

**DAVID R. SEIBOLD**

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**Professor and Vice Chair  
Technology Management Program  
College of Engineering  
1323 Phelps Hall  
University of California, Santa Barbara  
Santa Barbara, California 93106-5129**

**Phone: (805) 893-4910  
Department: (805) 893-5133  
FAX: (805) 893-2650  
E-mail: [dseibold@tmp.ucsb.edu](mailto:dseibold@tmp.ucsb.edu)**

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**Curriculum Vitae: September, 2013**

## ACADEMIC EMPLOYMENT

### *Present Position*

University of California, Santa Barbara	
Professor, Technology Management Program (College of Engineering)	2013-present
Vice Chair, Technology Management Program	2013-present
Director, Graduate Program in Management Practice (TMP, CoE)	2005-present

### *Previous Academic Appointments*

University of California. Santa Barbara, California.	
Appointed Professor (1990); Department Chair (1998-2004)	1989-2013
Visiting Professor (1989-1990). Department of Communication.	
Director, Graduate Program in Management Practice (Graduate Division)	2000-2005
University of Illinois. Urbana-Champaign, Illinois.	1981-1990
Professor, 1986-1990; Associate Professor, 1981-1986.	
Department of Speech Communication.	
University of Southern California. Los Angeles, California.	1980-1981
Visiting Associate Professor.	
Department of Communication Arts & Sciences.	
University of Illinois. Urbana-Champaign, Illinois.	1976-1980
Assistant Professor. Department of Speech Communication.	
Purdue University. West Lafayette, Indiana.	1975-1976
Assistant Professor. Department of Communication.	

### Research Emphases

- Organizational innovation and change
- Small group communication and decision making
- Interpersonal influence processes
- Temporality and work group communication

### Teaching Competencies

- Organizational communication
- Group communication
- Interpersonal influence and persuasion
- Interviewing and business communication
- Managing innovation; Teams

## EDUCATION

- Ph.D. in Communication. 1975.  
Michigan State University. East Lansing, Michigan.
- M.A. in Speech Communication. National Defense Education Act Fellow. 1972.  
University of Michigan. Ann Arbor, Michigan.
- B.A. in Speech; Minor in Education. Summa Cum Laude. 1971.  
Iona College. New Rochelle, New York.

## AWARDS AND RECOGNITION

### *Major Research Awards and Professional Recognition*

- ICA B. Aubrey Fisher Mentorship Award. 2013. “. . . honors outstanding scholars, teachers, and advisors who serve as role models in those capacities and who have had a major impact on the field of communication. Most importantly, recipients of this award have influenced the discipline through their former students, who themselves are important figures in the communication discipline.”
- NCA Group Communication Division Career Achievement Award, 2011, for outstanding contributions to the study of group communication.
- ICA Fellow, 2009. The International Communication Association’s highest honor for contributions to the study of human communication and to the association.
- NCA Robert J. Kibler Memorial Award, 2008, for demonstrated dedication to excellence, commitment to the profession, concern for others, vision of what could be, acceptance of diversity and forthrightness.
- NCA Group Communication Division Dennis S. Gouran Research Award – Best Article, 2008 (with Renee A. Meyers). Group argument: A structuration perspective and research program. *Small Group Research*, 38(3), 312-336.
- ICA Organizational Communication Division Fredric M. Jablin Outstanding Member Award, 2006.
- NCA Distinguished Scholar Award, 2004. The National Communication Association’s highest award for a lifetime of scholarly achievement in the study of human communication.
- NCA Group Communication Division Dennis S. Gouran Research Award – Best Article, 2000 (with Sunwolf). Jurors’ intuitive rules for deliberation: A structural approach to communication in jury decision making. *Communication Monographs*, 64(4), 282-307.
- NCA Gerald M. Phillips Award for Distinguished Applied Communication Scholarship, 1999.
- NCA Charles H. Woolbert Research Award, 1989 (with Gerald R. Miller, Frank Boster, & Michael E. Roloff). Compliance-gaining message strategies: A typology and some findings concerning effects of situational differences. *Communication Monographs*, 44, 37-51.
- NCA Golden Anniversary Monograph Award, 1986 (with Marshall Scott Poole and Robert D. McPhee). Group decision making as a structural process." *Quarterly Journal of Speech*, 71, 74-102.
- NCA Golden Anniversary Monograph Award, 1981. Attitude-verbal report-behavior relationships as causal processes: Formalization, test, and communication implications." In D. P. Cushman & R. D. McPhee (Eds.) (1980). *Message-attitude-behavior relationship: Theory, methodology, and application* (pp. 195-244). New York: Academic Press.

NCA Golden Anniversary Monograph Award, 1976. Communication research and the attitude-verbal report-overt behavior relationship: A critique and theoretic reformulation. *Human Communication Research*, 2, 3-32.

NCA Gerald R. Miller Dissertation Award, 1976. *A complex model of multidimensional attitude and overt behavior relationships: The mediating effects of certainty and locus of control*. Department of Communication. Michigan State University, 1975.

### **Top Conference Papers**

NCA Family Communication Division Top 4 Research Paper, 2010 (with Jill R. Helmle and Tammy Afifi). *Relational dialectics and work-family balance in copreneurial businesses: A mixed methods study*. NCA Convention. San Francisco. November, 2010.

NCA Group Communication Division Top 4 Research Paper, 2003 (with Daisy Lemus, Andrew Flanagin, and Miriam Metzger). *Argument and decision making in computer-mediated groups*. NCA Convention. Miami. November, 2003.

NCA Group Communication Division Top Papers Panel, 2000 (with Valerie E. Barker, Jessica R. Abrams, Vanessa Tiyaamornwong, Ashley Duggan, Hee-Sun Park, and Minu Sebastian). *New contexts for relational communication in groups*. NCA Convention. Seattle. November, 2000.

NCA Group Communication Division Top Papers Panel, 2000 (with Andrew J. Flanagin, Vanessa Tiyaamornwong, Joan O'Connor, and Minu Sebastian). *Gender effects in anonymous computer-mediated group work*. NCA Convention. Seattle. November, 2000.

NCA Applied Communication Section Top 3 Research Paper, 1997 (with Sunwolf). *Jurors' intuitive rules for deliberation: A structural approach to communication in jury decision making*. NCA Convention. Chicago. November, 1997.

ICA Organizational Communication Division Top 3 Research Paper, 1992 (with Laurie K. Lewis). *Innovation modification during intra-organizational adoption*. ICA Convention. Miami. May, 1992.

NCA Health Communication Division Top 3 Research Paper, 1991 (with Richard W. Thomas). *Interpersonal influence processes in the 'home treatment method' of alcoholism intervention*. NCA Convention. Atlanta. November, 1991.

NCA Senior College/University Section Top 3 Research Paper, 1991 (with Christine M. Bauch, Susan J. Grant, Kim T. Nguyen, Kristin L. Schnarr, and Kathleen A. Solowoczuk). *Communication/information technologies and university education: A survey of alumni about workplace technologies*. NCA Convention. Atlanta. November, 1991.

ICA Interpersonal Communication Division Top 3 Research Paper, 1987 (with Renee A. Meyers). *Persuasive Arguments Theory assumptions: An empirical test and alternative perspective*. ICA Convention. Montreal. May, 1987.

- NCA Health Communication Commission Top 4 Research Paper, 1987 (with Carol R. Berteotti, Lucas P. McQuillan, and Sharon M. Rossi). *Problems associated with coordination and role definitions in health care teams: A hospice program evaluation and intervention case study*. NCA Convention. Boston. November, 1987.
- ICA Interpersonal Communication Division Top 3 Research Paper, 1982 (with M. Scott Poole and Robert D. McPhee). *A comparison of normative and interactional explanations of group decision-making: Social decision schemes versus valence distributions*. ICA Convention. Boston. May, 1982.
- NCA Interpersonal and Small Group Interaction Division Top 5 Research Paper, 1982 (with Richard W. Thomas). *Replicability II: Procedures and typologies in compliance-gaining message analysis*. NCA Convention. Louisville, Kentucky. November, 1982.
- ICA Interpersonal Communication Division Top 3 Research Paper, 1981 (with Robert D. McPhee and M. Scott Poole). *The valence model unveiled: Critique and alternative formulation*. ICA Convention. Minneapolis. May, 1981.
- ICA Health Communication Division Top 3 Research Paper, 1978 (with Roy E. Roper). *Psychosocial determinants of health care intentions: Test of the Triandis and Fishbein models*. ICA Convention. Philadelphia. May, 1979.
- ICA Interpersonal Communication Division Top 3 Research Paper, 1976 (with Gerald R. Miller, Frank Boster, and Michael E. Roloff). *Compliance-gaining message strategies: A typology and some findings concerning effects of situational differences*. ICA Convention. Portland, Oregon. April, 1976.

### ***Other Research and Professional Recognition***

- Listed #21 among “most prolific and active researchers (with 40 or more articles) in Communication Studies for the years 1915-2011” in S. Bolkan, J. Griffin, J. L. Holmgren, & M. Hickson III (2012). Prolific scholarship in communication studies: Five years in review. *Communication Education*, 61(4), 380-394.
- Verderber Distinguished Lecturer, 2010. University of Cincinnati. Cincinnati, Ohio.
- Plenary Address. 2009 Interdisciplinary Network for Group Research (INGROUP) Conference. Colorado Springs, Colorado.
- Paul Boase Prize for Scholarship, 2009. Ohio University. Awarded “for distinguished scholarship in the field of communication: intellectual creativity and depth of the scholarship, its immediate impact on the community of scholars, and its potential for enduring value.”
- Listed #23 among top-ranked “active scholars with 25 or more articles: 1915-2006” in M. Hickson, W. R. Self, J. R. Johnston, C. Peacock, & J. Bodon (2009). Prolific research in communication studies: Retrospective and prospective views. *Communication Research Reports*, 26(4), 337-346.
- Wayne Thompson Lecture, 2007. Department of Communication, Western Illinois University.

- Keynote Speaker. 29<sup>th</sup> Annual DePauw University Undergraduate Honors Conference, 2003.
- Summer Distinguished Visiting Professor. Department of Communication Studies. University of Nebraska-Lincoln. June-July, 2001.
- Cowperthwaite Distinguished Lecture, 2000. School of Communication, Kent State University.
- Selected as One of Six Researchers for "Office Hours with Group Communication Scholars". NCA Convention. Seattle. November, 2000.
- Listed #29 among 100 top-ranked active scholars in M. Hickson, D. W. Stacks, & J. Bodon (1999). The status of research productivity in communication: 1915-1995. *Communication Monographs*, 66, 178-197.
- Spotlight on Scholar Program, "Bridging Theory and Practice in Applied Communication Research." NCA Convention. Chicago. November, 1997.
- Among Eight "Distinguished Scholars" Selected for Colorado Symposium on Organizational Communication, University of Colorado-Boulder. 1996-1997.
- Listed among "Fifty Most Frequently Cited Authors in 27 Communication Journals in 1990" as reported in E.T. Funkhouser (1996). The evaluative use of citation analysis for communication journals. *Human Communication Research*, 22, 563-574.
- Presenter on Organizational Communication Panel as part of "At the Helm" Scholars' Series. NCA Convention. San Diego. November, 1996.
- Listed among "Top (100) Published Authors in Communication Studies: 1915-1985" in article of same title by Nancy F. Burroughs, et al. (1989), *Association for Communication Administration Bulletin*, 67, 37-45.
- Paper selected for inclusion in *The Best of Business* (Spring, 1980), "a semiannual collection of outstanding business articles" published by Xerox Corporation. Originally published as "Making meetings more successful: Plans, formats, and procedures for group problem solving." *Journal of Business Communication*, 16 (Summer, 1979), 3-20.

### **Chapters in Award-Winning Scholarly Works by Others**

- NCA Applied Communication Division 2011 Journal Special Issue Award to Renee Meyers and Joe Bonito (Eds.) (2010). "Jury Deliberations in a Capital Murder Case." *Small Group Research*, Volume 41 (Issue 4). Includes article by R. A., Meyers, D. R. Seibold, & P. Kang, (2010). "Examining the argument process in naturally occurring jury deliberations." *Small Group Research*, 41(4), 452-473.
- NCA Applied Communication Division 2010 Book Award to L. Frey and K. Cissna (Eds.) (2009). *The Routledge handbook of applied communication research*. New York: Routledge/Taylor & Francis. Includes chapter D. R. Seibold, D. R. Lemus, D. I. Ballard, and K. K. Myers.

“Organizational communication and applied communication research: Parallels, intersections, integration, and engagement” (pp. 331-354).

NCA Organizational Communication Division 2009 Book Award to P. Lutgen-Sandvik and B. Davenport Sypher (Eds.) (2009). *Destructive organizational communication: Processes, consequences, and constructive ways of organizing*. New York: Routledge/Taylor & Francis. Includes chapter by D. R. Seibold, P. Kang, B. Gailliard, and J. Jahn “Communication that damages teamwork: The dark side of teams” (pp. 267-289).

NCA Group Communication Division 2002 Ernest Bormann Research Award-Book to J. Keyton for Special Issue of *Small Group Research*. Includes lead article by with Barker, et al. (2000) “New contexts for relational communication in groups” (pp. 470-503).

NCA Group Communication Division 2000 Ernest Bormann Research Award-Book to L. Frey, with D. S. Gouran and M. S. Poole (Eds.) (1999). *The handbook of group communication theory and research*. Thousand Oaks, CA: Sage Publications. Includes chapter by Sunwolf and D. R. Seibold, “The impact of formal procedures on group processes, members, and task outcomes”(pp. 395-431).

NCA Interpersonal and Small Group Interaction Division 1995 Gerald R. Miller Distinguished Book Award to L. Frey (Ed.) (1994). *Group communication in context: Studies of natural groups*. Hillsdale, NJ: Lawrence Erlbaum. Includes chapter by C. R. Berteotti and D. R. Seibold, “Coordination and role definition problems in health care teams: A hospice case study” (pp. 107-131).

NCA Applied Communication Section 1995 Book Award to K. Cissna (Ed.) (1995). *Applied communication in the 21st century*. Hillsdale, NJ: Lawrence Erlbaum. Includes chapter by D. R. Seibold, “*Theoria and praxis: Means ends in applied communication research*” (pp. 23-38).

NCA Applied Communication Section 1994 Book Award to L. Frey (Ed.) (1994). *Group communication in context: Studies of natural groups*. Hillsdale, NJ: Lawrence Erlbaum. Includes chapter by C. R. Berteotti and D. R. Seibold, “Coordination and role definition problems in health care teams: A hospice case study” (pp. 107-131).

### ***Federal and Institutional Support for Research***

Consultant. “ Collaborative Research: Groupscope: Instrumenting Research on Interaction Networks in Complex Social Contexts.” Award from Directorate for Social, Behavioral & Economic Sciences. Cyber-Enabled Discovery and Innovation Initiative -Type II (Understanding Complexity in Natural, Built, and Social Systems) National Science Foundation.

Proposal Writer (1 of 8). “NSEC: Center for Nanotechnology in Society (CNS)” Award from National Science Foundation. October, 2005. (\$4,970,000. 2006-2010)

Academic Senate Grants, UCSB, 1991-1992, 1993-1994, 1995-1996, 1996-1997, 2000-2009.

Research Board Grants, U of Illinois, 1977, 1978, 1979 1982, 1984, 1985, 1987, 1988.

David Ross Research Grant and XL Research Grant, Purdue University, 1975.

### ***Teaching Awards and Recognition***

Recipient. UCSB Academic Senate Distinguished Teaching Award. 2010. (Campus-wide)

Member of committee for Jody Jahn's dissertation, which received the Charles Redding Dissertation Award from the Organizational Communication Division, ICA. 2013.

Honored as an "Outstanding Professor" by UCSB Alpha Chi Omega Sorority. 2012.

"Recognition for Teaching Excellence." Technology Management Program, College of Engineering, UCSB. 2008. 2009.

"Most Valuable Veteran Faculty Member," Technology Management Program, College of Engineering, UCSB. 2007.

Honorary Member. Golden Key Honor Society. UCSB Chapter. 1999.

Letter of Commendation. UCSB Professor of the Year Award. Crown and Scepter Chapter, Mortar Board National Honor Society. 1989.

University of Illinois "List of Teachers Ranked as Excellent by Their Students" (Top 3% Campus Instructors) in seven semesters and for four different courses. 1976-1987.

Top-Rated Instructor, Executive Development Center Extramural Programs. College of Commerce and Business Administration, University of Illinois. 1986, 1988, 1989.

Chair of Renee Meyers's Dissertation, which received NCA Dissertation Award, 1987.

Central States Speech Association Outstanding Young Teacher Award, 1980.

### ***Mentoring and Other Teaching Contributions***

Chair: 15 PhDs completed (U of I and UCSB) and 2 PhDs in progress (UCSB).

Renee Meyers (UW-Milwaukee, Professor-Deceased), Jimi Cantrill (Northern Michigan U, Professor), Laurie Lewis (Rutgers U, Professor and Department Chair), Sun Wolf (Santa Clara U, Professor), Dean Krikorian (GroupScope Network Analysis, President), Chris Shea (Cal Poly-San Luis Obispo, Associate Professor), Cathy Boggs\* (UCSB, Center for Nanotechnology in Society, Director of Education Programs and Communication), Dawna Ballard (U of Texas-Austin, Associate Professor), Hee-Sun Park\* (Michigan State U, Associate Professor), Jennifer Waldeck (Chapman U, Assistant Professor), Daisy Lemus\* (Cal State U-Northridge, Associate Professor), John Yudelson\* (Cal State U-Channel Islands, Assistant Professor), Jill Helmle (Citrix Systems, Customer Research Analyst), Paul Kang\* (Chapman U, Center Co-Director in College of Education), Bernadette Gailliard\* (Rutgers U, Assistant Professor), E. Dahlen\* (in progress), E. Zackrisson (in progress). \*Co-Chair



Chair: 18 completed MAs; 6 Senior Honors Theses.

Member: 22 completed PhDs, 1 in progress; 8 completed MAs (Purdue, UIUC, USC, and UCSB); External Examiner: 2 completed PhDs in Psychology (U of Queensland, Australia); Expert Panel Member, Doctorate in Management (U of Maryland University College)

Director, interdisciplinary Graduate Program in Management Practice (UCSB Graduate Division, 2000-2005; College of Engineering, Technology Management Program, 2005-present). UC Certificate in Management for doctoral students seeking non-academic employment after the PhD. More than 100 graduates since 2000 from 22 disciplines (principally sciences and engineering); 45 grad students currently in 5-course, internship/new venture plan program.

Distinguished Faculty Member, Communication Theory Area. National Communication Association/CU-Boulder Doctoral Honors Seminar. 2007.

UCSB Office of Student Life Outstanding Faculty Involvement Award, 2006.  
(Advisor for Lambda Pi Eta Honorary, Communication Careers Association).

Distinguished Faculty Mentor. 29<sup>th</sup> Annual DePauw University National Undergraduate Honors Conference. Greencastle, Indiana. 2003.

Distinguished Visiting Faculty Member (week-long, summer-long, and semester-long full credit graduate courses): University of Southern California (1980-81), San Diego State University (1995), Kent State University (2000), University of Nebraska-Lincoln (2001).

Distinguished Visiting Professor (multiple lectures in graduate seminars): State University of New York at Albany (1981), University of Illinois-Chicago (1982), University of Iowa (1990), Northwestern University (1995), University of Colorado-Boulder (1996), Western Illinois University (2007). University of Oklahoma-Tulsa, Organizational Dynamics Program of Psychology Department (2008).

Visiting Faculty Scholar (single or multiple lectures in undergraduate classes): University of Southern California (1983), University of Iowa (1990), Arizona State University (2005), University of Illinois at Urbana-Champaign (2006), Purdue University (2006), Western Illinois University (2007), Chapman University (2007).

Co-Founder (with N. Contractor), Organizational Communication Mini-Conference for Graduate Students/Advisors. 1987 (Inaugural Conference at University of Illinois at Urbana-Champaign). 23<sup>th</sup> annual conference held Fall, 2010 at Rutgers University.

## PUBLICATIONS

### *Books*

Rubin, R. B., Rubin, A. M., Graham, E. E., Perse, E. M., & Seibold, D. R. (2009). *Communication research measures II: A sourcebook*. New York: Taylor & Francis/Routledge. 505 + xviii pp.

Canary, D. J., & Seibold, D. R. (1984). *Attitudes and behavior: An annotated bibliography*. New York: Praeger. 221 + x pp.

**Articles**

- Seibold, D. R. (2012). 57 interviews with ICA Fellows: David R. Seibold. *International Journal of Communication*, 6, 1806-1812.
- Stoltzfus, K., Stohl, C., & Seibold, D. R. (2011). Managing organizational change: Paradoxical problems, solutions, and consequences. *Journal of Organizational Change Management*, 24(3), 349-367.
- Miller, V. D., Poole, M. S., Seibold, D. R., et al. (2011). Advancing research in organizational communication through quantitative methodology. *Management Communication Quarterly*, 25(1), 4-58.
- Gailliard, B. M., Myers, K. K., & Seibold, D. R. (2010). Organizational assimilation: A multidimensional reconceptualization and measure. *Management Communication Quarterly*, 24(4), 552-578.
- Meyers, R. A., Seibold, D. R., & Kang, P. (2010). Examining the argument process in naturally occurring jury deliberations. *Small Group Research*, 41(4), 452-473.
- Canary, D., & Seibold, D. R. (2010). Origins and development of the conversational argument coding scheme. *Communication Methods and Measures*, 4(1-2), 7-26.
- Seibold, D. R., Lemus, D. R., & Kang, P. (2010). Extending the conversational argument coding scheme in studies of argument quality in group deliberations. *Communication Methods and Measures*, 4(1-2), 46-64.
- Canary, D., & Seibold, D. R. (2010). Epilogue: Continued uses of the conversational argument coding scheme. *Communication Methods and Measures*, 4(1-2), 168-176.
- Meyers, R. A., & Seibold, D. R. (2009). Making foundational assumptions transparent: Framing the discussion about group communication and influence. *Human Communication Research*, 35, 286-295.
- Seibold, D. R., & Kang, P. (2008). Using critical praxis to understand and teach teamwork. *Business Communication Quarterly*, 71(4), 421-438.
- Simpson, J. L., & Seibold, D. R. (2008). Practical engagements and co-created research. *Journal of Applied Communication Research*, 36(3), 265-279.
- Seibold, D. R., & Meyers, R. A. (2007). Group argument: A structuration perspective and research program. *Small Group Research*, 38(3), 312-336. (Received NCA Group Communication Division 2008 Gouran Research Award for Best Article)
- Ballard, D. I., & Seibold, D. R. (2006). The experience of time at work: Relationship to communication load, job satisfaction, and interdepartmental communication. *Communication Studies*, 57(3), 317-340.
- Flanagin, A. J., Park, H. S., & Seibold, D. R. (2004). Group performance and collaborative technology:

- A longitudinal and multilevel analysis of information quality, contribution equity and member satisfaction in computer-mediated groups. *Communication Monographs*, 71(3), 352-372.
- Waldeck, J., Seibold, D. R., & Flanagin, A. F. (2004). Organizational assimilation and technology use. *Communication Monographs*, 71(2), 161-183.
- Ballard, D. I., & Seibold, D. R. (2004). Communication-related organizational structures and work group temporal experiences: The effects of coordination method, technology type, and feedback cycle on members' construals and enactments of time. *Communication Monographs*, 71(1), 1-27.
- Lemus, D. R., Seibold, D. R., Flanagin, A. J., & Metzger, M. J. (2004). Argument and decision making in computer-mediated groups. *Journal of Communication*, 54(2), 302-320.
- Ballard, D. I., & Seibold, D. R. (2004). Organizational members' communication and temporal experience: Scale development and validation. *Communication Research*, 31(2), 135-172.
- Ballard, D. I., & Seibold, D. R. (2003). Communicating and organizing in time: A meso-level model of organizational temporality. *Management Communication Quarterly*, 16(3), 380-415.
- Flanagin, A. J., Tiyaamornwong, V., O'Connor, J., & Seibold, D. R. (2002). Computer-mediated group work: The interaction of member sex and anonymity. *Communication Research*, 29(1), 65-93.
- Mulac, A., Seibold, D. R., & Farris, J. (2000). Female and male managers' and professionals' criticism-giving: Differences in language use and effects. *Journal of Language and Social Psychology*, 19(4), 389-415.
- Seibold, D. R. (2000). Applied communication scholarship: Less a matter of boundaries than of emphases. *Journal of Applied Communication Research*, 28(2), 183-187.
- McPhee, R. D., & Seibold, D. R. (2000). Response to the finalist essay—Donald Cushman. *Management Communication Quarterly*, 13(3), 502-507.
- Ballard, D. I. & Seibold, D. R. (2000). Time orientation and temporal variation across work groups: Implications for group and organizational communication. *Western Journal of Communication*, 64(2), 218-242.
- Barker, V., Abrams, J. R., Tiyaamornwong, V., Seibold, D. R., Duggan, A., Park, H. S., & Sebastian, M. (2000). New contexts for relational communication in groups. *Small Group Research*, 31(4), 470-503.
- McPhee, R. D., & Seibold, D. R. (1999). Response to the finalist essays. *Management Communication Quarterly*, 13(2), 327-335.
- Sunwolf, & Seibold, D. R. (1998). Jurors' intuitive rules for deliberation: A structural approach to communication in jury decision making. *Communication Monographs*, 64(4), 282-307. (Received NCA Group Communication Division 2000 Gouran Research Award for Best Article)
- Seibold, D. R. (1997). Organizational communication in the 21st century: Informal discussion with M. Scott Poole, Linda L. Putnam, and David R. Seibold. *Management Communication Quarterly*, 11(1), 127-138.

- Cooper, L. O., Seibold, D. R., & Suchner, R. (1997). Listening in organizations: An analysis of error structures in models of listening competency. *Communication Research Reports, 14*(3), 312-320.
- Lewis, L. K., & Seibold, D. R. (1996). Communication during intra-organizational innovation adoption: Predicting users' behavioral coping responses to innovations in organizations. *Communication Monographs, 63*, 131-157.
- Contractor, N. S., Seibold, D. R., & Heller, M. A. (1996). Interactional influence in the structuring of media use in groups: Influence in members' perceptions of group decision support system use. *Human Communication Research, 22*, 451-481.
- Seibold, D. R. (1994; published in 1996). More reflection or more research?: To (re)vitalize small group communication research, let's "just do it." *Communication Studies, 45*, 103-110.
- Thomas, R. W., & Seibold, D. R. (1995a). Interpersonal influence and alcohol-related interventions in the college environment. *Health Communication, 7*(2), 93-123.
- Thomas, R. W., & Seibold, D. R. (1995b). College students' decisions to intervene in alcohol-related situations. *Journal of Studies on Alcohol, 56*(5), 580-588.
- Seibold, D. R., & Thomas, R. W. (1994). Rethinking the role of interpersonal influence processes in alcohol intervention situations. *Journal of Applied Communication Research, 22*, 177-197.
- Seibold, D. R., Kudsí, S. O., & Rude, M. W. (1993). Does communication training make a difference? Evidence for the effectiveness of a presentation skills program. *Journal of Applied Communication Research, 21*, 111-131.
- Thomas, R. W., & Seibold, D. R. (1993). Interpersonal influence processes in the "home treatment method" of alcoholism intervention. *Journal of Alcohol and Drug Education, 21*, 49-79.
- Lewis, L. K., & Seibold, D. R. (1993). Innovation modification during intra-organizational adoption. *Academy of Management Review, 18*, 322-354.
- Contractor, N. S., & Seibold, D. S. (1993). Theoretical frameworks for the study of structuring processes in group decision support systems: Adaptive structuration theory and self-organizing systems theory. *Human Communication Research, 19*, 528-563.
- Reprinted in L. L. Putnam & K. J. Krone (Eds.) (2006). *Organizational communication: Vol. 2. Communication patterns, networks, and structures* (pp. 296-323). London: Sage Publications. (Sage Library in Business & Management)
- Seibold, D. R., Bauch, C. M., Grant, S. J., Nguyen, K. T., Saeki, M., Schnarr, K. C., & Solowoczuk, K. A. (1992). Communication/information technologies and university education: A survey of alumni about workplace technologies. *Association for Communication Administration Bulletin, 81*, 19-31.

- Meyers, R. A., Seibold, D. R., & Brashers, D. (1991). Argument in initial group decision-making discussions: Refinement of a coding scheme and descriptive quantitative analysis. *Western Journal of Speech Communication, 55*, 47-68.
- Seibold, D. R. (1988). A response to "Item-desirability in compliance-gaining research". *Human Communication Research, 15*, 152-161.
- Seibold, D. R., Rossi, S., Berteotti, S., Soprych, S., & McQuillan, L. (1987). Volunteer involvement in a hospice care program. *American Journal of Hospice Care, 4*, 43-55.
- Canary, D. J., Brossmann, B. G., & Seibold, D. R. (1987). Argument structures in decision-making groups. *Southern Speech Communication Journal, 53*, 18-37.
- Cantrill, J., & Seibold, D. R. (1986). The perceptual contrast explanation of sequential request effectiveness. *Human Communication Research, 13*, 253-267.
- Poole, M. S., Seibold, D. R., & McPhee, R. D. (1985). Group decision-making as a structural process. *Quarterly Journal of Speech, 71*, 74-102. (Received NCA Golden Anniversary Monograph Award, 1986.)
- Seibold, D. R., & Meyers, R. A. (1985). Co-participant perceptions of information-gathering interviews: Implications for teaching interviewing skills. *Communication Education, 34*, 106-118.
- Meyers, R. A., & Seibold, D. R. (1985). Consumer involvement as a segmentation approach for studying utilization of health organization services. *Southern Speech Communication Journal, 50*, 327-347.
- Seibold, D. R., Meyers, R. A., & Willihnganz, S. C. (1984). Communicating health information to the public: Effectiveness of a newsletter. *Health Education Quarterly, 10*, 263-286.
- Meyers, R. A., Seibold, D. R., & Willihnganz, S. C. (1983). Using an integrative model of health organizations as a framework for program assessment. *Journal of Applied Communication Research, 11*, 28-44.
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***Book Reviews and Review Essays***

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***Submissions***

- Myers, K. K., Davis, C. W., Richardson, E., & Seibold, D. R. Organizational identification: Exploring students' relationships with their university. Under first review at *Journal of Applied Communication Research*.
- Gailliard, B. M., Seibold, D. R., & Myers, K. K. Identity negotiation processes and identity gaps among health care professionals: Standpoint theory and identity work perspectives and latent class analysis. Under first review at *Communication Monographs*.

***In Progress***

- Seibold, D. R., Myers, K. K., Shoham, M. D. *Communication effectiveness in organizations and workgroups*. Barcelona, Spain: Aresta Press. (Book manuscript under contract.)
- Seibold, D. R. Design: The interface of team interaction, structure, and technology. (In final preparation for provisional acceptance in *Journal of Applied Communication Research*.)
- Seibold, D. R. Group argument structure. (In final preparation for publication in C. R. Berger & M. E. Roloff [Eds.], *The International Encyclopedia of Interpersonal Communication*. New York: Wiley-Blackwell.)
- Weger, H. & Seibold, D. R. The Conversational Argument Coding Scheme: Coding specific interaction behavior. In C. A. VanLear & D. J. Canary (Eds.), *Researching communication interaction behavior: A sourcebook of methods and measures*. Thousand Oaks, CA: Sage Publications. (In progress.)
- Franken, L., & Seibold, D. R. The structuration of business process modeling. (In preparation for submission to *Management Information Systems Quarterly*.)
- Helmle, J. R., Seibold, D. R., & Afifi, T. D. Relational dialectics and work-life balance in copreneurial businesses: A mixed methods study. (In preparation for submission to *Journal of Marriage & the Family*.)

- Helmle, J. R. & Seibold, D. R. Boundary theory and work-family border theory explanations for work-family balance in copreneurial relationships. (In preparation for submission to *Management Communication Quarterly*.)
- Nunes, K., Seibold, D. R., & Metzger, M. J. Racing against time: Communication and correlates of temporal pace in the workplace. (In preparation for submission to *Communication Reports*.)
- Seibold, D. R., Mulac, A., Tiyaamornwong, V. Criticisms of co-workers by male and female managers and professionals: Strategies and outcomes. (In preparation for submission to *Journal of Applied Communication Research*.)
- Stoltzfus, K., Kang, P., Patton, R., Seibold, D. R. The creative system of R&D groups: A structuration perspective. (In progress for submission to *Communication Yearbook*.)
- Sunwolf, & Seibold, D. R. Are some jurors more equal than others? Juror participation and leadership during deliberations. (In progress for submission to *Western Journal of Communication*.)
- Krikorian, D. H., & Seibold, D. R. Individual and group normative forces in small group decision making: A longitudinal study. (In progress for submission to *Small Group Research*.)

#### INVITED UNIVERSITY LECTURES, DEPARTMENT COLLOQUIA, CLASSES

- Seibold, D. R. (2012, April). *Effective and ineffective tactics for negotiating job offers*. Presented to the Center for Science and Engineering Partnerships, University of California, Santa Barbara. Santa Barbara, California.
- Seibold, D. R. (2011, May). *Jim Hasenauer: Career activities, lifetime achievements*. Presented to the Department of Communication Studies, California State University-Northridge. Northridge, California.
- Seibold, D. R. (2010, March). *Tick tock, tick talk: Shoring up the theoretical foundations for research on communication and temporality in organizational workgroups*. Presented to the Department of Communication Studies, University of North Carolina at Chapel Hill. Chapel Hill, North Carolina.
- Seibold, D. R. (2010, April). *Time and temporality: Communication and the construction of time(s) in organizational workgroups*. Rudolph F. Verderber Distinguished Lecture 1 presented to Department of Communication, the campus community, and the public, University of Cincinnati. Cincinnati, Ohio.
- Seibold, D. R. (2010, April). *A career of communication scholarship: A lifetime of engagement*. Rudolph F. Verderber Distinguished Lecture 2 presented to Department of Communication, University of Cincinnati. Cincinnati, Ohio.
- Seibold, D. R. (2010, January). *Tick tock, tick talk: Communication and the construction of time(s) in organizational workgroups*. Paul Boase Prize for Scholarship Lecture presented to School of Communication, the campus community, and the public, Ohio University. Athens, Ohio.
- Seibold, D. R. (2010, January). *Team development processes in new organizational forms*. School of Communication, Ohio University, Athens, Ohio.

- Seibold, D. R. (2009, October). *Professional degrees and communication graduate programs for communication graduates*. Presented on Lambda Pi Eta Panel on Graduate Education, Department of Communication, University of California, Santa Barbara. Santa Barbara, California.
- Seibold, D. R. (2009, September). *Developing mentoring relationships with faculty*. Presented to Social Sciences and Education New Graduate Student Orientation, Graduate Division, University of California, Santa Barbara. Santa Barbara, California.
- Seibold, D. R. (2009, April). *Approaches to managing organizational conflict: A communication perspective*. Presented to Engineering Seminar on Critical Management Issues in Telecom/IT. University of California, Santa Barbara. Santa Barbara, California.
- Seibold, D. R. (2009, March). *Tick tock, tick talk: A retrospective and prospective look at theoretical foundations for research on communication and temporality in organizational workgroups*. Presented to the Department of Communication, Texas A&M University. College Station, Texas.
- Seibold, D. R. (2009, March). *Team development processes in new organizational forms*. Presented to Group Seminar, Department of Communication, Texas A&M University, College Station, Texas.
- Seibold, D. R. (2009, March). *Communication research and technology management*. Presented to the Technology Management Program, University of California, Santa Barbara. Santa Barbara, California.
- Seibold, D. R. (2009, February). *Career issues, job searches, and recruitment/selection interviews*. Presented to Alpha Epsilon Phi, UCSB Chapter. Santa Barbara, California.
- Seibold, D. R. (2008, December). *Organizational workgroups, communication, and temporality: Retrospective and prospective comments on theoretical foundations for a continuing research program*. Presented to the Department of Communication, University of California, Santa Barbara. Santa Barbara, California.
- Seibold, D. R. (2008, December). *Developing mentoring relationships for underrepresented student groups*. Presented at a Campus-wide Program, Graduate Division, University of California, Santa Barbara. Santa Barbara, California.
- Seibold, D. R. (2008, October). *Time and temporality: Communication and the construction of time in organizational workgroups*. Presented to the Graduate College, University of Oklahoma-Tulsa, Tulsa, Oklahoma.
- Seibold, D. R. (2008, October). *Creating high performance teams: Workplace changes, organizational infrastructure, team development processes*. Presented to the Organizational Dynamics Graduate Program, Department of Psychology (Industrial and Organizational Psychology Area), University of Oklahoma-Tulsa, Tulsa, Oklahoma.
- Seibold, D. R. (2008, September). *Developing mentoring relationships with faculty*. Presented to Social Sciences and Education New Graduate Student Orientation, Graduate Division, University of California, Santa Barbara. Santa Barbara, California.

- Seibold, D. R. (2008, March). *A communication perspective on temporality in organizational workgroups*. Presented to the Department of Communication Studies, California State University – Northridge. Northridge, California.
- Seibold, D. R. (2007, October). *Post-college employment: Career issues, job searches, and recruitment/selection interviews*. Presented to Delta Delta Delta, UCSB Chapter. Santa Barbara, California.
- Seibold, D. R. (2007, July). *Theory development and testing in communication studies*. Presented to National Communication Association/CU-Boulder Doctoral Honors Seminar. Boulder, Colorado.
- Seibold, D. R. (2007, April). *Tick tock, tick talk: Communication, temporality, and pace in organizational workgroups*. Presented to the Annenberg Research Seminar, Annenberg School for Communication, University of Southern California. Los Angeles, California.
- Seibold, D. R. (2007, April). *New organizational forms: 1. Changes in control, structure, leadership; 2. Organizational infrastructure for SDWTs; 3. Team development processes*. Presented to Organizational Communication Seminar, Department of Communication, Western Illinois University. Macomb, Illinois.
- Seibold, D. R. (2007, April). *All times are not the same: Communication and the construction of time(s) in organizational workgroups*. Wayne Thompson Endowed Lecture presented to Department of Communication, the campus community, and the public, Western Illinois University. Macomb, Illinois.
- Seibold, D. R. (2007, March). *New organizational forms and self-directed work teams: Changes in workplace control, organizational structures, and leadership*. Presented to COMM 122 (Micro and Macro-Organizational Communication), Department of Communication, University of California, Santa Barbara. Santa Barbara, California.
- Seibold, D. R. (2007, March). *Career trends and post-baccalaureate paths for communication majors*. Presented to the Department of Communication Studies, Chapman University. Orange, California.
- Seibold, D. R. (2007, March). *Team processes and development in new organizational forms: Theory and practice*. Presented to the Department of Communication Studies, Chapman University. Orange, California.
- Seibold, D. R. (2006, December). *Advice on career issues, careers for communication majors, careers in consulting, graduate school applications, and first job considerations*. Presented to COM 304 (Quantitative Methods for Communication Research), Department of Communication, Purdue University. West Lafayette, Indiana.
- Seibold, D. R. (2006, November). *Non-academic organizations as sites for research and employment*. Presented to Department of Communication, Purdue University. West Lafayette, Indiana.
- Seibold, D. R. (2006, November). *Creating high performance work teams: Workplace changes, organizational infrastructure, team development processes*. Presented to COM 324 (Organizational Communication), Department of Communication, Purdue University. West Lafayette, Indiana.

- Seibold, D. R. (2006, May). *Creating high performance work teams: Theory and practice*. Presented to the Student Entrepreneurs Association (SEA), Technology Management Program, University of California, Santa Barbara. Santa Barbara, California.
- Seibold, D. R. (2006, May). *Time and workgroups: A communication perspective*. Presented to Lambda Pi Eta Honorary Society, Department of Communication, University of California, Santa Barbara. Santa Barbara, California.
- Seibold, D. R. (2006, April). *Organizational workgroups and temporality: Retrospective and prospective comments*. Presented to the Department of Communication, Discovery Center affiliates, the campus community, and members of the public, Purdue University. West Lafayette, Indiana.
- Seibold, D. R. (2006, March). *Scholarly emphases, with special attention to organizational temporality: Retrospective and prospective remarks*. Presented to the Department of Speech Communication, University of Illinois at Urbana-Champaign. Urbana, Illinois
- Seibold, D. R. (2006, March). *Theory and practice in organizational communication research and consulting: Recursively informing and mutually enhancing*. Presented to graduate students, faculty and visitors in SPCOM 529 (Organizational Communication Theory and Application), Department of Speech Communication, University of Illinois at Urbana-Champaign. Urbana, Illinois
- Seibold, D. R. (2005, April). *Careers in communication: Choices and consequences*. Presented to majors in Hugh Downs School of Human Communication, Arizona State University. Tempe, Arizona.
- Seibold, D. R. (2003, March). *Bringing theory to practice in communication careers*. Keynote presentation to 29<sup>th</sup> Annual DePauw University National Undergraduate Honors Conference. Greencastle, Indiana.
- Seibold, D. R. (2002, May). *Organizational change, communication, and innovation modification*. Presented to the School of Engineering and Business Economics, University of Karlsruhe. Karlsruhe, Germany.
- Seibold, D. R. (2000, August). *Bridging theory and practice in group and organizational communication*. Cowperthwaite Endowed Lecture presented to the School of Communication Studies, Kent State University. Kent, Ohio.
- Seibold, D. R. (1999, October). *Organizational change implementation and innovation modification: Directions for research*. Presented to the Department of Communication Studies, University of Nebraska-Lincoln. Lincoln, Nebraska.
- Seibold D. R. (1998, October). *Organizational change implementation, communication, and innovation modification*. Presented to the Department of Communication, Arizona State University. Tempe, Arizona.
- Seibold D. R. (1998, October). *Bridging theory and practice in communication studies*. Presented to the Department of Communication, University of Oklahoma. Norman, Oklahoma.
- Seibold D. R. (1998, April). *Bringing theory to practice in organizational communication*. Presented to the Department of Speech Communication, University of Illinois at Urbana-Champaign. Urbana, Illinois.



- Seibold D. R. (1998, February). *Organizational change implementation, communication, and innovation modification: Some findings and a continuing research agenda*. Presented to the Department of Management Communication, School of Management, University of Waikato. Hamilton, New Zealand.
- Seibold D. R. (1997, January). *Bridging theory and practice in organizational communication*. Presented in the Graduate School Lecture Series, Pepperdine University. Malibu, California.
- Seibold D. R. (1996, November). *Organizational change implementation, communication, and innovation modification: Some findings and a continuing research agenda*. Presented as part of the Visiting Scholars Organizational Communication Symposium, University of Colorado. Boulder, Colorado.
- Seibold D. R. (1995, February). "...[T]here is nothing so practical as a good theory": *Bridging theory and practice in communication science*. Presented to the Executive Master of Science in Communication Program. Department of Communication, Northwestern University. Evanston, Illinois.
- Seibold D. R. (1995, January-May). *Group communication graduate seminar (15 lectures)*. Department of Communication, San Diego State University. San Diego, California.
- Seibold, D. R. (1994, April). *A discourse perspective on group influence*. Presented to the Temple Discourse Conference. Department of Communication. Temple University. Philadelphia, Pennsylvania.
- Seibold, D. R. (1992, April). *The organizational communication audit course at UCSB*. Presented on panel "Public Service: From Inquiry to Involvement." Fifteenth Annual University of California Conference on Experiential Learning. University of California, Berkeley. Berkeley, California.
- Seibold, D. R. (1992, February). *Argument and the structuration of group decision making*. Presented to the Department of Communication, University of Colorado. Boulder, Colorado.
- Seibold, D. R. (1991, May). *Argument and influence in group decision making*. Presented to the Department of Communication, University of Utah. Salt Lake City, Utah.
- Seibold, D. R. (1990, April). *Communication and interpersonal influence; Applications of theoretical approaches to communication and interpersonal influence; and Toward a theory of argument and influence in decision-making groups*. Three lectures delivered to the Department of Communication, in connection with "Distinguished Professors" appointment, University of Iowa. Iowa City, Iowa.
- Seibold, D. R. (1989, June). *Argument and group decision making*. Presented to the Communication Studies Program, University of California, Santa Barbara. Santa Barbara, California.
- Seibold, D. R. (1983, April). *Small group dynamics and communication*. Presented to the International Business Education and Research Program (IBEAR). *Making meetings more successful*. Presented to the Business Communication Department. *Organizational communication*. Presented to the School of Business Administration, University of Southern California. Los Angeles, California.

- Seibold, D. R. (1982, July). *Communicating health information to the public*. Presented to Sociomedical Program, School of Basic Sciences and Clinical Medicine, University of Illinois-Chicago. Chicago, Illinois.
- Seibold, D. R. (1982, June). *Attitude-behavior relationships and social influence and Communication and group decision making: A structuration perspective*. Presented to Department of Speech Communication, in connection with "Visiting Scholars" program, University of Nebraska-Lincoln. Lincoln, Nebraska.
- Seibold, D. R. (1982, February). *Structuration theory and small group research*. Presented to the Department of Speech, Indiana University. Bloomington, Indiana.
- Seibold, D. R. (1981, November). *Communicating health information to the public: An evaluation perspective*. Sponsored by the Department of Speech Communication and Department of Sociology, California State University-Stanislaus. Stanislaus, California.
- Seibold, D. R. (1981, November). *Communication and group decision making: A structuration approach*. Presented to the Department of Speech, University of California, Santa Barbara. Santa Barbara, California.
- Seibold, D. R. (1981, July). *Communicating health information to the public*. Presented to Visiting Faculty Forum Series, University of Southern California. Los Angeles, California.
- Seibold, D. R. (1981, April). *Theory building in communication: Toward logical consistency; A communication-based theory of attitude-behavior relationships; Program evaluation as an applied area for testing communication theory; Toward an understanding of communication and group decisions*. Four lectures presented to the Department of Rhetoric and Communication, in connection with "Visiting Professors" program, State University of New York at Albany. Albany, New York.
- Seibold, D. R. (1981, February). *Evaluation of health communication programs (with special attention to persuasion and prevention)*. Presented to the Department of Speech Communication, California State University-Northridge. Northridge, California.
- Seibold, D. R. (1980, February). *Attitude-behavior relationships and social influence*. Presented to the Department of Communication Arts and Sciences, University of Southern California. Los Angeles, California.
- Seibold, D. R. (1979, April). *The 'attitude-behavior problem' and communication research*. Presented to the Department of Psychology, University of Illinois at Urbana-Champaign. Urbana, Illinois.
- Seibold, D. R. (1979, February). *Implications of attitude-behavior models for health care campaigns*. Presented to the Department of Speech, Temple University. Philadelphia, Pennsylvania.
- Seibold, D. R. (1978, October). *Communication skills and the medical profession*. Presented to the Alpha Epsilon Delta Honorary Fraternity, University of Illinois at Urbana-Champaign. Urbana, Illinois.
- Seibold, D. R. (1978, April). *Communication and social influence: Persuasive implications of social action models (with special attention to prediction of preventive health care behaviors)*. Presented

to the Department of Speech Communication, Pennsylvania State University. State College, Pennsylvania.

Seibold, D. R. (1978, March). *Determinants of social action: Persuasive implications for health care campaigns*. Presented to the Department of Speech Communication, University of Maryland. College Park, Maryland.

Seibold, D. R. (1975, March). *Development of a model for resolving attitude-behavior inconsistency*. Presented to the Department of Speech, Indiana University. Bloomington, Indiana.

Seibold, D. R. (1975, February). *Message-attitude-behavior consistency*. Presented to the Department of Communication, Purdue University. West Lafayette, Indiana.

### GUEST LECTURES AT UCSB

Seibold, D. R. (2011, August). *New organizational forms and SDWTS: Changes in workplace control, organizational structures, and leadership*. Presented to COMM 122 (Micro- and Macro-Organizational Communication), Department of Communication, University of California, Santa Barbara. Santa Barbara, California.

Seibold, D. R. (2010, May). *Approaches to managing organizational conflict: A communication perspective*. To be presented to ENGR 293C (Critical Management Issues in Telecom/IT). University of California, Santa Barbara. Santa Barbara, California.

Seibold, D. R. (2010, March). *Team building: Creating high performance work teams*. Presented to COM 106 (Small Group Communication), Department of Communication, University of California, Santa Barbara. Santa Barbara, California.

Seibold, D. R. (2009, August). *Managing organizational conflict: A communication perspective*. Presented to COMM 121 (Communication and Conflict), Department of Communication, University of California, Santa Barbara. Santa Barbara, California.

Seibold, D. R. (2009, August). *New organizational forms and SDWTS: Changes in workplace control, organizational structures, and leadership*. Presented to COMM 122 (Micro- and Macro-Organizational Communication), Department of Communication, University of California, Santa Barbara. Santa Barbara, California.

Seibold, D. R. (2009, May). *Coaching admired leadership*. Presented to COMM 106 (Small Group Communication), Department of Communication, University of California, Santa Barbara. Santa Barbara, California.

Seibold, D. R. (2008, September). *Managing organizational conflict: A communication perspective*. Presented to COMM 121 (Communication and Conflict), Department of Communication, University of California, Santa Barbara. Santa Barbara, California.

- Seibold, D. R. (2008, September). *New organizational forms and SDWTS: Changes in workplace control, organizational structures, and leadership*. Presented to COMM 122 (Micro- and Macro-Organizational Communication), Department of Communication, University of California, Santa Barbara. Santa Barbara, California.
- Seibold, D. R. (2007, June). *Team dynamics and team building in self-directed work teams*. Presented to COMM 106 (Small Group Communication), Department of Communication, University of California, Santa Barbara. Santa Barbara, California.
- Seibold, D. R. (2007, May). *Coaching admired leadership*. Presented to COMM 152 (Advanced Organizational Communication), Department of Communication, University of California, Santa Barbara. Santa Barbara, California.

## CONFERENCE PRESENTATIONS

### *Respondent Presentations*

- Seibold, D. R. (2012, November). *Response to "Honoring David R. Seibold: Winner of the 2011 Group Communication Career Achievement Award" panel*. Presented at the annual meeting of the National Communication Association. Orlando, Florida.
- Bulis, R. A., Dahlen, E., Gasiorek, J., Hartsell, E., Mangus, J. M., Seibold, D. R., Sultzer, E., & Zackrisson, E. J. (2012, May). *A "team response" to "All for one and one for all: Teams, groups and organizational communication."* Presented at the annual meeting of the International Communication Association. Phoenix, Arizona.
- Seibold, D. R. (2011, November). *Response to "Underrepresented voices in small group communication: Recommendations for future research" panel*. Presented at the annual meeting of the National Communication Association. New Orleans, Louisiana.
- Seibold, D. R. (2009, November). *Response to "Stability and change: The effects of trust or lack thereof in 21<sup>st</sup> century organizations" panel*. Presented at the annual meeting of the National Communication Association. Chicago, Illinois.
- Seibold, D. R. (2009, November). *Response to "Using project groups to achieve research objectives in graduate courses: Balancing stability and change" panel*. Presented at the annual meeting of the National Communication Association. Chicago, Illinois.
- Seibold, D. R. (2008, November). *Response to "Group and interpersonal argument: Examining contributions made using the Conversational Argument Coding Scheme" panel*. Presented at the annual meeting of the National Communication Association. San Diego, California.
- Seibold, D. R. (2007, July). *Response to "Organizational communication papers; Communication theory work group subgroup" panel*. Presented at the NCA Doctoral Honors Seminar. Boulder, Colorado.

- Seibold, D. R. (2006, November). *Response to “(Re)creating connections through emergent organizational forms and processes” panel*. Presented at the annual meeting of the National Communication Association. San Antonio, Texas.
- Seibold, D. R. (2006, November). *Response to “The impact of technology on group meetings and decision making” panel*. Presented at the annual meeting of the National Communication Association. San Antonio, Texas.
- Seibold, D. R. (2006, June). *Response to “The top three papers in organizational communication” panel*. Presented at the annual meeting of the International Communication Association. Dresden, Germany.
- Seibold, D. R. (2004, November). *Response to “Launching programmatic research in group argument and emotion II: Conceptual definitions” panel*. Presented at the annual meeting of the National Communication Association. Miami, Florida.
- Seibold, D. R. (2003, May). *Response to “Advances in intra-organizational communication” panel*. Presented at the annual meeting of the International Communication Association. San Diego.
- Seibold, D. R. (2002, November). *Response to “Expanding the boundaries of small group theory and research” panel*. Presented at the annual meeting of the National Communication Association. New Orleans, Louisiana.
- Seibold, D. R. (2002, July). *Response to “Communication and occupational/organizational socialization” panel*. Presented at the annual meeting of the International Communication Association. Seoul, Korea.
- Seibold, D. R. (2000, November). *Response to “The many faces of structuration theory in organizational communication research” panel*. Presented at the annual meeting of the National Communication Association. Seattle, Washington.
- Seibold, D. R. (2000, November). *Response to “Improving communication practices in organizations: Competitive papers in applied communication” panel*. Presented at the annual meeting of the National Communication Association. Seattle, Washington.
- Seibold, D. R. (1999, November). *Response to “Learning our boundaries and learning how to cross them: Lessons learned at the NCA-Northwestern doctoral honors conference”*. Presented at the annual meeting of the National Communication Association. Chicago, Illinois.
- Seibold, D. R. (1998, October). *Dusk or dawn? Response to “Twilight of formal rationality: Social distributed cognition as a 21<sup>st</sup> century communication paradigm”*. Presented at the Arizona State University Organizational Communication Prize Lecture Conference. Tempe, Arizona.
- Seibold, D. R. (1997, November). *Response to the “Top three in interpersonal and group communication” panel*. Presented at the annual meeting of the National Communication Association. Chicago, Illinois.

Seibold, D. R., & Buzzanell, P. (1996, May). *Co-vice chairs' informal responses to competitive display session papers*. Presented at the annual meeting of the International Communication Association. Chicago, Illinois.

Seibold, D. R. (1994, July). *Response to the "Top three in organizational communication" panel*. Presented at the annual meeting of the International Communication Association Convention. Sydney, Australia.

Seibold, D. R. (1994, July). *Clegg on Weber: A response and commentary on the relevance of the writings of Stewart Clegg for organizational communication research*. Presented at the annual meeting of the International Communication Association Convention. Sydney, Australia.

Seibold, D. R., & Lewis, L. K. (1992, November). *Response to "Top three in organizational communication, or 'There's a nice knock-down argument for you!'"* Presented at the annual meeting of the National Communication Association Convention. Chicago, Illinois.

Seibold, D. R. (1992, February). *Response to "Concepts in persuasion research" panel*. Presented at the annual meeting of the Western Speech Communication Association Convention. Boise, Idaho.

Seibold, D. R. (1990, June). *Response to "Work group communication cultures, goals, and subsystem relationships" panel*. Presented at the annual meeting of the International Communication Association Convention. Dublin, Ireland.

Seibold, D. R. (November, 1988). *Response to "Group communication: Consensus, satisfaction, and effectiveness" panel*. Presented at the annual meeting of the Speech Communication Association Convention. New Orleans, Louisiana.

Seibold, D. R., Baym, N. K., Berteotti, C. R., Burgener, S.C., McCornack, S.A., McQuillan, L. P., & Rivers, M. (1986, November). *Gar'bage or gar baj' -- It's all in where you place the accent: A response to Burluson et al., "Item desirability effects in compliance-gaining research: Seven empirical studies showing why the checklist methodology produces garbage"*. Presented at the annual meeting of the National Communication Association Convention. Chicago, Illinois.

Seibold, D. R. (1982, November). *A structural response to "Approaches to the study of communication situations" panel*. Presented at the annual meeting of the National Communication Association Convention. Louisville, Kentucky.

Seibold, D. R. (1982, May). *Response to the "Top 3 in interpersonal communication" panel*. Presented at the annual meeting of the International Communication Association Convention. Boston, Massachusetts.

Seibold, D. R. (1981, February). *A critique of papers on the "Disclosure and communication apprehension" panel*. Presented at the annual meeting of the Western Speech Communication Association Convention. San Jose, California.

Seibold, D. R. (1980, November). *An integrative critique of papers on the "Integrating perspectives on interpersonal conflict resolution" panel*. Presented at the annual meeting of the National Communication Association Convention. New York, New York.

Seibold, D. R., Poole, M. S., & McPhee, R. D. (1980, May). *On three papers analyzing interaction: A troikaic critique of The top 3*". Presented at the annual meeting of the International Communication Association Convention. Acapulco, Mexico.

Seibold, D. R. (1979, November). *Power elite: Response to panel on "Power, conflict and communication"*. Presented at the annual meeting of the National Communication Association Convention. San Antonio, Texas.

Seibold, D. R. (1978, April). *Measure for measure: A critic's reaction to the "Measurement developments in interpersonal communication" panel*. Presented at the annual meeting of the International Communication Association Convention. Chicago, Illinois.

Seibold, D. R. (1977, November). *(Top 3 Plus Two) + (One Critic) = A critique of ISGC's finest*. Presented at the annual meeting of the National Communication Association Convention. Washington, District of Columbia.

Seibold, D. R. (1977, May). *The language of interpersonal relationships: A critic's view*. Presented at the annual meeting of the International Communication Association. Berlin, West Germany.

### ***Conference Paper Presentations***

Seibold, D. R. (2012, November). *Celebrating the life and professional contributions of Renee A. Meyers*. Presented at the annual meeting of the National Communication Association. Orlando, Florida.

Seibold, D. R., Yoon, K., & Hollingshead, A. B. (2012, November). *Organizational teams and communication: A review of the literature since 2000*. Paper resented at the annual meeting of the National Communication Association. Orlando, Florida. (Competitive panel program)

Seibold, D. R. (2012, November). *Design in groups and organizational innovation: Techniques for structuring interaction and tactics for selecting collaborative software in new ventures*. Paper presented at the annual meeting of the National Communication Association. Orlando, Florida. (Competitive panel program)

Seibold, D. R. (2012, May). *Strategies for mentoring and being mentored*. Organizational Communication Division Junior Scholar Workshop at the annual meeting of the International Communication Association. Phoenix, Arizona.

Seibold, D. R. (2012, May). *Selecting journals and managing revisions*. Organizational Communication Division Junior Scholar Workshop at the annual meeting of the International Communication Association. Phoenix, Arizona.

Seibold, D. R., & Meyers, R. A. (2011, July). *Addressing the inherent challenges in studying team development interventions in groups: Findings from research and practice related to three methods of intervention*. Paper presented at the annual meeting of the Interdisciplinary Network for Group Research (INGRoup). Minneapolis, Minnesota. (Competitive panel program)

Meyers, R. A., & Seibold, D. R. (2011, July). *Addressing the inherent challenges in coding interaction in groups: Lessons from research on group argument*. Paper presented at the annual meeting of the

Interdisciplinary Network for Group Research (INGRoup). Minneapolis, Minnesota. (Competitive panel program)

Seibold, D. R., & Meyers, R. A. (2010, November). *Interventions in groups: Methods for facilitating team development*. Paper presented at the annual meeting of the National Communication Association. San Francisco, California. (Competitive panel program)

Meyers, R. A., & Seibold, D. R. (2010, November). *Coding group interaction*. Paper presented at the annual meeting of the National Communication Association. San Francisco, California. (Competitive panel program)

Helmle, J. R., Seibold, D. R., & Afifi, T. (2010, November). *Relational dialectics and work-family balance in copreneurial businesses: A mixed methods study*. Paper presented at the annual meeting of the National Communication Association. San Francisco, California. (Top Four paper program)

Seibold, D. R. (2010, October). Engaged scholarship in organizational communication: Prospects and problems. Paper presented at the annual Organizational Communication Mini Conference. Rutgers University. New Brunswick, New Jersey. (Invited paper)

Seibold, D. R. (2009, November). *Virtual implications of organizational communication, Alta 2008*. Paper presented at the annual meeting of the National Communication Association. Chicago, Illinois. (Competitive panel program)

Seibold, D. R. (2009, November). *Dennis Gouran: Career activities, career achievements*. Paper presented at the annual meeting of the National Communication Association. Chicago, Illinois. (Invited panel program)

Seibold, D. R. (2009, November). *Applied communication five years out: An organizational and group communication perspective*. Paper presented at the annual meeting of the National Communication Association. Chicago, Illinois. (Competitive panel program)

Seibold, D. R. (2009, November). *Howie Giles: Bringing innovations, bridging interests*. Paper presented at the annual meeting of the National Communication Association. Chicago, Illinois. (Invited panel program)

Gailliard, B., Myers, K., & Seibold, D. R. (2009, November). *Extending assimilation research: A dimensional view and revalidation of the organizational assimilation index with diverse populations and diverse contexts*. Paper presented at the annual meeting of the National Communication Association. Chicago, Illinois. (Competitive paper program)

Seibold, D. R. (2009, July). *Challenges and future directions in groups and teams research: A communication perspective*. Presented at the annual meeting of the Interdisciplinary Network for Group Research (INGRoup). Colorado Springs, Colorado. (Plenary Address)

Seibold, D. R. (2009, February). *Measures issues in organizational, group, and intercultural communication*. Paper to be presented at the annual meeting of the Western States Communication Association. Mesa, Arizona. (Competitive panel program)



- Seibold, D. R., & Canary, D. (2008, November). *The Conversational Argument Coding scheme: Theoretical origins and development*. Paper presented at the annual meeting of the National Communication Association. San Diego, California. (Competitive panel program)
- Seibold, D. R., Lemus, D. R., & Kang, P. (2008, November). *Extending the argument coding scheme in tests of argument quality in group deliberations*. Paper presented at the annual meeting of the National Communication Association. San Diego, California. (Competitive panel program)
- Seibold, D. R., & Kang, P. (2008, November). *Using critical praxis to understand and teach teamwork*. Paper presented at the annual meeting of the National Communication Association. San Diego, California. (Competitive paper program)
- Shoham, M. D., Seibold, D. R., & Meyers, R. A. (2008, November). *Sources and goals of social influence in organizations*. Paper presented at the annual meeting of the National Communication Association. San Diego, California. (Competitive paper program)
- Seibold, D. R. (2008, September). *The bright side and dark side of being part of a dual academic career couple*. Paper presented on "Advice from Veteran Scholars Panel on Being Part of a Dual Academic Career," Organizational Communication Mini-Conference. West Lafayette, Indiana.
- Lemus, D. R., & Seibold, D. R. (2008, August). *Argument development versus argument strength: The predictive potential of argument quality in computer-mediated group deliberations*. Paper to be presented at the Third Tokyo Conference on Argumentation. Tokyo, Japan. (Competitive paper program)
- Kang, P., Meyers, R. A., & Seibold, D. R. (2008, July). *Examining argument in naturally occurring jury deliberations*. Paper to be presented at the Third Annual Conference of the Interdisciplinary Network for Group Research (INGRoup). Kansas City, Kansas. (Competitive paper panel)
- Seibold, D. R., Kang, P., Gailliard, B. M., & Jahn, J. L. S. (2008, May). *Communication that damages teamwork: The dark side of teams*. Paper to be presented at the annual meeting of the International Communication Association. Montreal, Canada. (Competitive paper panel)
- Alimahomed, K., Seibold, D. R., Soltzfus, K., Kang, P., Patton, R., & Sim, E. (2007, November). *Creativity as structured heteroglossia: Toward a dialectical reformulation of group creativity*. Paper presented at the annual meeting of the National Communication Association. Chicago, Illinois. (Competitive paper panel)
- Huber, J., Johnson M., Hill, R., Meyers, R. A., & Seibold, D. R. (2007, November). *Examining the argument process in jury decision making*. Paper presented at the annual meeting of the National Communication Association. Chicago, Illinois. (Competitive panel program)
- Seibold, D. R. (2007, November). *Securing National Science Foundation funding: Lessons learned from a \$5M NSEC interdisciplinary award for the Center for Nanotechnology in Society, UCSB*. Paper presented at the annual meeting of the National Communication Association. Chicago, Illinois. (Invited paper)
- Seibold, D. R. (2007, November). *Twenty years of the Midwest Organizational Communication Mini-Conference: A conversation with founders David Seibold, Noshir Contractor, and Cynthia Stohl*.

- Presented at the Twentieth Annual Conference of the Midwest Organizational Communication Mini-Conference. Urbana-Champaign, Illinois. (Invited presentation)
- Lemus, D. R., & Seibold, D. R. (2007, August). *Argument structures and decision outcomes in computer-mediated groups*. Paper presented at the Fifteenth National Communication Association/American Forensics Association Summer Conference on Argumentation. Alta, Utah. (Competitive paper panel)
- Simpson, J. L., & Seibold, D. R. (2007, July). *Practical engagements and co-created research*. Paper presented to the Sixth Annual Aspen Conference on Engaging Theory/Transforming Organizations. Aspen, Colorado. (Invited paper)
- Meyers, R. A., Seibold, D. R., & Shoham, M. D. (2007, July). *Communicative influence in groups: A review and critique of theoretical perspectives and models*. Paper presented at the Second Annual Conference of the Interdisciplinary Network for Group Research (INGRoup). East Lansing, Michigan. (Competitive paper panel)
- Seibold, D. R., & Myers, K. K. (2007, May). *Intergenerational interaction and teamwork in the SBPD: Facilitating better communication*. Paper presented to the Santa Barbara Police Department Work Groups Meeting. Santa Barbara, California.
- Seibold, D. R. (2006, November). *Promising prospects and potential pitfalls in using cross-disciplinary (meta)theoretical frameworks for teaching group communication*. Presented at the annual meeting of the National Communication Association. San Antonio, Texas. (Competitive panel)
- Seibold, D. R. (2006, July). *Engaging organizations: A communities of practice perspective*. Paper presented at the Fifth Annual Aspen Conference on Engaging Theory/Transforming Organizations. Snowmass, Colorado. (Invited paper)
- Seibold, D. R. (2006, July). *Recommendations for engaging/transforming the National Wildlife Federation*. Presented at the Fifth Annual Aspen Conference on Engaging Theory/Transforming Organizations. Snowmass, Colorado. (Invited facilitation and remarks)
- Seibold, D. R., & Meyers, R. A. (2006, July). *Group argument research: A structural perspective*. Paper presented at the First Annual Conference of the Interdisciplinary Network for Group Research (INGRoup). Pittsburgh, Pennsylvania. (Competitive paper panel)
- Seibold, D. R. (2006, February). *Promising new measures for organizational and group communication research*. Paper presented at the annual meeting of the Western States Communication Association. Palm Springs, California. (Competitive panel)
- Seibold, D. R., Lemus, D. R., Ballard, D. I., & Myers, K. K. (2006, February). *Organizational communication and applied communication research: Intersections and integration*. Paper presented at the annual meeting of the Western States Communication Association. Palm Springs, California. (Competitive panel)
- Seibold, D. R., & Lewis, L. K. (2005, November). *Implementing organizational change*. Paper presented to Pre-Conference on "Helping Organizations Get Healthy: Transforming Organizations Through Training Based on Effective Communication Scholarship," National Communication Association. Boston, Massachusetts. (Invited presentation)

- Seibold, D. R. (2005, November). *Bridging theory and practice in communication scholarship and consulting*. Presented to Pre-Conference on "Helping Organizations Get Healthy: Transforming Organizations Through Training Based on Effective Communication Scholarship," National Communication Association. Boston, Massachusetts. (Invited remarks)
- Seibold, D. R. (2005, November). *Linking groups and organizations in communication research*. Presented at the annual meeting of the National Communication Association. Boston, Massachusetts. (Invited remarks and facilitation)
- Seibold, D. R. (2005, November). *Donald P. Cushman: In memoriam*. Presented on the Panel "A Celebration of the Legacy of Donald P. Cushman," National Communication Association Convention. Boston, Massachusetts. (Invited presentation)
- Seibold, D. R. (2005, January). *Balancing theory and practice as an academic researcher: A career in retrospect*. Paper presented at Nuevo Dia: Southwest Organizational Communication Conference. Tempe, Arizona. (Invited paper program)
- Seibold, D. R. (2004, November). *Lessons learned in communication consulting/training: Looking back on our experiences to help others move forward in transforming organizations*. Paper presented at the annual meeting of the National Communication Association. Chicago. (Invited paper)
- Seibold, D. R. (2004, November). *Structuration research on group argument: Looking back and moving forward*. Paper presented at the annual meeting of the National Communication Association. Chicago, Illinois. (Competitive panel program)
- Seibold, D. R. (2004, November). *Moving past the ICA communication audit: Conceptual, technological, and business model infrastructure for organizational communication assessment and research instruments and methods*. Paper presented at the annual meeting of the National Communication Association. Chicago, Illinois. (Invited remarks)
- Waldeck, J., & Seibold, D. R. (2004, May). *Organizational assimilation and technology use*. Paper presented at the annual meeting of the International Communication Association. New Orleans, Louisiana. (Competitive paper program)
- Seibold, D. R. (2004, April). *Find the joy: Editors' session on publishing in communication journals*. Paper presented at Nuevo Dia: Southwest Organizational Communication Conference. Austin, Texas. (Invited paper program)
- Lemus, D. R., & Seibold, D. R. (2004, February). *Testing the predictive potential of argument structures in computer-mediated groups*. Paper presented at the annual meeting of the Western States Communication Association. Albuquerque, New Mexico. (Competitive paper program)
- Seibold, D. R. (2004, February). *The contributions of Everett M. Rogers's scholarship to the study of organizational communication*. Paper presented at the annual meeting of the Western States Communication Association. Albuquerque, New Mexico. (Competitive paper program)
- Seibold, D. R. (2003, November). *Bridging theory and practice in organizational communication*. Presented at the annual meeting of the National Communication Association. Miami, Florida. (Invited paper program)

- Lemus, D. R., Seibold, D. R., Flanagin, A., Metzger, M. (2003, November). *Argument and decision making in computer-mediated groups*. Paper presented at the annual meeting of the National Communication Association. Miami, Florida. (Top Four paper program)
- Seibold, D. R. (2003, November). *Promising new measures in organizational and group communication*. Presented at the annual meeting of the National Communication Association. Miami, Florida. (Invited panel)
- Seibold, D. R. (2003, November). *Publishing in communication journals*. Presented on “Publish or Perish: Advice from the Experts” Panel at the annual meeting of the National Communication Association. Miami, Florida. (Invited panel)
- Seibold, D. R., & Lemus, D. R. (2003, August). *Argument quality in group deliberation: A structural approach and quality of argument indexes*. Paper presented at the Thirteenth National Communication Association/American Forensics Association Summer Conference on Argumentation. Alta, Utah. (Competitive paper program)
- Seibold, D. R. (2003, July). *Practice, theory, and organizational change*. Paper presented at the Second Annual Conference on Transforming Organizations Through Theory, Research, and Practice. Aspen, Colorado. (Invited paper)
- Ballard, D. I., & Seibold, D. R. (2003, May). *Communication-related organizational structures and work group members' temporal experience*. Paper presented at the annual meeting of the International Communication Association. San Diego, California. (Competitive paper program)
- Seibold, D. R. (2003, May). *Reflections on structuration theory in organizational communication and technology research: Progress and prospects*. Paper presented at the annual meeting of the International Communication Association. San Diego, California. (Invited paper)
- Seibold, D. R. (2003, March). *Creating change through conversations in postdoctoral education*. Presented at the Third National American Association for the Advancement of Science Postdoc Network Meeting (“Changing the Culture of Science”). Berkeley, California. (Invited paper)
- Ballard, D. I., & Seibold, D. R. (2002, November). *Talk about time at work*. Paper presented at the annual meeting of the National Communication Association. New Orleans. (Competitive paper)
- Flanagin, A. J., Park, H. S., & Seibold, D. R. (2002, July). *Group performance and collaborative technology: A longitudinal and multilevel analysis of information quality, contribution equity and member satisfaction in computer-mediated groups*. Paper presented at the annual meeting of the International Communication Association. Seoul, Korea. (Competitive paper program)
- Krikorian, D. H., & Seibold, D. R. (2002, July). *Unfreezing, moving, refreezing: “C'mon, do the locomotion”—a time series analysis*. Paper presented at the annual meeting of the International Communication Association. Seoul, Korea. (Competitive paper program)
- Lemus, D. R., & Seibold, D. R. (2002, July). *Argument in computer-mediated group work*. Paper presented at the Eight Annual Conference on Language and Social Psychology. Hong Kong. (Competitive paper program)

- Seibold, D. R. (2002, June). *Bringing theory to practice in organizational consulting*. Paper presented at the First Conference on New Directions in Training, Organizational Effectiveness, and Assessment. Aspen, Colorado. (Keynote presentation)
- Seibold, D. R. (2002, June). *Evaluating training interventions: Models, methods, and measurement*. Paper presented at the First Conference on New Directions in Training, Organizational Effectiveness, and Assessment. Aspen, Colorado. (Invited paper)
- Ballard, D. I., & Seibold, D. R. (2001, November). *The experience of time at work: The role of organizational structures*. Paper presented at the annual meeting of the National Communication Association. Atlanta, Georgia. (Competitive paper program)
- Seibold, D. R. (2001, November). *Institutional impacts of consulting: Positive and negative*. Paper presented on panel "Radical(izing) the Impact of Communication Consulting: The Administrative Perspective," National Communication Association Convention. Atlanta, Georgia. (Invited paper)
- Seibold, D. R. (2001, November). *Celebrating Steve Chaffee: A chair's perspective*. Presented at the annual conference of the National Communication Association. Atlanta, Georgia. (Invited remarks)
- Ballard, D. I., & Seibold, D. R. (2001, May). *The communicative construction of time: A meso-organizational model*. Paper presented at the annual meeting of the International Communication Association. Washington, District of Columbia. (Competitive paper program)
- Ballard, D. I., & Seibold, D. R. (2001, May). *Time and communication in social theory: Toward a communication-based theory of time*. Paper presented at the annual meeting of the International Communication Association. Washington, District of Columbia. (Competitive paper program)
- Seibold, D. R. (2001, May). *Academic interviewing: advice to graduate students*. Presented at the annual conference of the International Communication Association. Washington, District of Columbia.
- Ballard, D. I., & Seibold, D. R. (2000, November). *Communication practices and the organizational construction of time*. Paper presented at the annual meeting of the National Communication Association. Seattle, Washington. (Competitive paper program)
- Barker, V. E., Abrams, J. R., Tiyaamornwong, V., Seibold, D. R., Duggan, A., Park, H. S., et al. (2000, November). *New contexts for relational communication in groups*. Paper presented at the annual meeting of the National Communication Association. Seattle, Washington. ("Top Papers")
- Flanagin, A. J., Tiyaamornwong, V., O'Connor, J., Sebastian, M., & Seibold, D. R. (2000, November). *Gender effects in anonymous computer-mediated group work*. Paper presented at the annual meeting of the National Communication Association. Seattle, Washington. ("Top Papers")
- Seibold, D. R. (2000, November). *Conducting group communication research*. Paper presented at the annual meeting of the National Communication Association. Seattle, Washington. (Invited paper)
- Seibold, D. R. (2000, November). *Department chair's response to the NCA external funding survey: Good news for UCSB!* Paper presented at the annual meeting of the National Communication Association. Seattle, Washington. (Invited paper)

- Taylor, J. R., Flanagan, A. J., Cheney, G., & Seibold, D. R. (2000, June). *Organizational communication research: Key moments, central concerns, and future challenges*. Paper presented at the annual meeting of the International Communication Association. Acapulco, Mexico. (Competitive paper)
- Ballard, D. I., & Seibold, D. R. (1999, November). *A test of the dimensionality of time: Implications for group communication research*. Paper presented at the annual meeting of the National Communication Association. Chicago, Illinois. (Competitive paper program)
- Farrar, W. J., & Seibold, D. R. (1999, November). *Members' perceptions of ethnic and opinion minorities' participation in group decision making*. Paper presented at the annual meeting of the National Communication Association. Chicago, Illinois. (Competitive paper program)
- Seibold, D. R. (1999, November). *Bridging theory and research in communication consulting*. Roundtable Series panel, National Communication Association Convention. Chicago, Illinois. (Invited panel)
- Mulac, A., Tiyaamornwong, V., & Seibold, D. R. (1999, May). *Constructive criticisms of co-workers by male and female managers and professionals: Strategies and outcomes*. Paper presented at the annual meeting of the International Communication Association. San Francisco, California. (Competitive paper program)
- Seibold, D. R. (1998, November). *The emerging definition of applied communication: Evaluating JACR submissions*. Paper presented at the annual meeting of the National Communication Association. New York, New York. (Invited paper)
- Seibold, D. R. (1998, November) *Spotlight on scholarship: Beyond the millennium--Underlying issues in communication inquiry*. Paper presented at the annual meeting of the National Communication Association. New York, New York. (Invited paper)
- Waldeck, J., & Seibold, D. R. (1998, November). *Explaining organizational socialization: An individual-, group-, and organizational-level need and contingency approach*. Paper presented at the annual meeting of the National Communication Association. New York, New York. (Competitive paper)
- Krikorian, D. H., & Seibold, D. R. (1998, July). *Individual and group normative forces: A time series analysis*. Paper presented at the annual meeting of the International Communication Association. Jerusalem, Israel. (Competitive paper program)
- Seibold, D. R. (1998, April). *Applications of communication theory in the "real world"*. Paper presented at the annual meeting of the Central States Communication Association. Chicago. (Invited paper)
- Mulac, A., Seibold, D. R., & Farris, J. (1997, November). *Female and male managers' and professionals' criticism-giving: Differences in language use and effects*. Paper presented at the annual meeting of the National Communication Association. Chicago, Illinois. (Competitive paper program)
- Sunwolf, & Seibold, D. R. (1997, November). *Jurors' intuitive rules for deliberation: A structural approach to communication in jury decision making*. Paper presented at the annual meeting of the National Communication Association. Chicago, Illinois. ("Top Three" program)

- Seibold, D. R. (1997, November). *Bridging theory and practice in applied communication*. Paper presented as part of the Sharing the Wealth Series, National Communication Association Convention. Chicago, Illinois. (Invited paper)
- Seibold, D. R. (1997, May). *Non-academic career trends and opportunities for organizational communication Ph.D.s*. Paper presented at the annual meeting of the International Communication Association. Montreal, Canada. (Invited paper)
- Seibold, D. R., & Shea, C. B. (1997, May). *Participation and decision making*. Paper presented at the annual meeting of the International Communication Association. Montreal, Canada. (Competitive paper program)
- Seibold, D. R. (1996, November). *Charles Woolbert*. Presented as part of series of papers, "Spotlight on Our Distinguished Intellectual Traditions," at the annual meeting of the Speech Communication Association. San Diego, California. (Invited paper)
- Seibold, D. R. (1996, November). *Groups in organizations: Processes, perspectives, paradoxes, problems and practice*. Paper presented on Organizational Communication Panel as part of the "At The Helm Series" at the annual meeting of the Speech Communication Association. San Diego, California. (Invited paper)
- Seibold, D. R. (1996, October). *Some remarks concerning the current and future state of organizational communication research*. Presented at the Ninth Annual Midwest Organizational Communication Mini-conference. Urbana-Champaign, Illinois. (Invited remarks)
- Cooper, L. O., Seibold, D. R., Suchner, R., & Husband, R. (1996, May). *Listening in organizations: An analysis of error structures in models of listening competency*. Paper presented at the annual meeting of the International Communication Association. Chicago, Illinois. (Competitive paper)
- Lewis, L. K., Seibold, D.R., & Johnson, E. L. (1996, May). *Reconceptualizing organizational change implementation as a communication problem*. Paper presented at the annual meeting of the International Communication Association. Chicago, Illinois. (Competitive paper program)
- Thomas, R. W., & Seibold, D. R. (1995 November). *Communicating with alcoholics: A strategic influence approach to personal intervention*. Paper presented at the annual meeting of the Speech Communication Association. San Antonio, Texas. (Competitive paper program)
- Seibold, D. R. (1995, May). *Inclusion: Beyond organizational identification and involvement (with special attention to self-managing teams)*. Paper presented at the annual meeting of the International Communication Association. Albuquerque, New Mexico. (Invited paper program)
- Krikorian, D., Goode, P., & Seibold, D. R. (1994, November). *Process re-engineering as self-organizing: A case study*. Paper presented at the annual meeting of the Speech Communication Association. New Orleans, Louisiana. (Competitive paper program)
- Seibold, D. R., Chan, M. M., & Mulac, A. (1994, July). *Work colleagues' criticisms: A coding scheme and preliminary findings*. Paper presented at the Fifth International Conference on Language and Social Psychology. Brisbane, Australia. (Convened panel program)

- Thomas, R. W., & Seibold, D. R. (1994, July). *Interpersonal influence and alcohol-related interventions in the college environment*. Paper presented at the annual meeting of the International Communication Association. Sydney, Australia. (Competitive paper program)
- Thomas, R. W., & Seibold, D. R. (1993, November). *College students' attitudes toward alcohol, alcohol consumption patterns, and decisions to intervene in alcohol-related situations*. Paper presented at the annual meeting of the Speech Communication Association. Miami, Florida. (Competitive paper)
- Seibold, D. R. (1993, May). *Developing the "team" in a team-managed organization: Group facilitation in a new-design plant*. Paper presented at the annual meeting of the International Communication Association. Washington, District of Columbia. (Competitive panel program)
- Seibold, D. R., Heller, M. A., & Contractor, N. S. (1992, November). *Group decision support systems (GDSS): Review, taxonomy, and research agenda*. Paper presented at the annual meeting of the Speech Communication Association. Chicago, Illinois. (Competitive panel program)
- Seibold, D. R., & Thomas, R. W. (1992, May). *College students' interpersonal influence processes in alcohol intervention studies: A critical review and reconceptualization*. Paper presented at the annual meeting of the International Communication Association. Miami, Florida. (Competitive paper program)
- Contractor, N. S., Seibold, D. R. & Heller, M. A. (1992, May). *Social influence in the structuring of media use in groups*. Paper presented at the annual meeting of the International Communication Association. Miami, Florida. (Competitive paper program)
- Lewis, L. K., & Seibold, D. R. (1992, May). *Innovation modification during intra-organizational adoption*. Paper presented at the annual meeting of the International Communication Association. Miami, Florida. ("Top 3" competitive paper program)
- Seibold, D. R., Kudsi, O. S., & Rude, M. W. (1992, May). *Does communication training make a difference? Evidence for the effectiveness of a presentation skills program*. Paper presented at the annual meeting of the International Communication Association. Miami, Florida. (Competitive paper program)
- Lewis, L. K., & Seibold, D. R. (1992, May). *Innovation modification during intra-organizational adoption*. Paper presented at the annual meeting of the International Communication Association. Miami, Florida. ("Top 3" competitive paper program)
- Seibold, D. R. (November, 1991). *Theoria and praxis: Reflections on means and ends in applied communication research and projections for the 21st century*. Revised version presented to the Rhetorical and Communication Theory Division. Speech Communication Association Convention. Atlanta, Georgia. (Invited paper)
- Seibold, D. R. (1991, November). *Interpersonal communication research after 'MBRS'*. Paper presented at the annual meeting of the Speech Communication Association. Atlanta, Georgia. (Invited paper)
- Thomas, R. W., & Seibold, D. R., (1991, November). *Interpersonal influence processes in the "home treatment method" of alcoholism intervention*. Paper presented at the annual meeting of the Speech Communication Association. Atlanta, Georgia. ("Top 3" competitive paper program)



- Seibold, D. R., Bauch, C. M., Grant, S. J., Nguyen, K. T., Saeki, M., Schnarr, K. L. et al. (1991, November). *Communication/information technologies and university education: A survey of alumni about workplace technologies*. Paper presented at the annual meeting of the Speech Communication Association. Atlanta, Georgia. ("Top 3" competitive paper program)
- Seibold, D. R. (March, 1991). *Theoria and praxis: Reflections on means and ends in applied communication research and projections for the 21st century*. Position paper presented at the University of South Florida/Speech Communication Conference on Applied Communication in the 21st Century. Tampa, Florida. (Invited paper)
- Contractor, N. S., & Seibold, D. R. (1991, May). *Theoretical frameworks for the study of structuring processes in group decision support systems: Comparison of adaptive structuration theory and self-organizing systems theory*. Revised version presented on panel "Structuration Theory in Organizational Communication and Information Technology: Extending Theory into Practice." International Communication Association Convention. Chicago, Illinois. (Invited paper)
- Seibold, D. R., & Contractor, N. S. (May, 1991). *Evaluating group decision support systems: Taxonomy, research review and effects*. Paper presented at the annual meeting of the International Communication Association. Chicago, Illinois. (Competitive paper program)
- Lewis, L. K., Elsenpeter, J. S., & Seibold, D. R. (1990, November). *Innovation modification during intra-organizational adoption: A case analysis of a program innovation*. Paper presented at the annual meeting of the Speech Communication Association. Chicago, Illinois. (Competitive paper program)
- Contractor, N. S., & Seibold, D. R. (1990, November). *Theoretical frameworks for the study of structuring processes in group decision support systems: Comparison of adaptive structuration theory and self-organizing systems theory*. Presented at the annual meeting of the Speech Communication Association. Chicago, Illinois. (Invited paper)
- Meyers, R. A., Seibold, D. R., & Brashers, D. (1990, June). *Argument in group decision-making discussion: Refinement of a coding scheme and a descriptive quantitative analysis*. Paper presented at the annual meeting of the International Communication Association. Dublin, Ireland. (Competitive paper program)
- Morris, A. W., Seibold, D. R., & Meyers, R. A. (June, 1990). *The influence of individual differences in message production on argumentation in group decision-making: Theory development and propositions*. Paper presented at the Second International Conference on Argumentation. Amsterdam, The Netherlands. (Competitive paper program)
- Seibold, D. R. (1989, October). *Research opportunities in organizational consulting*. Presented at the 2nd Annual Midwest Organizational Communication Mini-Conference. Michigan State University. East Lansing, Michigan. (Invited presentation)
- Meyers, R.A., & Seibold, D. R. (1989, August). *Assessing number of cognitive arguments as a predictor of group shifts: A test and interactional explanation*. Paper presented at the Sixth Summer Conference on Argument. Alta, Utah. (Invited paper)
- Meyers, R. A., & Seibold, D. R. (1988, May). *Testing persuasive argument theory's predictor model*. Paper presented at the annual meeting of the International Communication Association. New Orleans, Louisiana. (Competitive paper program)

- Seibold, D. R., & Meyers, R. A. (1988, May). *What has group research done for us lately? An expanded view of "group research" and prospects for the future*. Paper presented at the annual meeting of the International Communication Association. New Orleans, Louisiana. (Invited paper)
- Berteotti, C. R., Seibold, D. R., McQuillan, L. P., & Rossi, S. M. (1987, November). *Problems associated with coordination and role definitions in health care teams: A hospice program evaluation and intervention case study*. Paper presented at the annual meeting of the Speech Communication Association. Boston, Massachusetts. ("Top 4" competitive paper program)
- Meyers, R. A., & Seibold, D. R. (1987, May). *Persuasive arguments theory assumptions: An empirical test and alternative perspective*. Paper presented at the annual meeting of the International Communication Association. Montreal, Canada. ("Top 3" competitive paper program)
- Meyers, R. A., & Seibold, D. R. (1986, June). *Interactional and non-interactional perspectives on interpersonal argument: Implications for the study of group decision-making*. Paper presented at the First International Conference on Argumentation. Amsterdam, The Netherlands. (Competitive paper program)
- Seibold, D. R. (1986, May). *Process consultation and team building: Applying interpersonal and small group communication research*. Paper presented on panel co-sponsored by Organizational Communication Division and Interpersonal Communication Division. International Communication Association Convention. Chicago, Illinois. (Invited paper)
- Meyers, R. A., & Seibold, D. R. (1985, November). *Vinokur and Burnstein's persuasive arguments theory: An interactional test of assumptions*. Paper presented at the annual meeting of the Speech Communication Association. Denver, Colorado. (Invited paper)
- Willihnganz, S. C., Seibold, D. R., & Meyers, R. A. (1985, May). *The agenda setting function of a health information newsletter*. Paper presented at the annual meeting of the International Communication Association. Honolulu, Hawaii. (Competitive paper program)
- Seibold, D. R., Cantrill, J. G., & Meyers, R. A. (1985, May). *Communication and interpersonal influence: A critical review of "compliance-gaining strategies" research*. Paper presented at the annual meeting of the International Communication Association. Honolulu, Hawaii. (Competitive paper program)
- Smith, P. E., & Seibold, D. R. (1984, November). *Question-asking in small group interaction: I. development of a coding scheme*. Paper presented at the annual meeting of the Speech Communication Association. Chicago, Illinois. (Competitive paper program)
- Seibold, D. R., & Meyers, R. A. (1984, November). *Co-participant perceptions of student performance in information-gathering interviews: Implications for teaching interviewing skills*. Paper presented at the annual meeting of the Speech Communication Association. Chicago, Illinois. (Competitive paper program)
- Meyers, R. A., & Seibold, D. R. (1984, May). *Consumer involvement as a segmentation approach for studying utilization of health organization services*. Paper presented at the annual meeting of the International Communication Association. San Francisco, California. (Competitive paper program)

- Meyers, R. A., Seibold, D. R., & Willihnganz, S. (1983, November). *Using an integrative model of health service organizations as a framework for program assessment: Evaluation of a health information newsletter*. Paper presented at the annual meeting of the Speech Communication Association. Washington, District of Columbia. (Competitive paper program)
- Seibold, D. R., Canary, D. J., & Ratledge, N. T. (1983, November). *Argument and group decision-making: Interim report on a structural research program*. Paper presented at the annual meeting of the Speech Communication Association. Washington, District of Columbia. (Invited)
- Seibold, D. R., Willihnganz, S. C., & Meyers, R. A. (1983, May). *Communicating health information to the public: evaluation of a health newsletter*. Paper presented at the annual meeting of the International Communication Association. Dallas, Texas. (Competitive paper program)
- Canary, D. J., Ratledge, N. T., & Seibold, D. R. (1982, November). *Argument and group decision-making: Development of a coding scheme*. Paper presented at the annual meeting of the Speech Communication Association. Louisville, Kentucky. (Competitive paper program)
- Thomas, R. W., & Seibold, D. R. (1982, November). *Replicability II: Procedures and typologies in compliance-gaining message analysis*. Paper presented at the annual meeting of the Speech Communication Association. Louisville, Kentucky. ("Top 5 Showcase" competitive paper program)
- Poole, M. S., McPhee, R. D., & Seibold, D. R. (1982, May) *A comparison of normative and interactional models of group decision-making: Social decision schemes versus valence distributions*. Paper presented at the annual meeting of the International Communication Association. Boston, Massachusetts. ("Top 3" competitive paper program)
- Poole, M. S., Seibold, D. R., & McPhee, R. D. (1982, April). *A structural theory of group decision-making: The group as permanent process*. Paper presented at the Pennsylvania State University Conference on Group Communication Research. University Park, Pennsylvania. (Invited paper)
- Seibold, D. R., & Thomas, R. W. (1981, November). *Compliance-gaining message strategies: Tests of replicability and validity*. Paper presented at the annual meeting of the Speech Communication Association. Anaheim, California. (Competitive paper program)
- Seibold, D. R., McPhee, R. D., Poole, M. S., Tanita, N. E., & Canary, D. J. (1981, August). *Argument, group influence, and decision outcomes*. Paper presented at the Second Summer Conference on Argumentation. Alta, Utah. (Invited paper)
- McPhee, R. D., Poole, M. S., & Seibold, D. R. (1981, May). *The valence model unveiled: Critique and alternative formulation*. Paper presented at the annual meeting of the International Communication Association. Minneapolis, Minnesota. ("Top 3" competitive paper program)
- Seibold, D. R., & Spitzberg, B. H. (1981, May). *Adding 'inference' to the interaction-influence link: Attribution approaches to persuasion.* Paper presented at the annual meeting of the International Communication Association. Minneapolis, Minnesota. (Invited paper)
- Seibold, D. R. (November, 1980). *The role of communication specialists in the health field: Communication theory*. Paper presented at the annual meeting of the Speech Communication Association. New York, New York. (Invited paper)

- Seibold, D. R., & Steinfatt, T. M. (1980, May) *The creative alternative game: Exploring interpersonal influence processes*. Paper presented at the annual meeting of the International Communication Association. Acapulco, Mexico. (Competitive paper program)
- Seibold, D. R., McPhee, R. D., & Poole, M. S. (1980, April). *New prospects for research in small group communication*. Paper presented at the annual meeting of the Central States Speech Association. Chicago, Illinois. (Invited paper)
- Seibold, D. R. (1979, November). *Communication theory and applied communication*. Paper presented at the annual meeting of the Speech Communication Association. San Antonio, Texas. (Invited paper)
- McPhee, R. D., & Seibold, D. R. (1979, May). *Testing alternative sources of change in attitudes and behaviors among members of a volunteer organization*. Paper presented at the annual meeting of the International Communication Association. Philadelphia, Pennsylvania. (Competitive paper)
- Seibold, D. R., & McPhee, R. D. (1979, May). *Attitude-behavior processes: Test of alternative longitudinal models*. Paper presented at the annual meeting of the Eastern Communication Association. Philadelphia, Pennsylvania. (Invited paper)
- Seibold, D. R., & Roper, R. E. (1979, May). *Psychosocial determinants of health care intentions: test of the Triandis and Fishbein models*. Paper presented at the annual meeting of the International Communication Association. Philadelphia, Pennsylvania. ("Top 3" competitive paper program)
- McPhee, R. D., & Seibold, D.R. (1978, April). *Rationale, procedures and applications for decomposition of explained variance in multiple regression analyses*. Paper presented at the annual meeting of the Central States Speech Association. Chicago, Illinois. (Competitive paper program)
- Jablin, F. M., & Seibold, D. R. (1978, April). *A critical review of brainstorming as a technique for creative ideation in problem-solving groups: Pedagogical implications of empirical research*. Paper presented at the annual meeting of the Central States Speech Association. Chicago, Illinois. (Competitive paper program)
- Thompson, T. L., & Seibold, D. R. (1977, December). *Stigma management in 'normal'-stigmatized interactions: Test of the disclosure hypothesis and a model of stigma acceptance*. Paper presented at the annual meeting of the Speech Communication Association. Washington, District of Columbia. (Competitive paper program)
- Seibold, D. R. (1977, December). *Criticism of communication theory and research: A critical celebration*. Paper presented at the annual meeting of the Speech Communication Association. Washington, District of Columbia. (Invited paper)
- Jablin, F. M., Seibold, D. R. & Sorenson, R. L. (1977, April) *Potential inhibitory effects of group participation on brainstorming performance*. Paper presented at the annual meeting of the Central States Speech Association. Detroit, Michigan. (Competitive paper program)
- Seibold, D. R. (1976, December) *Causal modeling in communication: On the logical and empirical bases for causal inference and formalization of causal process theory*. Paper presented at the annual meeting of the Speech Communication Association. San Francisco, California. (Competitive paper)

- Miller, G. R., Boster, F., Roloff, M., & Seibold, D.R. (1976, April). *Compliance-gaining message strategies: A typology and some findings concerning effects of situational differences*. Paper presented at the annual meeting of the International Communication Association. Portland, Oregon. ("Top 3" competitive paper program)
- Seibold, D. R. (1975, August) *A path analytic investigation of the underlying attitude-verbal report-overt behavior relationship*. Paper presented at the Eight Annual Mathematical Psychology Meetings. West Lafayette, Indiana. (Competitive paper program)
- Seibold, D. R. (1975, April). *A formalization of attribution theory: Critique and implications for communication*. Paper presented at the annual meeting of the Central States Speech Association. Kansas City, Kansas. (Competitive paper program)
- Seibold, D. R., & Steinfatt, T. M. (1974, December). *Game theory and the study of human communication*. Paper presented at the annual meeting of the Speech Communication Association. Chicago, Illinois. (Competitive paper program)
- Seibold, D. R. (1974, December). *Communication research and the attitude-verbal report-overt behavior relationship: A critique and theoretic reformulation*. Paper presented at the annual meeting of the Speech Communication Association. Chicago, Illinois. (Competitive paper program)
- Seibold, D. R. (1974, August). *The attitude-verbal report-overt behavior relationship in communication research: A critique and theoretic reformulation*. Paper presented at the annual meeting of the Association for Education in Journalism. San Diego, California. (Competitive paper program)
- Seibold, D. R. & Steinfatt, T. M. (1974, April). *Game theory and communication process research*. Paper presented at the annual meeting of the International Communication Association. New Orleans, Louisiana. (Contributed paper program)
- Seibold, D. R., & Steinfatt, T. M. (1973, November). *Prisoners' dogmatism scores and creative alternative game behavior under real reward and full communication conditions: A correlational study*. Paper presented at the annual meeting of the Speech Communication Association. New York, New York. (Competitive paper program)
- Steinfatt, T. M., Gantz, W., Seibold, D. R., & Miller, L. (1973, April). *The George Wallace shooting: News diffusion and the sleeper effect*. Paper presented at the annual meeting of the International Communication Association. Montreal, Canada. (Contributed paper program)

### ***Other Conference Responsibilities***

Panel chair, convener/co-convener, short course instructor, and pre-conference seminar/session participant or presenter on nearly 75 occasions since 1972 at state, regional, national, and international conferences in communication, psychology, health, and management.

### **PROFESSIONAL MEMBERSHIPS**

- |   |               |
|---|---------------|
| International Communication Association (ICA) | (Life Member) |
| National Communication Association (NCA)      | (Life Member) |

Western States Communication Association (WSCA) (Life Member)

Interdisciplinary Network for Group Research (INGRoup) (Founding Member)

Academy of Management

## PROFESSIONAL SERVICE AND ACTIVITIES

### *Elected and Appointed Offices in Scholarly Societies and Conferences*

Chair, Planning Committee, Aspen 2011 Meeting: Planning for Engagement with the CDC's Center for Global Health ADC – Planning for Aspen 2012. Conference August, 2011. 2010-11.

Chair, Professional Service Awards Selection Committee, National Communication Association. 2010.

Member, Best Article Awards Committee, Organizational Communication Division, National Communication Association. 2009.

Member, Planning Team, Aspen 2009 Conference: The Practice Turn in the Field of Organizational Communication. 2008-2009.

Member, Ad Hoc Committee on Nomination and Election Procedures, Distinguished Scholars, National Communication Association. 2007-2008.

Member, Planning Committee, 25<sup>th</sup> Anniversary Alta Organizational Communication Conference. July, 2008. Alta, Utah. 2007-2008.

Chair, Organizational Communication Division, International Communication Association, 1998-2000. Board of Directors, 1998-2000. (Vice-Chair, 1996-1998)

Member, Executive Director Search Committee, International Communication Association, 2000.

Member, Gerald R. Miller Dissertation Awards Committee, National Communication Association, 2001-2003.

Chair, Gerald Phillips Distinguished Applied Communication Scholarship Award Committee, National Communication Association, 2002. (Member, 2000 and 2001)

Member, Selection Committee, Division IV Outstanding Member Award, Organizational Communication Division, International Communication Association, 2002-2004.

Chair, Interpersonal and Small Group Interaction Division, National Communication Association, 1996-1997. (Vice-Chair, 1995-1996)

Chair, Gerald R. Miller Book Award/Franklin M. Knowler Article Award Committee, Interpersonal Small Group Interaction Division, National Communication Association, 1995.

Member, Selection Committee, Gerald Phillips Award for Distinguished Applied Communication Scholarship, National Communication Association, 1995.

- Nominee, President of International Communication Association, 1992.
- Chair, Dissertation Awards Committee, National Communication Association, 1994.  
Member, Dissertation Awards Committee, National Communication Association, 1992-93.
- Chair, Interpersonal Communication Division, International Communication Association, 1986-1988. Board of Directors, 1986-1988. (Vice-Chair, 1984-1986)
- Member, Research Board, National Communication Association, 1979-1982.
- Outstanding Young Teacher Award Committee, Central States Communication Association, 1982.
- Member, Nominating Committee, Health Communication Division, International Communication Association, 1981.
- Member, Nominating Committee, National Communication Association, 1980.
- Chair, Nominating Committee, Interpersonal and Small Group Interaction Division, National Communication Association, 1978.

### ***Editorial Board and Review Activities***

- Editor, *Journal of Applied Communication Research*, 1997-1999.
- Editorial Board, *Journal of Applied Communication Research*, 1985-87, 2000-present (5 terms).
- Editorial Board, *Communication Theory*, 1999-2001, 2001-2003, 2006-2008.
- Editorial Board, *Journal of Communication*, 2000-2002, 2003-2005, 2006-2008.
- Editorial Board, *Communication Monographs*, 1996-1998, 2004-2006.
- Editorial Board, *Communication Education*, 2006-2007.
- Editorial Board, *Western Journal of Communication*, 2000-2002.
- Editorial Board, *Communication Studies*, 2000-2002, 2003-2006, 2007-2009, 2009-2011.
- Editorial Board, *Management Communication Quarterly*, 1999-2002, 2002-2004, 2006-2008, 2009-2011.
- Editorial Board, *Communication Research*, 1999-2002.
- Editorial Board, *Communication Reports*, 1997-1999.
- Editorial Board, *Quarterly Journal of Speech*, 1983-1985.
- Editorial Board, *Progress in Communication Sciences*, 1979-1986.

Editorial Board, *Central States Speech Journal*, 1979-1982.

Editorial Board, *Human Communication Research*, 1976-1979.

Review Board, Special Issues of *Communication Studies*, 1995, 1999, 2002.

Review Board, Special Theory Forum of *Academy of Management Review*, 2011.

Review Board, Special Issue of *The Information Society*, 1995.

Review Board, Special Issue of *Organization Science*, 1997.

Review Board, *The New Handbook of Organizational Communication*, 1996.

Review Board, *The Handbook of Group Communication Theory and Research*, 1997.

Review Board, *The Handbook of Applied Communication*, 2003-2008.

Review Board, *Organizational Communication: Emerging Perspectives (Vol. 7)*, 2000.

Review Board, *Major Works in Organizational Communication (Vols. 1-5)*, 2004-2005.

Reviewer for research manuscripts submitted to *Political Communication*, *Administrative Science Quarterly*, *Journal of Communication*, *Health Communication*, *Western Speech Communication Journal*, *Communication Education*, *Journal of American Forensics Association*, *Journal of Social and Personal Relationships*, *Journal of Language and Social Psychology*, *International Journal of Man-Machine Studies*, *Communication Yearbook*, *Communication Studies*, *Communication Research Reports*, *Journal of Computer-Mediated Communication*, *Journal of Management Studies*, *Academy of Management Journal*, *Communication Methods and Measures*, *Small Group Research*, *Journal of International and Intercultural Communication*, and *Human Relations*. 1977-present.

Referee for research papers submitted for presentation at the annual meetings of the National Communication Association, 1977, 2010; Central States Communication Association, 1977; Western States Communication Association, 1981; International Communication Association, 1977, 1979, 1980, 1983, 1984, 1985, 1996, 1997, 2004, 2005, 2006.

Editorial Board Member: Blackwell Publishers, McGraw-Hill. Occasional reviewer for book proposals, chapters and full manuscripts to Stanford University Press (Organizational Science and Economics), Prentice-Hall; Scott, Foresman and Company; Reston Publishing Company; Harper & Row; Wm. C. Brown Company, Waveland Press, St. Martin's Press, Sage Publications, Oxford Press, John Wiley & Sons, Routledge, 1978-present.

Reviewer for proposals submitted to National Science Foundation (Law and Social Science Program) and National Institutes of Health (Cancer Communication Program), 1982-2002.



***Personnel Review Activities***

Reviews for pre-tenure and assistant professor retention cases, for tenure and substantiation cases, for appointment cases, as well as cases for promotion to associate, full and distinguished professorships, in communication, psychology, and management, at the University of Southern California, Arizona State University, California State University-Fullerton, University of Wisconsin-Milwaukee, Temple University, University of California Santa Barbara, University of South Florida, University of Maryland, University of Colorado-Boulder, University of Colorado-Denver, Loyola University of Chicago, Wheaton College, University of Wisconsin-Madison, Northern Illinois University, University of Missouri, University of California-Davis, Northwestern University, Pennsylvania State University, University of Illinois at Urbana-Champaign, Purdue University, University of Utah, Washington State University, University of Kansas, University of Montana, Michigan Technological University, Texas A&M University, Cleveland State University, State University of New York-Albany, University of Texas-Austin, Rutgers University, Lewis & Clark College, Southern Methodist University, Syracuse University, Miami University of Ohio, University of Georgia, University of Iowa, University of Nebraska-Lincoln, Texas Tech University, Pennsylvania State University-York, University of North Carolina-Charlotte, Ohio State University, University of Oklahoma, Marquette University, University of Miami, University of Montreal, University of California-Irvine, University of Queensland (Australia), University of California-Los Angeles, Hong Kong Baptist University, and Chinese University of Hong Kong. 1981-present.

***Program Review Activities***

Review team member for external reviews of Communication Departments at University of Oklahoma-Norman, University of Nebraska-Lincoln, North Carolina State University, Santa Barbara City College, and Metropolitan State University of Denver.

***Professional Service - Other Activities***

Chair, Planning Committee, Aspen 2011 Meeting: Planning for Engagement with the CDC's Center for Global Health ADC – Planning for Aspen 2012. 2010-11.

Member, Planning Committee, Aspen Conference on Engaged Scholarship in Organizational Communication. 2009-2010, 2011-12, 2012-13.

Member, Best Article Award Committee, Organizational Communication Division, NCA. 2009.

Member, NCA Distinguished Scholars Ad Hoc Committee on Nomination and Election Procedures. 2008.

Member Planning Committee, 25<sup>th</sup> Anniversary Organizational Communication Alta Conference. 2008.

Co-Chair, Advisory Committee on Quantitative Research Series, *Management Communication Quarterly*. 2008.

Member, Planning Team, Aspen 2009 Conference: "The Practice Turn in the Field of Organizational Communication." 2008-2009.

Expert Consultant, *GroupScope* Project: Instrumenting Research on Interaction Networks within Groups in Complex Social Contexts. Noshir Contractor and Scott Poole, Campus Initiative for Research and Scholarship. University of Illinois at Urbana-Champaign. 2007.

Member, External Review Team. Program Review of Department of Communication Studies, University of Nebraska-Lincoln. Lincoln, NE. 1999 and again in 2004.

Expert Consultant, Quality of Worklife Project. University of Montana. 1997.

Advisory Board Member, Master of Arts and Bachelor of Arts (Internet-Based) Degree Programs in Business Communication, Jones International University. Englewood, CO. 1996-present. (Also served as content expert for development of the Team Communication M.A. course [with Sunwolf] in 1996, and for development of the Conflict Management and Negotiation B.A. course [with L. Jansma in 1997 and with J. Waldeck in 1998]).

External Member, Validation Team. Department of Communication Review, Santa Barbara City College. Santa Barbara, CA. 1994.

## UNIVERSITY SERVICE

### *System Service (University of California, 2008-2010)*

Member, University Committee on Academic Personnel (UCAP)

### *Campus Service (UC Santa Barbara, 1990-present)*

Chair, Committee on Academic Personnel (Campus-wide promotions, appointments, retentions). 2009-2010. Vice-Chair in 2008-2009 following two prior years of service (2006-2007, 2007-2008).

Director, Graduate Program in Management Practice (Graduate Division).

Co-Chair, Search for Professor of Technology Management (College of Engineering) 2012-13.

Member, Dean's Search Committee for Endowed Chair in Technology Management (College of Engineering). 4 years

Director, Graduate Program in Management Practice (College of Engineering).

Member, Faculty Steering Committee, Technology Management Program (College of Engineering)

Collaborator, Proposals for New Academic Unit in Technology Management and for M.S. Degree in Technology Management.

Member, Faculty Advisory Committee, Center for Entrepreneurship and Engineering Management.

Member, Young Innovator's and Harold Frank Scholarships Committee (College of Engineering)

Chair, Review Committee for Campus Summer Sessions.

Member, Department Review Committee for Exercise & Sports Studies Program (Division of Social Sciences)

Member, Planning Committee, UCSB Institute for Energy Efficiency

Advisor, University Librarian concerning multi-year construction project (communication campaign)

Featured Speaker, Orientation for New Graduate Students in Social Sciences and Education, Graduate Division.

Consultant on Governance and Organizational Structure, UCSB Foundation Board of Trustees.

Faculty Coordinator, New Media Intern Program, Alumni Association.

Faculty Advisor, Tri-Delta Sorority, UCSB Chapter.

Member, Education and Social Sciences Building Planning Committee.

Member, Search Committee for Development Officer for Division of Social Sciences.

Member, Business School Proposal Committee.

Representative, Faculty Legislature of Academic Senate.

Co-Chair, Campus United Way Campaign.

Chair, Academic Senate Ad Hoc Review Committee for tenure and promotion case.

Member, Academic Senate Ad Hoc Review Committees for numerous promotion cases.

Featured Speaker, Undergraduate Conference on Careers.

Faculty Representative, Freshman Summer Orientation Program.

Faculty Participant, Office of Admissions Campus Visits Program.

Faculty Presenter (for Department), Office of Relations with Schools.

Advisor, Division of Business Services PACT Committee.

Facilitator, Extended Learning Division Strategic Planning Committee.

Faculty Marshall, L&S Commencement Ceremony.

Department Representative, "Major UCSB Major Event" at SBCC.

Steering Committee Member, UCSB Management School Proposal.

Presenter, UCSB "Lunch and Learn Series".

Presenter, Center for Science & Engineering Partnerships, California NanoSystems Institute, UCSB

***Campus Service (University of Illinois, 1976-1990)***

Representative, Academic Senate.

Reviewer for proposals to Research Board.

Institute of Labor and Industrial Relations, Instructor in Management Education Programs.

Commerce College, Instructor in Executive Development Center Programs.

Presentations and workshops for campus groups, including annual High School Leadership Workshop, Housing Division staff, M.B.A. Program students, Office of Student Services staff, Office of Continuing Education staff, School of Basic Sciences and Clinical Medicine Continuing Education Program, Office of Admissions and Records staff, Department of Business Administration, School of Humanities Career Resources Seminar, Office of the Chancellor L.E.A.D. Program, and College of Education.

African-American Studies Program Faculty Search Committee.

Health-Related Education Committee.

Humanities School Public Events Committee.

Dean's Consultative Committee on Research Services Office.

Undergraduate "Individual Programs of Study" Advisor.

***Department Service (UC Santa Barbara, 1990-present)***

Chair (Elected), Department of Communication (1998-2004).

Chair, Curriculum and Scheduling Committee.

Chair, Undergraduate Affairs/Curriculum Committee.

Chair, Open Rank Faculty Search Committee (Race, Ethnicity and Communication)

Member, Graduate Committee.

Area Advisor, Department Graduate Committee.

Advisor: *Interactor*, *Undergraduate Voice*, Communication Careers Association, Lambda Pi Eta.

Instructor, "Presentation Skills for Communication Majors" Workshop.

Speaker, 10th Annual Communication Careers Conference.

Chair, Organizational Communication Faculty Search Committee (3x).

Speaker, 11th Annual Communication Careers Conference.

Co-Convener, Professional Development Luncheon Series for Graduate Students.

Chair, Organizational Communication Curriculum Development Committee.

Chair's Presentations to New Grad Students, and Annual Awards Reception.

Chair, Ad Hoc Committee on Unit 18 Post-Sixth Year Resource Allocation.

Chair, Rules and Policies Committee.

Contributor, Faculty Response to Graduate Students' Climate Report.

Presenter, Department Colloquia Series on Securing Academic Employment.

Annual Presentations, Communication Internship Course.

Annual Presentations, Faculty Research Colloquium for New Graduate Students.

Faculty Representative, Department of Communication Advisory Board.

Instructional Improvement Grant: "Restructuring and Development of the Department of  
Communication Organizational Communication Curriculum".

***Department Service (U of Illinois, 1976-1990 and USC, 1980-1981)***

Co-Founder and Co-Coordinator, Midwest Organizational Communication Mini-conference.

Personnel Committee, Advisory Committee.

Admissions and Financial Aid Committee.

Affirmative Action Officer.

Faculty Search Committee.

Graduate Policy Committee; Undergraduate Policy Committee.

Chair, Organizational and Applied Communication Curriculum Committee.

Chair, Alleged Capricious Grading Committee.

Chair, Research Committee (USC).

Travel Committee (USC).

Faculty Recording Secretary (USC).

## PUBLIC AND COMMUNITY SERVICE

Assisted organizations in business and government. Served as a process consultant and technical advisor, and conducted in-house training programs for Amoco Corporation and its business units, Google AdWords, Goldman Sachs, Morgan Stanley Dean Witter, Travelers Insurance, Kraft, Hyatt Hotels Corporation, The Williams Companies, Dayton Progress Corporation, American Medical Association, TMC Communications, Hartmarx Corporation, United States Air Force, Growmark Corporation, Illinois Power Company, Sallie Mae, O'Melveny and Myers (for IBM), Heidrick & Struggles, Carle Hospital/Clinic Association, Illinois Farm Bureau, Laurel Hill Trucking Company, United States Department of the Interior, Biosource International, ComSystems, Grumman Aircraft Systems, County of Santa Barbara, Patagonia, U.S. Robotics, Merrill Lynch, Premier Cruise Lines, Royal Caribbean Cruise Lines, Ventura County Gain Agency, Santa Barbara Health Initiative, Kaiser Permanente, Farm Credit Administration, Santa Barbara Municipal Airport, Marx Okubo, Seagate Tape Technologies, Biopool International, McGhan Medical, Bodaken & Associates, Raytheon Vision Systems, Siemens Solar, Hartney-Greymont, Davey Tree Company, Modern Management, Advanced Filtration Systems, State Farm Insurance Company, UNUM Insurance Company, 3M Company, Jones Intercable, Santa Barbara Police Department, Bergen Brunswig Corporation, Donaldson, Red Door Interactive Marketing, Electric Motion Systems Lufkin & Jenrette, and BMG. Responsibilities included conducting staffing audits and human resources needs assessments; mediating conflicts among division managers; teambuilding with R&D personnel and with executives; facilitating problem-solving interactions among quality circle participants; coaching individual supervisors seeking to improve relations with subordinates; directing a nationwide survey of personal computer purchasers; leading top management members in a retreat; facilitating management communication in a family-owned trucking firm; assisting engineers with interpersonal process problems in their project groups; teaching management communication "refresher" courses for middle managers; assisting executives, middle managers, and professionals with speech writing and delivery skills; improving Human Resources professionals' consultative skills with internal clients; leadership development; collaborating with line and personnel managers in the design of organizational change interventions for a computer applications group, for several scientific research teams, and for a business services unit; assisting sales managers with presentation skills and providing training for sales representatives; consulting with a national firm concerning the acquisition and restructuring of a technical services subsidiary; working with members of an ESOP organization to improve performance and productivity; troubleshooting organizational communication problems; developing an instrument for assessing team effectiveness and providing group process training to all members of a team management production plant; evaluating and redesigning a major consulting firm's employee opinion surveys; conducting and reporting internal communication audits in a variety of retail, service, and technological organizations; designing and conducting a survey to assess the communication effects of a telecommunication company's decision to centralize operations; designing and implementing an intervention at all management levels for improving internal communication in a utility company; assisting with the implementation of self-directing work teams in a variety of organizations; coaching faculty at a corporate learning center to improve their instructional effectiveness; designing and implementing a program to improve managers' skill in communicating strategic goals to employees; training and facilitating top managers in strategic planning; conducting interpersonal and team skills training for members of cross functional TQM teams; designing the survey and sample design for an organization's efforts to assess its change management communication; coaching executives concerning leadership skills (and consulting with executive development managers concerning the design of a coaching program for their top tier executives); consulting with top management concerning communication plans for reorganization; and developing Internet-based business communication courses in team performance and in managing conflict.

As a former staff member of the University of Illinois Executive Development Center and that university's Labor and Industrial Relations Institute, as a current instructor for the University of California

at Santa Barbara Division of Extended Learning, and as a continuing associate of Communication Research Associates (Berwyn, Pennsylvania), The Aslan Group (Champaign, Illinois), and ConsultTEAM (Santa Barbara, California), conducted workshops on strategic planning, executive leadership, managerial communication, developing high performance work teams, assertive communication, conflict resolution, dialogue, interpersonal effectiveness, group facilitation, and presentational skills. These open enrollment workshops have been attended by executives, managers, supervisors, professionals and support staff from Zenith, Eli Lilly, Gleneagles, IBM, Jaymar-Ruby, DuPont, Continental Ca, Chas. Stevens, International Harvester, Hospital Corporation of America, GTE, Western Electric, Arthur Young, Montgomery Ward, General Foods, Wells Lamont, Washington National Insurance, Bank of America, Osco Drug, Kraft, Pullman Trailmobile, Illinois Blue Cross/Blue Shield, Walgreen Drug, Northern Illinois Gas Company, Illinois Department of Transportation, Whirlpool, Kaiser Aluminum, Illinois Bell Telephone, Walter Heller, Olin Corporation, John Deere Foundry, Owens-Corning, Allied Tube & Chemical, Nature Conservancy, U.S. Navy, Cottage Hospital, City of Thousand Oaks (CA), Santa Barbara (CA) County, City of Santa Barbara (CA), Mid-State Bank, Conejo Valley (CA) Unified School District, Cal Poly-San Luis Obispo, Astro Aerospace, Magellan Geographix, GoJo, Marconi Dynamics, Computer Network, Devereux Schools, Sage Publishing, Micom Communications, Sunshine Floral, Santa Barbara Research Center, U.S. Robotics, Mentor, West Coast Telecommunications, Deutschebank, Standard & Poor, Capitol One, Sargeant Locks, Biosource International, Computer Network, QAD, Dako, Franklin Mint, The Gap, Kinko's, Delco, Merrill Lynch, Ford Motor Company, Rockwell, and Raytheon Corporation.

In conjunction with the Management Training and Development Institute (Washington, D.C., formerly East Lansing, Michigan), conducted or assisted with workshops for international business managers and government administrators from Argentina, Nigeria, Botswana, Lesotho, Jamaica, Indonesia, Kenya, Thailand, South Africa, Uruguay, Guatemala, Nepal, Brazil, Ghana, Republic of China, Philippines, South Korea, Afghanistan, Bangladesh, Turkey, South Vietnam, Uganda, Liberia, Swaziland, Egypt, El Salvador, Trinidad, Zambia, Tanzania, Zaire, Venezuela, Iran, Togo, Mali, Yemen, Zimbabwe, Japan, Singapore, and Ivory Coast.

Consulting experience evaluating communication programs of health organizations, and designing and evaluating programs for health professionals. Served as an evaluation specialist, consultant, technical advisor, and trainer for numerous health-related government agencies, service organizations, and consulting firms, including the National Cancer Institute, Centers for Disease Control and Prevention (Center for Global Health) in connection with Consortium for Engaged Communication Scholars, World Health Organization, Mayo Clinic, American Society of Allied Health Professionals, Santa Barbara Health Initiative, Biospherics, American Medical Association, United States Department of Health and Human Services (Public Health Service), Orange County (CA) Mental Health Association, Center for Health Information, Med-Eval, California State University at Fullerton School of Human Development and Community Service, Simi Valley (CA) Hospital, Mercy Hospice Care Program, Illinois Medical Group Practice Management Association, Champaign County (IL) Mental Health Center, Carle Hospital, American Red Cross, Northern Illinois University Allied Health Professional Development and Dissemination (PRODD) Center, University of Illinois School of Basic Sciences and Clinical Medicine, American Association of Medical Assistants (Illinois Society), Illinois Hospital Association, St. Elizabeth's Hospital (Danville, IL), St. Mary's Hospital, Center for Corporate Health Promotion, Rehabilitation Institute of Chicago, Santa Barbara County (CA) Department of Alcohol, Drug, and Mental Health, and Santa Barbara County (CA) Child Support Services, and Google AdWords (Health Ads Department). Assisted with the design, implementation, and analysis of formative and summative evaluations of: administrative teams and their plans, health education specialists' activities, and health communication programs (e.g., telephone systems for answering inquiries from the public, mass communication campaigns, publicity efforts, continuing education for health professionals). Participated in the design of a behavioral studies unit in a major medical institution; provided training in communication and conflict

management skills for technicians and supervisors in five departments of a hospital laboratory; investigated causes for volunteer turnover in a hospice care program; conducted a staffing audit and organizational assessment of the communications office of a large federal agency; and reviewed dissertation grant applications for a national health care policy agency. Involved with surveys of target groups' health information needs, attitudes, and health practices, he also has done training and development work with health executives, managers, professionals, and lay volunteers. Served as a consultant to federal agency peer review committees, and as an advisor to project officers and to site-visit teams. Studied college students' strategies for intervening in alcohol abuse situations. Served as national project evaluator for a federally funded three-year project to improve the pre-professional training of education and allied health professionals who serve children with disabilities. Worked with team of communication researchers to facilitate introduction of an interaction design model of external communication at a federal agency.

Featured speaker on strategic planning, executive leadership, supervisory communication, motivation, conflict management, presentational skills, group dynamics, innovation and change, team performance, organizational communication, dialogue, intergenerational communication, and interpersonal effectiveness for many non-profit and university groups, including the American Association for the Advancement of Science, chapters of the American Society for Training and Development in Illinois and California, the Delta Kappa Gamma Leadership-Management Institute, Illinois Municipal Clerks Institute, Central Illinois Chapter of the American Society for Training and Development, American Agri-Women, Illinois Federation of Business and Professional Women's Clubs, Professional Secretaries International, National Association of Arborists, Illinois Fire Service Institute, Illinois School Board Association, Illinois Women in Agriculture, Northwest Suburban Jewish Congregation, Executive Club of Champaign County, Illinois Medical Group Practice Management Association, Illinois Trial Court Administrators, Grain and Feed Association of Illinois, Illinois State Graduate School for Savings and Loan Examiners, a Michigan Junior League chapter, Illinois Circuit Court Clerks, and the Midwest Region ERIC. Delivered presentations or conducted workshops for various University of Illinois groups, including the annual High School Leadership Workshop, Housing Division Residence Life staff, M.B.A. Program students, Office of Student Services staff, Office of Admissions and Records staff, Office of Continuing Education staff, School of Basic Sciences and Clinical Medicine continuing education program, Department of Business Administration, College of Education, Department of Psychology, Office of the Chancellor L.E.A.D. and School of Humanities Career Resources Seminar. Performed similar functions with groups at the University of California, including Housing Division, Registrar's Office, Administrative Services, Human Resources, Extended Learning, and Student Entrepreneurship Association. Featured speaker at the UCSB Communication Careers Day, the Undergraduate Careers Conference, and Division of Extended Learning, as well as the Northwestern University Master of Science in Communication Program. In conjunction with UIUC and UCSB undergraduate courses on organizational communication, conducted more than a dozen internal communication audits in county agencies, university departments, non-profit organizations, corporations and small businesses throughout Santa Barbara County (CA) and Champaign County (IL).