetime Achievement Award
2002	Michael R. Losey Human Resource Research Award (Inaugural Winner)
2007	Academy of Management: Distinguished Scholar-Practitioner Award
2009	Raymond A. Katzell Award in I-O Psychology, given by the Society for Industrial and Organizational Psychology

PROFESSIONAL SOCIETIES

Member of	Academy of Management American Psychological Association American Compensation Association British Academy of Management Society for Human Resource Management Human Resource Planning Society
Fellow:	Divisions 8 & 14, American Psychological Association Academy of Management Association for Quality and Participation British Academy of Management

National Academy of Human Resources
(Inaugural Fellow)

World Academy of Productivity Science

Chair:

Educational and Training Committee, Division 14,
APA (1970-72)

Organization Behavior Division, Academy of
Management (1974-75)

Editorial Board:

Organizational Behavior and Human Performance
(1970-1987)

Journal of Applied Psychology (1970-82) (1994-1995)

Accounting Organizations and Society (1975-1993)

Journal of Organizational Behavior (1980- Present)

Human Resource Management (1983-1990)

New Management (1982-1988)

Personnel (1984-1990)

Compensation and Benefits Review (1986- Present)

Academy of Management Executive (1987-1992)

Journal of Organizational Change Management (1988-1996)

ACA Journal (1992-1994)

Human Resource Management Review (1990-1995)

Journal of Quality Management (1995-2004)

Member of:

Council of Representatives, American Psychological
Association, (1973-76)

Board of Directors, American Center for Quality of Work
Life (1973-1977)

Academic Advisory Committee, Work in America Institute
(1978-1992)

U.S. Department of Commerce Advisory Committee on
Corporate Social Reporting, (1977-1978)

Board of Governors, ASTD (1983-1986)

U.S. Senate Productivity Awards Committee (1985)

Research Grants and
Contracts from:

National Research Council, Committee for the International
Union of Psychological Science (1985)

National Research Council, Commission on Engineering
and Technical Systems (1988-1990)

Board of Directors, American Productivity and Quality
Center (1989-Present)

Ford Foundation

Department of Labor

National Science Foundation

Department of Commerce

Department of Health, Education, and Welfare

Office of Naval Research

Weyerhaeuser Foundation

State of Connecticut

Many corporations

JOURNAL ARTICLES / BOOK CHAPTERS

Lawler, E. E. (1963). Age and authorship of citations in selected psychological journals. Psychological Reports, 13, 537.

Lawler, E. E. and Porter, L. W. (1963). Perceptions regarding management compensation. Industrial Relations, 3, 41-49.

Lawler, E. E. (1964). How long should a manager stay in the same job? Personnel Administration, 27, 6-9.

Lawler, E. E. and Lawler, C. O. (1964). Who cites whom in psychology. Journal of General Psychology, 73, 31-36.

Porter, L. W. and Lawler, E. E. (1964). The effects of "tall" vs. "flat" organization structures on managerial job satisfaction. Personnel Psychology, 17, 135-148.

Lawler, E. E. (1965). Should managers' compensation be kept under wraps? Personnel, 42, 17-20.

Lawler, E. E. (1965). Managers' perceptions of their subordinates' pay and of their superiors' pay. Personnel Psychology, 18, 413-422.

Lawler, E. E. (1965). Secondary reinforcement value of stimuli associated with shock reduction. Quarterly Journal of Experimental Psychology, 17, 57-62.

- Lawler, C. O. and Lawler, E. E. (1965). Color-mood association in young children. Journal of Genetic Psychology, 107, 29-32.
- Porter, L. W. and Lawler, E. E. (1965). Properties of organization structure in relation to job attitudes and job behavior. Psychological Bulletin, 64, 23-51.
- Lawler, E. E. (1966). Ability as a moderator of the relationship between job attitudes and job performance. Personnel Psychology, 19, 153-164.
- Lawler, E. E. (1966). The mythology of management compensation. California Management Review, 9, 11-22
- Lawler, E. E. (1966). Managers' attitudes toward how their pay is and should be determined. Journal of Applied Psychology, 50, 273-279.
- Lawler, E. E. and Porter, L. W. (1966). Predicting managers' pay and their satisfaction with their pay. Personnel Psychology, 19, 363-373.
- Lawler, E. E. (1967). Management performance as seen from above, below, and within. In Evaluation of executive performance. Princeton, New Jersey. Educational Testing Service.
- Lawler, E. E. (1967). The multitrait-multitrater approach to measuring managerial job performance. Journal of Applied Psychology, 51, 403-410.
- Lawler, E. E. (1967). Antecedent attitudes of effective managerial performance. Organizational Behavior and Human Performance, 2, 122-142.
- Lawler, E. E. (1967). Secrecy about management compensation: Are there hidden costs? Organizational Behavior and Human Performance, 2, 122-142.
- Lawler, E. E. (1967). Attitude surveys as predictors of employee behavior: The missing link. Personnel Administration, 30(5), 22-24.
- Lawler, E. E. (1967). Post-doctoral training for industrial psychologists. The Industrial Psychologist, 4, 34-40.
- Lawler, E. E. (1967). How much money do executives want? TRANS-ACTION, 4, 23-29.
- Lawler, E. E. and Porter, L. W. (1967). The effects of performance on job satisfaction. Industrial Relations, 7, 20-28.
- Lawler, E. E. (1968). Motivation and the design of jobs. ASTME VECTORS, 3, 14-21.
- Lawler, E. E. (1968). Effects of hourly overpayment on productivity and work quality. Journal of Personality and Social Psychology, 10, 306-314.
- Lawler, E. E. (1968). Equity theory as a predictor of productivity and work quality. Psychological Bulletin, 70, 596-610.
- Lawler, E. E. (1968). Does money make people work harder? Yale Alumni Monthly, 31(3), 40-43.
- Lawler, E. E., Koplín, E. A., Young, T. F. and Fadem, J. A. (1968). Inequity reduction over time in an induced overpayment situation. Organizational Behavior and Human Performance, 3, 253-268.

- Lawler, E. E. and Levin, E. (1968). Union officers' perceptions of members' pay preferences. Industrial and Labor Relations Review, 21, 509-517.
- Lawler, E. E., Porter, L. W. and Tannenbaum, A. (1968). Managers' attitudes toward communication episodes. Journal of Applied Psychology, 52, 432-439
- Porter, L. W. and Lawler, E. E. (1968). What job attitudes can tell us about employee motivation. Harvard Business Review, 46(1), 118-126.
- Hall, D. T. and Lawler, E. E. (1969). Unused potential in R. and D. Labs. Research Management, 12, 339-354.
- Lawler, E. E. (1969). Pay, promotion and motivation. ASTME-VECTORS, 4, 4-11.
- Lawler, E. E. (1969). Money as an (expensive) communication device. Innovation, I(3), 48-56.
- Lawler, E. E. (1969). Job design and employee motivation. Personnel Psychology, 22, 426-434.
- Hall, D. T. and Lawler, E. E. (1970). Job characteristics and job pressures and the organizational integration of professionals. Administrative Science Quarterly, 15, 271-281.
- Lawler, E. E. (1970). Accounting data and behavior in organizations. In T. J. Burns (ed.), The behavioral aspects of accounting data for performance evaluation (pp. 275-284). Ohio State University: Columbus.
- Lawler, E. E. (1970). Job attitudes and employee motivation: Theory, research and practice. Personnel Psychology, 23, 223-237.
- Lawler, E. E. and Hall, D. (1970). The relationship of job characteristics to job involvement, satisfaction and intrinsic motivation. Journal of Applied Psychology, 54, 305-312.
- Wood, I. and Lawler, E. E. (1970). The effects of piece rate overpayment on productivity. Journal of Applied Psychology, 54, 234-238.
- Hackman, J. R. and Lawler, E. E. (1971). Employee reactions to job characteristics. Journal of Applied Psychology, 55, 259-286.
- Hall, D. T. and Lawler, E. E. (1971). A positive view of job pressure. American Scientist, 59, 64-73.
- Lawler, E. E. (1971). Compensating the new life-style-workers. Personnel, 48, 19-25.
- Lawler, E. E. (ed.). (1971). The changing role of industrial psychology in university education: A symposium. Professional Psychology, 2, 2-22.
- Scheflen, K. C., Lawler, E. E. and Hackman, J. R. (1971). The long-term impact of employee participation in the development of pay incentive plans: A field experiment revisited. Journal of Applied Psychology, 55, 182-186.
- Schneider, B., Lawler, E. E. and Carlson, R. E. (1971). Hickory dockery dick, Let's get off the stick. Professional Psychology, 2, 232-234.

- Lawler, E. E. (1972). Secrecy and the need to know. In H. Tosi, R. House, and M. D. Dunnette (eds.), Managerial motivation and compensation (pp. 455-476). East Lansing: Michigan State University Press.
- Lawler, E. E. and Cammann, C. (1972). What makes a work group successful? In A. J. Marrow (ed.), The failure of success (pp. 122-130). New York: Amacom.
- Lawler, E. E. and Hackman, J. R. (1972). Corporate profits and employee satisfaction: Must they be in conflict? California Management Review, 14, 46-55.
- Lawler, E. E. and Suttle, J. L. (1972). A causal correlational test of the need hierarchy concept. Organizational Behavior and Human Performance, 7, 265-287.
- Wanous, J. and Lawler, E. E. (1972). Measurement and meaning of job satisfaction. Journal of Applied Psychology, 56, 95-105.
- Cammann, C. and Lawler, E. E. (1973). Employee reactions to pay incentive plan. Journal of Applied Psychology, 58, 163-172.
- Lawler, E. E. (1973). Quality of working life and social accounts. In M. Dierkes and R. A. Bauer (eds.), Corporate social accounting (pp. 154-165). New York: Praeger.
- Lawler, E. E., Hackman, J. R. and Kaufman, S. (1973). Effects of job redesign: A field experiment. Journal of Applied Social Psychology, 3, 49-62.
- Lawler, E. E. and Suttle, L. (1973). Expectancy theory and job behavior. Organizational Behavior and Human Performance, 9, 482-503.
- Rhode, J. and Lawler, E. E. (1973). Human resource accounting: Accounting system of the future. In M. Dunnette (ed.), Work in the year 2001 (pp. 153-177). Monterey: Brooks/Cole.
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- Lawler, E. E. (1974). The individualized organization: Problems and promise. California Management Review, 17(2), 31-39.
- Lawler, E. E. (1974). For a more effective organization - Match the job to the man. Organizational Dynamics, 3(1), 19-29.
- Lawler, E. E., Hall, D. T. and Oldham, G. R. (1974). Organizational climate: Relationship to organizational structure, process and performance. Organizational Behavior and Human Performance, 11, 139-155.
- Jenkins, G. D., Nadler, D. A., Lawler, E. E. and Cammann, C. (1975). Standardized observations: An approach to measuring the nature of jobs. Journal of Applied Psychology, 60, 171-181.
- Lawler, E. E. (1975). Participation and pay. Compensation Review, 7(3), 62-66.
- Lawler, E. E. (1975). Pay, participation and organizational change. In E. L. Cass and F. G. Zimmer (eds.), Man, work and society (pp.137-149). New York: Van Nostrand Rienhold.

- Lawler, E. E. (1975). Measuring the psychological quality of working life: The why and how of it. In L. E. Davis and A. B. Cherns (eds.), The quality of working life: Vol. I (pp. 123-133). New York: The Free Press.
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- Rhode, J. G., Sundem, G. L. and Lawler, E. E. (1975). Contabilization del valor de los recursos humanos. Administracion de Empresas, T.VI, 465-479.
- Lawler, E. E. (1976). Control systems in organizations. In M. Dunnette (ed.), Handbook of industrial and organizational psychology (pp.1247-1292). Chicago: Rand McNally.
- Lawler, E. E. (1976). Comments on H. H. Meyer's, "The pay for performance dilemma." Organizational Dynamics, 4, 23-75.
- Lawler, E. E. (1976). Should the quality of work life be legislated? The Personnel Administrator, 21, 17-21.
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- Rhode, J. G., Lawler, E. E. and Sundem, G. L. (1976). Human resource accounting: A critical assessment. Industrial Relations, 15, 13-25.
- Lawler, E. E. (1976). Humanizing organizational behavior. In H. Meltzer and F. R. Wickert (eds.), Humanizing organizational behavior (pp. 201-210). Springfield, Illinois: Thomas.
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- Sorensen, J. E., Sorensen, T. L., Rhode, J. G. and Lawler, E. E. (1976). A behavioral study of staff retention in the profession of public accounting. In Symposium on auditing research (pp. 89-135). Urbana-Champaign, Illinois, Department of Accounting.
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- Lawler, E. E. (1977). Adaptive experiments: An approach to organizational behavior research. Academy of Management Review, 2, 576-585.
- Lawler, E. E. (1977). Administering pay programs. Compensation Review, 9(1), 8-16.

- Lawler, E. E. (1977). Reward systems. In Hackman, J. R. and Suttle, J. L. (eds.), Improving life at work (pp. 163-226). Santa Monica: Goodyear..
- Lawler, E. E. (1977). Developing a motivating work climate. Management Review, 66(7), 25-38.
- Lawler, E. E. and Olsen, R. N. (1977). Designing reward systems for new organizations. Personnel, 54(5), 48-60.
- Lawler, E. E. (1977). Workers can set their own wages--responsibly. Psychology Today, 10(9), 109-112.
- Mirvis, P. H. and Lawler, E. E. (1977). Measuring the financial impact of employee attitudes. Journal of Applied Psychology, 62(1), 1-8.
- Rhode, J. G., Sorensen, J. E. and Lawler, E. E. (1977). Sources of professional staff turnover in public accounting firms revealed by the exit interview. Accounting, Organizations and Society, 2(2), 153-164
- Kane, J. and Lawler, E. E. (1978). Methods of peer assessment. Psychological Bulletin, 85(3) 555-586.
- Lawler, E. E. (1978). The new plant revolution. Organizational Dynamics, 6(3), 2-12.
- Lawler, E. E. and Bullock, R. J. (1978). Pay and organizational change. Personnel Administrator, 23(5), 32-36.
- Lawler, E. E. and Drexler, J. (1978). The dynamics of establishing cooperative quality of work life projects. Monthly Labor Review, 101(3), 23-28.
- Renwick, P. A. and Lawler, E. E. (1978). What you really want from your job. Psychology Today, May, 53-65.
- Goodman, P. S. and Lawler, E. E. (1979). Etats unis (United States). In Les Nouvelles Formes D'organisation du Travail (pp. 167-207). Geneve: Bureau international du travail.
- Kane, J. and Lawler, E. E. (1979). Performance appraisal effectiveness. In B. Staw (ed.), Research in organizational behavior: Vol. 1 (pp. 425-478). Greenwich, Conn.: JAI Press.
- Lawler, E. E. (1979). Performance appraisal and merit pay. Civil Service Journal, April/June, 14-18.
- Lawler, E. E. and Ozley, L. (1979). Winning union-management cooperation on quality of work life projects. Management Review, 68(3), 19-24.
- Bullock, R. J. and Lawler, E. E. (1980). Incentives and gain-sharing: Stimuli for productivity. In J. D. Hogan (ed.), Dimensions of productivity research. Houston: American Productivity Center.
- Kane, J. S. and Lawler, E. E. (1980). In defense of peer assessment: A rebuttal of brief's critique. Psychological Bulletin, 88, 80-81.

- Lawler, E. E. (1980). Motivation: Closing the gap between theory and practice. In K. D. Duncan, M. M. Grunberg, and D. Wallis (eds.), Changes in working life (pp. 539-550). London: Wiley.
- Lawler, E. E. (1980). Task design. In B. Karmel (ed.), Point and counterpoint in organizational behavior (pp. 95-107). Hinsdale, Illinois: Dryden.
- Nadler, D. A., Hanlon, M. and Lawler, E. E. (1980). Factors influencing the success of labour-management quality of work life projects. Journal of Occupational Psychology, 1, 53-67.
- Nieva, V. G., Perkins, D. and Lawler, E. E. (1980). Improving the quality of life at work: Assessment of a collaborative selection process. Journal of Occupational Behavior, 1, 43-52.
- Jenkins, G. D. and Lawler, E. E. (1981). Impact of employee participation in development of a pay plan. Organizational Behavior and Human Performance, 28, 111-128.
- Lawler, E. E. (1981). Merit pay: Fact or fiction. Management Review, 70(2), 50-53.
- Lawler, E. E. and Drexler, J. A. (1981). Entrepreneurship in the large corporation: Is it possible? Management Review, 70(4), 8-11.
- Lawler, E. E. and Hackman, J. R. (1981). Quality of work life in the 1980s. In Working: Changes and choices. New York: Human Science Press (also appeared in 400 newspapers in the United States).
- Lawler, E. E. and Mirvis, P. H. (1981). How graphic controls assesses the human side of the corporation. Management Review, 70(10), 54-63.
- Lawler, E. E., Renwick, P. A. and Bullock, R. J. (1981). Employee influence on decisions: An analysis. Journal of Occupational Behavior, 2, 115-123.
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- Lawler, E. E. (1982). Increasing worker involvement to enhance organizational effectiveness. In P. Goodman (ed.), Change in organizations (pp. 280-315). San Francisco: Jossey-Bass
- Lawler, E. E. (1982). Creating high involvement work organizations. In E. Flamholtz (ed.), Human resource productivity in the 1980's (pp. 216-239). Los Angeles: Institute of Industrial Relations, University of California.
- Lawler, E. E. (1982). Entwicklung und anwendung von bewertungsmaßstäben für das humankapital in organisationen. In H. Schmidt (ed.), Humon vermögens rechming (pp. 191-222). Berlin: Grugter.
- Lawler, E. E. (1982). Quality of work life: An overview. Transamerica, (1), I-III.
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- Ledford, G. E. and Lawler, E. E. (1982). Quality of work life programs, coordination, and productivity. Journal of Contemporary Business, 11, 93-106.

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- Mohrman, S., Cummings, T. and Lawler, E. (1983). Creating useful research with organizations: Relationships and process issues. In R. Kilman, K. Thomas, D. Slevin, R. Nath and S. Jerrell (eds.), Producing useful knowledge for organizations (pp. 613-624). New York: Praeger.
- Nadler, D. A. and Lawler, E. E. (1983). Quality of work life: Perspectives and directions. Organizational Dynamics, 11(3), 20-30.
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- Lawler, E. E. (1984). Human resource productivity in the eighties: A critical analysis of trends. In E. Flamholtz and T. Das (eds.), Human resource management and productivity (pp. 9-26). Los Angeles: University of California.
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- Mirvis, P. H. and Lawler, E. E. (1984). Accounting for the quality of work life. Journal of Occupational Behavior, 5, 197-212.
- Mohrman, A. M. and Lawler, E. E. (1984). A review of theory and research. In F. Warren McFarlan (ed.), The information systems research challenge, proceedings (pp. 135-164). Boston: Harvard Business School Press.
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- Lawler, E. E. (1985). The new pay. New Management, 3(1), 52-59.
- Lawler, E. E. (1985). Participation to involvement: A personal view of work place change. O.D. Newsletter, Winter, 4-50.
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- Lawler, E. E. and Ledford, G. E. (1985). Skill based pay. Personnel, 62(9), 30-37.
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- Mohrman, A. M. and Lawler, E. E. (1985). The diffusion of QWL as a paradigm shift. In W. G. Bennis, K. D. Benne, and R. Chin (eds.), The planning of change (pp. 149-161). New York: Holt.
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- Prince, J. B. and Lawler, E. E. (1986). Does salary discussion hurt the developmental performance appraisal? Organizational behavior and human decision processes, 37, 357-375.
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- Lawler, E. E. (1987). Pay and organization development consultation. Consultation, 6, 281-283.
- Lawler, E. E. (1987). The design of effective reward systems. In J. W. Lorsch (ed.), Handbook of organizational behavior (pp. 255-271). Englewood Cliffs, N.J.: Prentice-Hall.
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- Lawler, E. E. (1988). Transformation from control to involvement. In R. H. Kilman, T. J. Covin and Associates (eds.), Corporate transformation (pp. 46-65). San Francisco: Jossey-Bass.
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