

# Edward Emmet Lawler III

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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  
Distinguished Professor of Business  
Marshall School of Business  
Management and Organization Department

University of Michigan

1974-1975 Chair, Organizational Psychology Program

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

**OCCUPATIONAL EXPERIENCE (CONTINUED)**

## 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

**AWARDS (CONTINUED)**

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	SHRM: Michael R. Losey Human Resource Research Award (Inaugural Winner)
2007	Academy of Management: Distinguished Scholar-Practitioner Award
2009	Society for Industrial and Organizational Psychology: Raymond A. Katzell Award in I-O Psychology
2014	Academy of Management Human Resources Division: Herbert Heneman Jr. Career Achievement Award
2014	Communicating OD Knowledge, given by Organization Development Network
2015	Thinkers50 2015 Hall of Fame
2016	HR Magazine: Hall of Fame Lifetime Achievement Award
2018	USC Marshall School of Business, Dean's Award for Impact on Practice

**PROFESSIONAL SOCIETIES**

Member of:	Academy of Management American Psychological Association British Academy of Management Society for Human Resource Management
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)

**PROFESSIONAL SOCIETIES (CONTINUED)**

Journal of Quality Management (1995-2004)

Organizational Dynamics (2001- Present)

## 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)

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 (1989-2012)

Board of Directors, SHRM Foundation (2011-Present)

Research Grants and  
Contracts from:

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

SHRM Foundation

**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-multitrait 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.

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- 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., Koplin, 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.

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- 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.
- Schefflen, 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.
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- 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.
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- 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.
- Sorensen, J. E., Rhode, J. G. and Lawler, E. E. (1973). The generation gap in public accounting. Journal of Accountancy, 136(6), 42-50.
- 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.
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- 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.
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- Lawler, E. E. (1976). Control systems in organizations. In M. Dunnette (ed.), Handbook of industrial and organizational psychology (pp.1247-1292). Chicago: Rand McNally.
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- Lawler, E. E. (1976). Should the quality of work life be legislated? The Personnel Administrator, 21, 17-21.
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- Lawler, E. E. (1976). Humanizing organizational behavior. In H. Meltzer and F. R. Wickert (eds.), Humanizing organizational behavior (pp. 201-210). Springfield, Illinois: Thomas.
- Lawler, E. E. (1976). Conference review: Issue of understanding. In P. Warr (ed.), Personal goals and work design (pp. 225-234). New York: Wiley.
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- Lawler, E. E. (1976). Comment. In Schiff, M. and Sorter, G. (eds.), Proceedings of the conference on topical research in accounting (pp. 44-48). New York: Ross Institute of Accounting Research.
- Rhode, J. G., Sorensen, J. E. and Lawler, E. E. (1976). An analysis of personal characteristics related to professional staff turnover in public accounting firms. Decision Sciences, 7(4), 771-800.
- 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.
- Drexler, J. A. and Lawler, E. E. (1977). A union-management cooperative project to improve the quality of work life. Journal of Applied Behavioral Science, 13(3), 373-386.
- 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.

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- 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.

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- 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.
- Lawler, E. E. (1982). Strategies for improving the quality of work life. American Psychologist, 37, 486-493.
- 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 bewertungsmaßstaben für das humankapital in organisationen. In H. Schmidt (ed.), Humanvermögensrechnung (pp. 191-222). Berlin: Grugter.
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- Lawler, E. E. and Ledford, G. E. (1982). Productivity and the quality of work life. National Productivity Review, 1(1), 23-36.
- Ledford, G. E. and Lawler, E. E. (1982). Quality of work life programs, coordination, and productivity. Journal of Contemporary Business, 11, 93-106.
- Lawler, E. E. (1983). Human resource productivity in the 80's. New Management, 1(1), 46-49.
- Mirvis, P. H. and Lawler, E. E. (1983). Systems are not solutions: Issues in creating information systems that account for the human organization. Accounting, Organizations and Society, 8, 175-190.
- Mohrman, A. M. and Lawler, E. E. (1983). Motivation and performance-appraisal behavior. In F. Landy and S. Zedeck (eds.), Performance measurement and theory (pp. 173-189). Hillsdale, N.J.: Erlbaum.
- 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.
- Bullock, R. J. and Lawler, E. E. (1984). Gainsharing: A few questions, and fewer answers. Human Resource Management, 23(1), 23-40.

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- Lawler, E. E. (1984). Leadership in participative organizations. In J. Hunt, D. Hosking, C. Schriesheim and R. Stewart (eds.), Leaders and managers (pp. 316-332). New York: Pergamon Press.
- Lawler, E. E. (1984). Whatever happened to incentive pay? New Management, 1(4), 37-41.
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- 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.
- Mohrman, S. A. and Lawler, E. E. (1984). Quality of work life. In K. Rowland and G. Ferris (eds.), Research in personnel and human resources management, Vol. 2 (pp. 219-260). Greenwich, CT, JAI Press.
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- 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.
- Lawler, E. E. and Mohrman, S. A. (1985). Quality circles after the fad. Harvard Business Review, 85(1), 64-71.
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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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