

June 2024

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Bushe-Marshak Institute for Dialogic Organization Development
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POST-SECONDARY EDUCATION

Ph.D. Department of Organizational Behavior, Weatherhead School of Management,
Case Western Reserve University, Cleveland, Ohio, USA (1983)

Trainer Development Program. Five year post-graduate certification in laboratory education, T-group facilitation, and the design and delivery of leadership education. Sir George Williams Centre for Human Relations and Community Studies, Concordia University, Montreal, Quebec, Canada.(1980)

B.A. (Magna Cum Laude), Department of Interdisciplinary Studies,
Faculty of Arts and Sciences, Concordia University, Montreal, Quebec, Canada. (1978)

Diplome Études Collegial (Arts). Loyola College, Montreal, Quebec, Canada. (1974)

C.V. for G.R.Bushe

OVERVIEW

My career spans four decades of developing practical strategies for transforming organizational structures, cultures and processes away from command and control toward more collaborative work systems. I am an award-winning author of over 100 papers and four books on organizational change, leadership, teams and teamwork. I'm on the editorial boards of both scholarly and practical journals and I have given talks and courses on leadership and organizational change methods in Canada, the US, Europe, Australia, Asia and Africa.

As someone concerned with practical scholarship, I test my models in the field by consulting with blue chip corporations and start-ups, public sector and business corporations, in a variety of sectors. A number of my publications are field experiments and case studies of change efforts I've worked on.

Clear Leadership (2009) has been translated into 9 languages and over 100 certified facilitators have trained tens of thousands of managers in North America, Europe and Asia through a unique learning process that increases their social and emotional competence and ability to lead collaborative and agile teams (clearleadership.com). Over the past 15 years my work with Bob Marshak has defined a theory of transformational change, Dialogic Organization Development, that is stimulating significant research by others. We co-founded the Bushe-Marshak Institute for Dialogic Organization Development (BMI) to further research, and provide training and development of Dialogic professionals. Since 2020 I have been editing and publishing the BMI series in Dialogic OD, printed and sold through Amazon. B-M-Institute.com.

I have won numerous awards, including the prestigious Douglas McGregor award twice for my academic papers. Since 2016 HR Magazine in the UK has honored me as of the 30 most influential Thinkers in 'people strategy'. A chapter on my life and work was commissioned for the *Palgrave Handbook of Organizational Change Thinkers*.

Virtually all my papers and videos can be found following links at gervasebushe.ca/.

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CURRENT RESEARCH

Collaboration at work
Self-organizing systems
Theory and Practice of Dialogic Organization Development
Generative change theory
Generative Leadership

GOOGLE SCHOLAR METRICS (June 2024)

	All	Since 2019
<u>Citations</u>	8216	2923
<u>h-index</u>	38	28
<u>i10-index</u>	69	45

ACCEPTED FOR PUBLICATION

Bushe, G.R. & Cody, M. The Experience Cube: A model to increase being, relating and collaborating for collective leadership. In E. Egel & M. Suarez (eds.). *Inner Development Goals: Collective Leadership in Action*. De Gruyter.

Bushe, G.R. Dialogic Organization Development: Emerging Directions. In W. Rothwell & J. Stavros (eds.) *Practicing Organization Development, 5th Edition*. Jossey-Bass.

BOOKS

Bushe, G.R. (2020) *The Dynamics of Generative Change*. BMI publishing. (Being translated into Japanese by Discovery 21 Publishing).

Bushe, G.R. & Marshak, R.J. (Eds.) (2015) *Dialogic Organization Development: The Theory and Practice of Transformational Change*. Oakland, CA: Berrett-Koehler. Translated into Japanese (Eiji Press, 2018). (Being Translated into Chinese by Huaxia Publishing House)

Bushe, G.R. (2009) *Clear Leadership: Sustaining Real Collaboration and Partnership at Work (2nd Edition)*. Boston: Davies-Black. Translated into Swedish (Ekerlids Förlag AB, 2010), Norwegian (Fagbokforlaget Vigmostad & Bjørke AS, 2012) Spanish (VeMejors SC, 2012) Korean (Younglim Cardinal Inc., 2013) Dutch (Advance-Groep BV, 2013) Estonian (Äripäev, 2020) French (Lustig-Rochet, 2022) revised for Korean (Aligned, 2024), slated for Japanese (Eiji, 2025),

Bushe, G.R. (2001) *Clear Leadership: How Outstanding Leaders Make Themselves Understood, Cut Through the Mush, and Help Everyone Get Real at Work*. Palo Alto, CA: Davies-Black Publishers. Translated for the Indian sub-continent and published as *Clear Leadership* by Jaico Publishing House, Mumbai, India, 2003. Translated into Swedish as *Klart Ledarskap*. Stockholm: Ekerlids Förlag AB, 2006, and into Chinese as 无障碍领导, China Labor & Social Security Publishing House, 2007.

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Wyckham, R. Meredith, L. & Bushe, G.R. (Eds.) (1987) *The Spirit of Entrepreneurship: Best Papers from the 32nd Annual World Conference of the International Council for Small Business*. Vancouver, BC: Simon Fraser University.

CHAPTERS IN BOOKS

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Bushe, G.R. & Marshak, R.J. (2021) Social construction and the practice of dialogic organization development. In S. McNamee, M. Gergen, C. Camargo Borges, & E. Rasera (Eds.) *The Sage handbook of social constructionist practice (298-309)*. London, UK: Sage.

Bushe, G.R. & Marshak, R.J. (2020). The dialogic mindset for generative change. In Cady S.H., Gorelick C.K., & Forde-Stiegler C.T. (Eds.) *The collaborative change library: Your global guide to transforming organization, revitalizing communities, and developing human potential*. Perrysburg, OH: NEXUS4change.

Bushe, G.R. (2019) Hosting stakeholders for engagement in generative change. In M. McKergow & P. Pugliese (Eds.) *Host leadership field book: Creating engagement for performance and results (121-127)*. Edinburgh, UK: Solutions Books

Bushe, G., & Paranjpey, N. (2019). Naturalistic field experiments: Running experiments in organizations. In M. Perchard (Ed.) *SAGE Research Methods Cases*. doi:10.4135/9781526466129

Bushe, G., & Marshak, R. (2018). Valuing both the journey and the destination in organization development. In D. Jamieson, A. Church, & J. Vogelsang (Eds.), *Enacting values-based change: Organization development in action (87-97)*. New York, NY: Palgrave Macmillan.

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Gautam, M., Bushe, G.R., Hazelton, L., Casario, O. & Kirby, F. (2016) Effective communication skills for leading others. In Chan, M-K and Matlow, A. (Eds.) *International Competency-based (Medical) Resident Leadership Curriculum (36 pages)*. Online at www.sanokondu.com. Translated into Spanish and available at <https://sites.google.com/site/sanokondu/engage-others-resources-2>

Bushe, G.R. & Marshak, R.J. (2016) The dialogic organization development approach to transformation and change. Rothwell, W.J., Stavros, J.M. & Sullivan, R.L. (eds.) *Practicing organization development: Leading transformation and change, 4th Ed (407-418)*. Hoboken, NJ: Wiley.

Bushe, G.R. & Marshak, R.J. (2015) Introduction to the Dialogic Organization Development Mindset. In Bushe, G.R. & Marshak, R.J. (Eds.) *Dialogic Organization Development: The Theory and Practice of Transformational Change* (pp.11-32). Oakland, CA: Berrett-Koehler.

Bushe, G.R. & Marshak, R.J. (2015) Introduction to the Practice of Dialogic OD. In Bushe & Marshak, *ibid.* (pp.33-56).

Bushe, G.R. & Storch, J. (2015) Generative Image: Sourcing Novelty. In Bushe & Marshak, *ibid.* (pp.101-122).

Roehrig, M., Schwendenwein, J. & Bushe, G.R. (2015) Amplifying Change: A Three Phase Approach to Model, Nurture and Embed Ideas for Change. In Bushe & Marshak, *ibid.* (pp.325-348).

Bushe, G.R. & Marshak, R.J. (2015) Conclusion: The Path Ahead. In Bushe & Marshak, *ibid.* (pp.401-413).

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Bushe, G.R. (2013) The appreciative inquiry model. In Kessler, E. (ed.) *The Encyclopedia of Management Theory, Volume 1* (pp.41-44). Thousand Oaks, CA: Sage Publications.

Bushe, G.R. (2013), Generative process, generative outcome: The transformational potential of appreciative inquiry. In D.L. Cooperrider, D.P. Zandee, L.N. Godwin, M. Avital & B. Boland (eds.) *Organizational Generativity: The Appreciative Inquiry Summit and a Scholarship of Transformation (Advances in Appreciative Inquiry, Volume 4, pp. 89-113)*. Bingley, UK: Emerald Group Publishing Limited.

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Bushe, G.R. (2006) Sense-making and the problems of learning from experience: Barriers and requirements for creating cultures of collaboration. In Shulman, S. (ed.) *Creating Cultures of Collaboration*, (pp.151-171). San Francisco: Jossey-Bass.

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Organization Toward a Positive Theory of Change (pp. 99-110). Champaign, IL: Stipes. Reprinted in Cooperrider, D. Sorenson, P., Yeager, T. & Whitney, D. (eds.) (2001, 2005) *Appreciative Inquiry: Foundations in Positive Organization Development* (121-132). Champaign, IL: Stipes.

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Bushe, G.R. (1988) The performance appraisal task force: A case study in group dynamics In J.B. Lau & A.B.Shani, *Behavior in Organizations: An Experiential Approach* (4th Ed.) (pp.176-180). Homewood, IL: Irwin. (Reprinted in following editions)

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Bushe, G.R. (1981) Toward an understanding of accentuation of learning style and competency development in professional education. In D.Kolb & D.Wolfe (eds.) *Professional Education and Career Development* (pp.183-204). Washington, D.C.: National Institute of Education.

Fry, R. & Bushe, G.R. (1981) On the definition and measurement of environmental press in professional education. In D.Kolb & D.Wolfe, *ibid.*(pp.152-182).

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Choueiter, N., Bushe, G.R. & Belemlih, A. (2023). Preparing leaders to hold space for self and others during generative change events. *Organization Development Review*, 55:3, 19-24.

Marshak, R.J. & Bushe, G.R. (2022) A compelling beginning and more to uncover. *The Journal of Applied Behavioral Science*, 58:1, 149–152.

Bushe, G.R. (2021) The generative change model: Creating the agile organization while dealing with a complex problem. *Journal of Applied Behavioral Science*. 57:4, 530–533.

Bushe, G.R. (2019) Generative leadership. *Canadian Journal of Physician Leadership*, 5:3, 141-147.

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Maxton, P.J. & Bushe, G.R. (2018) Individual cognitive effort and cognitive transition during organization development. *Journal of Applied Behavioral Science*, 54:4, 424-456.

Marshak, R.J. & Bushe, G.R. (2018) Planned and generative change in organization development. *Organization Development Practitioner*, 50:4, 9-15.

Bushe, G.R. & Nagaishi, M. (2018) Imagining the future by standing on the past: OD is not (just) about change. *Organization Development Journal*, 35:3, 23 – 36. Translated into Japanese and published in *The Japanese Journal of Organization Development*, 3:1, 10-24.

Bushe, G.R. & Litwin, A. (2018) Different perspectives on the future of OD: Voices from the Baltimore conference. *Organization Development Practitioner*, 50:3, 4-17.

Bushe, G.R. (2017) Where Organisation Development thrives. **Winner of the Val Hammond Research Competition**, Roffey Park Institute, UK. <http://www.roffeypark.com/research-insights/free-reports-downloads/where-organisation-development-thrives/>

Bushe, G.R. (2017) Creating collaborative organizations that can persist: The partnership principle. *Organization Development Practitioner*, 49:3, 23-29.

Lyons, B., Zatzick, C.D., Thompson, T. & Bushe, G.R. (2017). Stigma identity concealment in hybrid organizational cultures. *Journal of Social Issues*, 73:2, 255-272.

Bushe, G.R. & Marshak, R.J. (2016) The dialogic mindset: Leading emergent change in a complex world. *Organization Development Journal* (special issue on Culture and Adaptive Leadership in Turbulent Times), 34:1, 37-65. **Chosen best article in 2016 by the International Society for Organization Development and Change.**

Bushe, G.R. & Paranjapey, N. (2015) Comparing the generativity of problem-solving versus appreciative inquiry: A field experiment. *Journal of Applied Behavioral Science*, 51:3, 309-335.

Bushe, G.R. & Marshak, R.J. (2014) The dialogic mindset in organization development. *Research in Organizational Change and Development*, 22, 55-97.

Bushe, G.R. (2014). Appreciative leadership. *Journal of the Academy of Nutrition and Dietetics*, 114:5, s26-27.

Bushe, G.R. (2013) Dialogic OD: A theory of practice. *Organization Development Practitioner*, (special issue on advances in Dialogic Organization Development), 45:1, 10-16.

Marshak, R.J. & Bushe, G.R. (2013) An introduction to advances in Dialogic Organization Development. *Organization Development Practitioner*, 45:1, 1-3.

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Bushe, G.R. & Chu, A. (2011) Fluid Teams: Solutions to the Problems of Unstable Team Membership. *Organizational Dynamics*, 40:3, 181-188. Digested in the Wall Street Journal – Sloan MIT Supplement, August 23, 2010 as When People Come and Go (<https://www.wsj.com/articles/SB10001424052748704100604575145950278914776>).

Bushe, G.R. (2010) Commentary on “Appreciative Inquiry as a Shadow Process”. *Journal of Management Inquiry*. 9:3, 234-237.

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Bushe, G.R. (2009) Learning from collective experience: A different view of organizational learning. *Organization Development Practitioner*, 41:3, 19-23.

Bushe, G.R. & Marshak, R.J. (2009) Revisioning organization development: Diagnostic and dialogic premises and patterns of practice. *Journal of Applied Behavioral Science*. 45:3, 348-368. **Winner of the Douglas McGregor Memorial Award for best paper published in the Journal of Applied Behavioral Science in 2009.**

Marshak, R.J. & Bushe, G.R. (2009) Further reflections on diagnostic and dialogic forms of organization development. *Journal of Applied Behavioral Science*, 45:3, 378-383.

Bushe, G.R. & Marshak, R.J. (2008) The post modern turn in OD: From diagnosis to meaning making. *Organization Development Practitioner*, Special Issue on Organization Development for the 21st Century. 40:4, 10-12. Reprinted in Shani, A.B & Coghlan, D. (Eds.) (2010) *Fundamentals of Organization Development, Volume 4, (415-419)*. Thousand Oaks, CA: Sage Publications, 2009 and in Vogelsang, J., Townsend, M. Minihan, M., Jamieson, D., Vogel, J., Viets, A., Royal C., & Vasek, L (eds.) *Handbook for Strategic HR (250-252)*. NY: American Management Association, 2013.

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Verman, P. & Shah, H. (eds.) *Dynamics of Appreciative Inquiry: Concepts and Cases* (pp.24-38). Amedabad, India: Academy of HRD, 2013.

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Coetzer, G.H. & Bushe, G.R. (2006) Using discrepancy theory to examine the relationship between shared cognition and group outcomes. *Team Performance Management*, 12:5/6, 155-161.

Bushe, G.R. & Kassam, A. (2005) When is appreciative inquiry transformational? A meta-case analysis. *Journal of Applied Behavioral Science*, 41:2, 161-181. **Honourable Mention, Douglas McGregor Memorial Award for best paper published in JABS in 2005.** Reprinted in Shani, A.B. & Coghlan, D. (Eds.) *Fundamentals of Organization Development, Volume 3*, (245-266). Thousand Oaks, CA: Sage Publications, 2009.

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Bushe, G. R. & Marshak, R. J. (2011) Diagnostic and dialogic OD. *Academy of Management ODC Newsletter*, Winter, pp.12-15.

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Bushe, G.R. (2010) The failure of collaborative leaders. *Insight: The Chartered Institute of Management Accounts e-magazine*, September. (<http://www.cimaglobal.com/Thought-leadership/Newsletters/Insight-e-magazine/Insight-2010/Insight-September-2010/The-failure-of-collaborative-leaders/>).

Bushe, G.R. (2010) An introduction to the organizational learning conversation. *CEO Magazine*, August. (available online at <http://www.the-chiefexecutive.com/features/feature93537/>).

Bushe, G.R. (2010) When people come and go. *Wall Street Journal/MIT Sloan Management Review Executive Adviser*, August 23, p.R6.

Bushe, G.R. & Pitman, T. (2008) Performance amplification: Building the strength based organization. *Appreciative Inquiry Practitioner*, Special Issue on Strength Based Organizations, 10:4:23-26.

C.V. for G.R. Bushe

Bushe, G.R. (2007) Why using appreciative inquiry as a research method is unlikely to lead to research publications. *Appreciative Inquiry Practitioner*, Special Issue on Using AI for Research, 9:4, 8-11.

Bushe, G.R. (2005) Praise and blessing: The function of the leader archetype. *Appreciative Inquiry Practitioner*, 7:4, 41-43.

Bushe, G.R. (2005) Appreciative leadership. *Journal of the American Dietetic Association*, 105:5, 699-700.

Bushe, G.R. (2002) The inner core of leadership. *Leader to Leader*, 25 (summer), 37-41.

Bushe, G.R. (2001) Self-differentiation: The missing ingredient in leadership. *Organization Development Practitioner*. 33:2, 41-47.

Bushe, G.R. (2000) Clear leadership. *Proceedings of the 2000 OD Network Annual Conference*, Atlanta, pp.13-20.

Bushe, G.R. (1998) Power and the empowered organization: The design of power in highly adaptive organizations. *Organization Development Practitioner*. 30:4, pp.31-43.

Bushe, G.R., Havlovic, S.J. & Coetzer, G. (1996) Exploring empowerment from the inside-out, Part 2. *Journal for Quality and Participation*, 19:3, 78-84.

Bushe, G.R., Havlovic, S.J. & Coetzer, G. (1996) Exploring empowerment from the inside-out. *Journal for Quality and Participation*, 19:1, 36-45. **One of 22 articles selected for the 1996 Anbar Management Hall of Fame from over 13,000 articles reviewed from the 400 leading management journals worldwide.**

Bushe, G.R. & Pitman, T. (1991) Appreciative process: A method for transformational change. *Organization Development Practitioner*, 23:3, pp. 1-4. Reprinted in *On the Beam*, 11:2 (1991), pp.2-3 and *Business Dynamics*, 54 (1992) pp.1-3. Abstracted in *Brain/Mind Bulletin* 16:9 (1991) p.8.

Bushe, G.R. & Pitman, T. (1991) Cardwork: Capturing and communicating theories of action. *On Learning*, 1:3, pp.4-5.

Bushe, G.R. (1988) Social system issues in implementing statistical process control. *Proceedings of the 1987 Organization Development Network National Conference*, 275-280.

Bushe, G.R. (1986) Designing organizations for intrapreneurism. *Vision/Action*, 6(2), 9-11.

Bushe, G.R. (1985) Breaking out of contingency theory in organizational design. *Proceedings of the 1985 Organization Development Network National Conference*, 181-186.

C.V. for G.R. Bushe

Bushe, G.R. (1985) Organization design and OD. *Vision/Action*, 4(4), 1-3.

BOOKS EDITED FOR THE BMI SERIES IN DIALOGIC OD

Averbuch, T. (2021) *Initiating and inviting generative change: Entry and contracting for emergent outcomes in results driven organizations*. BMI

Bratt, B.H. (2020) *The team discovered: Dialogic team coaching*. BMI

Burrows, M (2024) *Organizing conversations: Preparing groups to take on adaptive challenges*. BMI

Lewis, S.H. (2024) *Creating energized commitment to the dialogic approach: The change team's journey of discovery*. BMI.

McKergow, M. (2020) *Hosting generative change: Creating containers for creativity and commitment*. BMI.

Miller, F., Biggs, M & Katz, J. (2022) *Change champions: A dialogic approach to creating an inclusive culture*. BMI.

Stirling-Wilkie, G. (2021) *From physical place to virtual space: How to design and host transformative spaces online*. BMI. (Shortlisted for UK Business Book of the year, organizational change division).

UNPUBLISHED CONFERENCE PRESENTATIONS

Besharov, M., Kislenko, S., Thompson, T.A. & Bushe, G.R. (2023) Dynamic tensions of counter-normative leadership: An identity work perspective. 83rd Academy of Management Annual Meeting, Boston MA.

Besharov, M., Kislenko, S., Thompson, T.A. & Bushe, G.R. (2023) Dynamic tensions of counter-normative leadership: An identity work perspective. European Group and Organization Studies Conference, Milan, Italy.

Beer, M., Marshak, R., Rainey, M., Jones, B., Bushe, G. Pasmore, W. & Worley, C. (2020) State of the Art OD: A Master Class in the Latest Thinking and Methods. 80th Academy of Management Annual Meeting, online.

Zatzick, C., Lyons, B., Bushe, G., Thompson, T. and McFerran, B. (2018) Disability employment and coworker elevation. 78th Academy of Management Annual Meeting, Chicago, IL.

C.V. for G.R. Bushe

Thompson, T.A., M. Besharov, G.R. Bushe, & C. Zatzick. (Aug 2018). Institutional Leadership in Social Enterprises: Integrating Moral Values and Business. 78th Academy of Management, Chicago, IL.

Thompson, T.A., M. Besharov, G.R. Bushe, C. Zatzick & B. Lyons. (Jul 2018). Institutional Leadership: Integrating Moral Values and Business. European Group and Organization Studies Conference, Tallinn, Estonia.

Thompson, T.A., M. Besharov, G.R. Bushe, C. Zatzick & B. Lyons. (Jun 2018). Institutional Leadership: Integrating Moral Values and Business. Alberta Institutions Conference, Edmonton, Canada.

Lyons, B. Zatzick, C.D., Thompson, T.A. & Bushe, G.R. (2016) Stigma identity concealment in hybrid organizational cultures. 76th Academy of Management Annual Meeting.

Bushe, G.R. & Marhsak, R.J. (2015) Dialogic Organization Development: Opening Up the Governance of Change. 75th Meeting of the Academy of Management, Vancouver, Canada.

Bushe, G.R. (2013) How Come Sometimes It Works and Sometimes It Doesn't? Three Underlying Change Processes in Dialogic OD. International Society for Organization Development Annual Conference, Honolulu, HA.

Bushe, G.R., Marshak, R.J. & Barrett (2011) Theory and Practice of Dialogic OD. 71st Meeting of the Academy of Management, San Antonio, TX.

Bushe, G.R., Buteau, L., & Filleul, M. (2009) It's All About Learning: Three years of Appreciative Inquiry at the Vancouver School Board. 2009 World Appreciative Inquiry Conference, Kathmandu, Nepal. On-line conference presentation.

Bushe, G.R. (2007) Transformational, Incremental or No Change At All: Moderators of the Impact of Appreciative Inquiry. 67th Meeting of the Academy of Management, Philadelphia, USA.

Bushe, G.R. (2007) Developing Managerial Skills for Organizational Learning: The Clear Leadership Approach. 7th International Conference on Knowledge, Culture and Change in Organizations, Singapore, July 26-29.

Bushe, G.R. (2005) Revisioning Organization Development: A Postmodern Perspective. Conference on: Social Construction: A Celebration of Collaborative Practices. Taos, NM.

Bushe, G.R. & Kassam, A. (2004) When is appreciative inquiry transformational? An analysis of published cases. 64th Meeting of the Academy of Management, New Orleans, USA.

C.V. for G.R. Bushe

Bushe, G.R. Coetzer, G.C. & Havlovic, S.H. (1995) "The Emergence of Empowered Work Teams in a Fragmented Change Effort: Paths of Least Resistance". 54th Meeting of the Academy of Management, Vancouver, BC.

Bushe, G.R. (1995) "Appreciative Inquiry: A Post-Modern Approach to Action Research for Social Change". Conference on: New Approaches to Community Economic Development, Simon Fraser University, Vancouver, B.C.

Bushe, G.R. (1992) "Warm Fuzzies and Slide Rules: The Co-evolution of Organization Development and Total Quality Management". 51st Meeting of the Academy of Management, Las Vegas, NE.

Bushe, G.R. & Gibbs, B. (1989) "Ego Development, Role Enactment and Corporate Staff Behavior: A Field Study". 48th Annual Meeting of the Academy of Management, Washington D.C.

Bushe, G.R., Hardy, J., & Gibbs, B. (1989) "Developmental Stage and Jungian Type as Predictors of Consulting Competence". 48th Annual Meeting of the Academy of Management, Washington D.C.

Bushe, G.R. & Johnson, A.L. (1987) "Contextual and Internal Factors Affecting Task Group Outcomes in Organizations". 47th Annual Meeting of the Academy of Management, New Orleans, LA.

Bushe, G.R. & Etherington, L. (1987) "System Transforming Innovations: Attributes Predicting Success". ISF 7th International Symposium on Forecasting, Boston, MA.

Bushe, G.R. (1986) "Developing Cooperative Relations in Unionized Factories: Power, Trust and Parallel Structures". 46th Annual Meeting of the Academy of Management, Chicago, IL.

Bushe, G.R. (1986) "Cultural Contradictions of Statistical Process Control in American Manufacturing: A Study of Technological Innovation". Annual Conference of the Administrative Sciences Association of Canada, Whistler B.C.

Bushe, G.R. (1985) "Relationships Between Group Temporality and Member Attitudes: Middle Managers in QWL Change Projects". 45th Annual Meeting of the Academy of Management, San Diego, CA.

Bushe, G.R. (1984) "Increasing the Probability of Creating Effective Task Groups the Manager Doesn't Belong to: An Empirically Testable Model". Annual Meeting of the Western Academy of Management, Vancouver, BC.

Bushe, G.R. (1984) "Developmental Trends of Parallel Structure Interventions in Unionized Manufacturing Organizations: A Set of Propositions". 44th Annual Meeting of the Academy of Management, Boston, MA.

C.V. for G.R. Bushe

Bushe, G.R. (1983) "Exploring Managerial Resistance to Worker Problem-Solving Groups: Some Comparative Data". 43rd Annual Meeting of the Academy of Management, Dallas, TX.

Bushe, G.R. (1983) "Measuring the Institutionalization of OD/QWL Change Projects: The Search for Dependent Variables". 43rd Annual Meeting of the Academy of Management, Dallas, TX.

RESEARCH REPORTS AND MANUALS

Bushe, G.R. (2007) *Transforming School Culture: One Year Results on the Use of Appreciative Inquiry for the Metropolitan School Board's Learning Inquiry, 2006 – 2007*. CMA Centre for Strategic Change and Performance Measurement, Segal Graduate School of Business, Simon Fraser University.

Bushe, G.R. & Grossling, R. (2006) *Engaging Conflict: The Impact of Clear Leadership Training on How People Think about Conflict and Its Management*. Faculty of Business Administration, Simon Fraser University.

Bushe, G.R. (1998) *Appreciative Inquiry Workshop Manual*. Vancouver: Discovery & Design.

Bushe, G.R. & Furst, D. (1997) *White Water Leadership: Managing Self and Systems in Turbulent Times*. Vancouver: Discovery & Design and Furst Consulting.

Bushe, G.R., Havlovic, S.J. & Coetzer, G. (1995) *Empowerment from the Inside-Out: The Emergence of Empowered Work Teams in a Regulated Utility*. Ottawa: Canadian Centre for Management Development, Government of Canada.

Bushe, G.R. (1991) *Commitment-Based Work Organizations: An Integrated Handbook for Organizational Designers*. Vancouver: Discovery & Design.

Bushe, G.R. (1991) *Handbook for Starting a Men's Group, (2nd Ed)*. Vancouver Men's Evolvement Network. (Translated into French by Reseau des Hommes de Quebec)

Bushe, G.R. (1987) *The Change Agent's Handbook*. Vancouver: Discovery & Design.

Bushe, G.R. (1986) *A Study of the Current Organizational Design and Operating Procedures at A.B. Company with some Recommendations for Change*. Burnaby, BC: Faculty of Business Administration, Simon Fraser University.

Bushe, G.R. (1985) *Dynamics of Implementing Statistical Process Control: A Behavioral Science Perspective*. Ottawa: Office of Industrial Innovation, Department of Regional Industrial Expansion, Government of Canada.

C.V. for G.R. Bushe

Bushe, G.R. (1983) *Overcoming Managerial Resistance to Worker Problem-Solving Groups: A Comparative Study of Four Manufacturing Plants*. Ph.D. dissertation, Department of Organizational Behavior, Case Western Reserve University, Cleveland, Ohio.

RESEARCH FUNDING

Principle Investigator. Creation and Management of Businesses Employing the Intellectually and Developmentally Disabled. SSHRC Small grants, June 2015, \$7,000.

Co-Investigator. Disruptive Disabilities: Individual Strategies for Gaining Support at Work. SSHRC , SSHRC Insight Development Grant, February 2015, \$39,000.

Principal Investigator. Modelling the Dynamics that Lead to Family Business and Business Family Success. SSHRC – Research Development Initiatives, March 2009. \$39,000.

Principal Investigator. A Study of Appreciative Inquiry at the Vancouver School Board. Co-investigators: Dr. Tom Lawrence, SFU; Dr. Rick Iverson, SFU. BC Ministry of Education, February, 2006. \$150,000.

Principal Investigator. Predicting Group Outcomes from Group States Coded at Individual and Group Levels. SSHRC small grants, 2003. \$4,500.

Joint Investigator. A Study of Organizational Design Issues at PMC-Sierra. Joint investigator: Larry Pinfield. MOT Research Grant, 2000. \$3,500

Principal Investigator.: A Study of Empowered Work Teams and Team-Based Organizing in a Public Sector Organization. Co-investigator, Stephen Havlovic. Canadian Centre for Management Development, 1993. \$10,000 .

Principle Investigator. Dynamics of Implementing Statistical Process Control: A Behavioural Science Perspective. Technological Innovation Studies Program, Department of Regional Economic Expansion, Government of Canada, 1984. \$20,000

UNIVERSITY TEACHING EXPERIENCE

Simon Fraser University, Case Western Reserve University, Concordia University

Graduate Courses: Interpersonal Behaviour, Leadership and Group Development, Leadership and Teamwork, Organizational Behaviour, Organization Design, Organizational Assessment and Planned Change, Organization Structure and Change, Organization Development, Organizations and Human Resource Management, Consulting and Change Agency, Team Skills, Managing the High-Tech Enterprise, Managing Self and Other, Appreciative Inquiry, Client Relationship Management.

C.V. for G.R.Bushe

Undergraduate Courses: Introduction to Management, Small Group Behaviour, Management of Self, Teamwork in Organizations, Human Relations in Business, Organization Development and Change, Organization Theory, Group Dynamics and Teamwork.

SCHOLARLY ACTIVITIES

Member of the Editorial Board,
Journal of Applied Behavioral Science, 1992 to present
Organization Development Review, 1993 to present
Group and Organization Management, 1986 to 2003

Competitive papers referee, Organization Development and Change Division, Academy of Management.

Ad-hoc reviewer for Academy of Management Review, Organization Studies, Personnel Review, California Management Review, Canadian Journal of Administrative Sciences, Leadership Quarterly, National Science Foundation, Journal of Social Behavior and Personality, Group Facilitation, Human Relations, Translational Behavioral Medicine, Journal of Change Management..

SELECTED PUBLISHED INTERVIEWS

Thomas Schumacher (2024). Das Thema der Konversation verändern. Gervase Bushe und Bob Marshak über das Dialogische in der Dialogischen Organisationsentwicklung“, *OrganisationsEntwicklung*, 43(1), 43-49.

Katie Scott (2023) Decent dissent: how to avoid groupthink in the boardroom. *Raconteur*, Dec 4. <https://www.raconteur.net/leadership/groupthink-boardroom-groupthink-culture>

Kevin Osborne (2019) A Better Way To Drive Culture Change: A Conversation With Gervase R. Bushe, Parts 1 & 2. IC4P Case Studies and Interviews. <https://www.i4cp.com/interviews/a-better-way-to-drive-culture-change-a-conversation-with-gervase-r-bushe-ph-d-part-i>

Jenny Roper (2018) Defining OD: What is it and is HR doing enough? *HR Magazine*, November, 2018. <https://hrmagazine.co.uk/article-details/defining-od-what-is-it-and-is-hr-doing-enough>

Russ Volckman, (2015) Dialogic development: A conversation with Gervase Bushe. *Integral Leadership Review*, Vol. 15, No. 1, 2015, <http://integralleadershipreview.com/table-of-contents/?slug=january-february-2015>

C.V. for G.R.Bushe

Car Yun Tak (2013) Hello CEO, Hello Guru: Gervase Bushe. (in Korean) Orion OBS Library, http://orion.mk.co.kr/4_pds/view.php?sc=51000003&cm=Hello%20CEO&year=2013&no=514469&relatedcode=000140154&sID=

Russell Kerkhoven (2012) An interview with Professor Gervase Bushe: The use of judgmental language confuses things. *Tijdschrift voor Organisatie Ontwikkeling (TVOO)*, Dec 2012, <https://beverconsultsummercourse.files.wordpress.com/2013/06/an-interview-with-professor-gervase-bushe-2000-words.pdf>

Sara Lomberg (2102) He has the recipe for happy employees. (in Swedish) SvD Näringsliv, August 30, 2102, http://www.svd.se/naringsliv/karriar/expert-med-nasa-for-ledarskap_7459354.svd

Andrew Findlay (2011) Vancouver leadership training gets creative (and weird). *BC Business*, May 2011, <http://www.bcbusiness.ca/your-business/vancouver-leadership-training-gets-creative-and-weird>

Jenni Donohoo (2011) Engaging thought leaders: An interview with Gervase Bushe. *Learning Forward Ontario*, 3:1, 10-13, http://learningforwardontario.ca/files/LFO_Newsletter_Fall_2011.pdf

Susan Guest (2008) Appreciative Inquiry and coaching: AI is not about the positive, an interview with Gervase Bushe. *The International Journal of Coaching in Organizations*, 4: 22-29.

(2007) Clear leadership: Promoting organisational learning and squashing 'interpersonal mush', Knowledge@SMU, http://www.smu.edu.sg/perspectives/2012/06/26/clear-leadership-promoting-organisational-learning-and-squashing-interpersonal#.VOfdk_nF98E

Timothy Renshaw (2004) Learning to be a born leader. *Business in Vancouver*, The Right Course 2004, pp.5-6, <http://gervasebushe.ca/BiV.pdf>

SELECTED INVITED TALKS:

Keynote: Leading Generative Change: Challenges for Leaders and Consultants. Roffey Park Institute, Conference on Creating Workplaces where Organisations Thrive, West Sussex, UK, Oct 2023.

One day workshop on Dialogic OD and Generative Change for the Africa Business School, University Mohamed VI Polytechnic, Rabat, Morocco, April 2023.

Keynote Address: Generative Leadership and Generative Change for a World of Continuous Change. International Society for Organization Development and Change. April 2022.

C.V. for G.R.Bushe

Online Address: Dialogic OD and Generative Change. University of Houston, Department of Human Resource Development, April 21, 2021.

Keynote Address: The Evolution of Generative Change Theory: From Appreciative Inquiry to Dialogic Organization Development. World Appreciative Inquiry Conference, Nice, France, March 22-25, 2019

Public lecture and two day workshop on Generative Leadership and Dialogic OD, Nanzan University Center for the Study of Human Relations, Nagoya, Japan, July 13-15, 2018.

Opening Keynote: Dialogic Organization Development. OD Network Japan, Tokyo, July 7, 2018.

One day workshop on Accelerating Transformational Change, Ashridge Executive Education, Berkhamsted, UK, June 7, 2018.

Keynote Address: Generative Leadership in Healthcare: Accelerating Transformational Change. Canadian Conference on Physician Leadership, Vancouver, BC, April 20, 2018.

Keynote Address: Perspectives and Provocations on the Future of Organization Development. From the Founders to the Future: A Gathering to Build OD for Tomorrow's World, Baltimore, MD, December 2017.

Keynote Address: Dialogic Organization Development. NTL Institute of Applied Behavioral Science Annual Meeting, Scottsdale Arizona., July 15, 2017.

One day Master Class on Dialogic Organization Development, Roffey Park Institute, West Sussex, United Kingdom, December 12, 2016.

Keynote Address: "Implications of Dialogic Change Practice for Leaders". International Network of Coaching and Consulting, Wiesloch, Germany, May 12, 2016

Opening Keynote, "Dialogic Organization Development: An Overview". European OD Network Conference, Sunningdale, Ascot, UK, April 27, 2016.

One day workshop on Dialogic Organization Development: A workshop for Change Agents. Ashridge Executive Education, Berkhamsted, UK, April 14, 2016.

Opening Keynote, "Leadership and Dialogic Organization Development: Creating a New Narrative of Leadership for a Complex World." Royal Roads University Leadership Conference 2015, Victoria, BC, October 1, 2015.

Opening Keynote, "Dialogic OD: Recapturing the Spirit of Inquiry. First International Conference on Dialogic Organization Development, Beedie School of Business, Simon Fraser University, Vancouver, BC, August, 2015.

C.V. for G.R.Bushe

One day workshop “Dialogic Organization Development.” Research Center for Entrepreneurship and Innovation, University of Hasselt, Hasselt, Belgium, August 17, 2013.

Keynote Address, “Dialogic Organization Development: Three Underlying Levers of Transformational Change. Conference on Knowledge, Culture and Change in Organizations, Vancouver, June 13, 2013.

Invited Address, “Clear Leadership: Sustaining Collaboration and Partnership at Work”. Association of Korean CEOs of Multinational Corporations, Seoul, Korea, May 14, 2013

Invited address, “Clear Leadership.” Graduate School of Business Administration, Kyung Hee University, Seoul, Korea, May 13, 2013.

Invited Talk, “Leading Organizational Transformation: Propositions from 20 years of Studying Appreciative Inquiry”. BI Norwegian School of Business, Oslo, Norway, September 5, 2012.

Keynote Address, “Toward a Theory of Planned, Transformational Change”. Ramboll Attractor/Taos Institute Summer Institute 2012, Copenhagen, Denmark, July 5, 2012.

Closing Keynote, “Going Beyond Positivity for Transformational Change”. 2012 World Appreciative Inquiry Conference, Ghent, Belgium, April 28, 2012.

Invited Talk, “Dialogic Change Models”, Saybrook University, Department of Applied Behavioral Science, Seattle, October 20, 2011.

Closing Keynote, “Driving Organizational Change By Focusing On Strengths”. Conference Board of Canada, Council of Human Resource Executives, Vancouver, March 3, 2011.

Keynote Panel Address, “Is there a New Organization Development?” NTL Institute of Applied Behavioral Science Conference on The New OD, Silver Springs MD, March 18-21, 2010.

Keynote Address, “Appreciative Inquiry”. New Horizons in Education, Yukon Territorial Government, Whitehorse, June 9, 2008.

Keynote Address “Transforming Organizational Culture through Appreciative Inquiry: Lessons from 20 Years of Research and Experience”. 7th International Conference on Knowledge, Culture and Change in Organizations, Singapore, July 26-29, 2007.

Keynote Address “Appreciative Leadership and Change. California League of Cities, City Managers Conference, San Francisco, February, 2007

Invited Talk, “Appreciative Inquiry”. Canadian Education Association, Vancouver, May 15, 2006.

C.V. for G.R. Bushe

Keynote Address, “The Appreciative Self: Inspiring the Best in People”, Leading Positive Organizational Change in the New Millennium, University of California Berkeley, June 23-28, 2002.

Invited lecture, “Clear Leadership: A New Image of Leadership for the New Millennium” Holland College, Charlottetown, March 2001.

Invited talk, “‘Truth’ and ‘Openness’: Collaboration in a Post-Modern Organization”. Conference on New Terms of Engagement in a Networked World, Simon Fraser University, November, 2000.

Invited talk, “Appreciative Inquiry in Teams” University of Calgary, June 2000.

Invited lecture, “Appreciative Inquiry” University of South Africa, Pretoria, RSA, March, 1999

Invited lecture, “Post Modern Approaches to Action Research”, Center for Advanced Leadership Studies, Stockholm School of Economics, Sweden, September 1998.

Invited lecture, “Appreciative Inquiry” Swedish Council for Working Life and Stockholm School of Economics, Sweden, September 1998.

Invited lecture, “Appreciative Inquiry” Masters in Leadership and Training program, Royal Roads University, Victoria, Canada, June 1997.

Invited lecture, “Appreciative Inquiry” Masters in Applied Behavioral Science program, Leadership Institute of Seattle, Washington, USA, March 1993.

HONOURS AND AWARDS

2019 Profiled in D. L. Anderson, *Organization development: The process of leading organizational change (5th ed.)* (pp. 124-125). Sage.

2019 Organization Development Network’s “Communicating OD Knowledge” award

2017 Winner, Val Hammond Research Competition, Roffey Park Institute, UK.

2017 Award for the best paper published in 2016 from the International Society for Organization Development and Change.

2017 Chapter on me included in the Palgrave Handbook of Organizational Change Thinkers.

2017 Ranked 7th amongst 30 Most Influential Thinkers by HR Magazine (UK)

2016 – 2022 Annually voted one of the 30 Most Influential Thinkers in “people strategy”, by HR Magazine (UK)

C.V. for G.R. Bushe

2011 Most read paper in the Journal of Applied Behavioral Science in 2010.

2010 Inducted into the NTL Institute of Applied Behavioral Science.

2010 Douglas McGregor Memorial Award for best paper published in the Journal of Applied Behavioral Science in 2009.

2008 Douglas McGregor Memorial Award for best paper published in the Journal of Applied Behavioral Science in 2007.

2007 Selected best papers, Organization Development and Change Division, Academy of Management

2005 Honorable Mention, 2005 Douglas McGregor Memorial Award for best paper published in the Journal of Applied Behavioral Science.

2005 Chosen as the “hot prof” in the Segal Graduate School of Business by Canadian Business magazine.

2003 Selected best papers, Managerial Cognition Division, Academy of Management.

2002 Chosen one of the ten leading appreciative inquiry practitioners worldwide by the AI Commons, Case Western Reserve University, Cleveland, OH.

1999 One of the best papers published in the Organization Development Journal in the 20th Century Award, Organization Development Journal.

1996 One of the best management papers of the Year, Anbar Management Hall of Fame, London UK.

1998 Selected best papers, Organization Development Division, Academy of Management.

1984 One of the 10 best papers, Western Academy of Management Annual Conference.

1979 Award for Doctoral Studies from the Government of Quebec, 1979-82 (\$7,500 per annum).

1978 Awarded the Interdisciplinary Studies Medal. Concordia Faculty of Arts and Sciences.

1978 Outstanding Contribution Award, Concordia University Council on Student Life.

1978 Valedictorian of the Concordia University Faculty of Arts and Sciences, graduating class of 1,200.