

## **William R. Torbert, 1944-**

Professor Emeritus, Wallace E. Carroll School of Management, Boston College  
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### **Current Professional Roles**

Founder, 2012, of Action Inquiry Associates and  
of the Fellowship for Collaborative Developmental Action Inquiry  
Co-creator of the Global Leadership Profile (GLP)  
Consultant to CalPoly SUSTAIN and the University of San Diego  
School of Leadership and Education Sciences  
Host, AIA “Action Inquiry: the Secret of Timely Leadership” Workshops, open to the public  
who have scored at the common number 6, or later, on the GLP, the Kegan S-O-I, the  
Cook-Greuter SCTi/MAP (or, prior to 2012, the Harthill LDP).

### **Education**

B.A., 1965, Yale University, Political Science & Economics,  
magna cum laude, phi beta kappa  
The final 9-week Applied Behavioral Science Internship Program,  
National Training Laboratories, 1970  
Ph.D., 1971, Yale University, Administrative Sciences  
The Gurdjieff Work, 1964-1989  
Innumerable Tavistock Group Relations, Esalen, Shambhala, Integral, SoL, OBTC, Bath U.  
Emergent Approaches to Inquiry, etc. Intense 3-Day to Week-Long 2-loop & 3-loop  
Learning Experiences, as well as the following action and inquiry roles:

### **Prior Positions and Board Memberships**

1962: Legislative Intern, Senator Claiborne Pell (D-RI)  
1963: Surveyor, Rogers Exploration Co., Somalia  
1963-65: Editor, Columnist & Vice-Chairman, Yale Daily News  
1965-66: Associate Director, Yale Summer High School  
1966-68: Founder & Director, Yale Upward Bound Program  
1970-72: Assistant Professor, School of Business, Southern Methodist University  
1972-76: Associate Professor, Graduate School of Education, Harvard University  
1977-78: Founder & President, The Theatre of Inquiry, Inc.  
1978-87: Graduate Dean, School of Management, Boston College  
1986-88: Board member, Organization Behavior Teaching Society  
1988-2008: Full Professor, Carroll School of Management, Boston College  
1989-2009 Board member, Trillium Asset Management  
1992-95: Board member, Pilgrim Health Care  
1995-99: Board Member, Harvard Pilgrim Health Care  
1994-97: Director, Organization Transformation PhD Program, Boston College;  
1994-97: Chair, Organization Development & Change Division,  
Academy of Management  
2008- : Professor Emeritus, Boston College  
2008-10: External Faculty:  
U. of San Diego School of Leadership and Educational Sciences;  
Shambhala Summer Institute

## **Books**

*Being for the Most Part Puppets: Interactions Among Men's Labor, Leisure and Politics*, with Malcolm P. Rogers, Schenkman Publishing, Cambridge MA, 1972.

*Learning from Experience: Toward Consciousness*, Columbia University Press, New York NY, 1973. (also published in Portuguese by the U. of Sao Paulo Press)

*Creating a Community of Inquiry: Conflict, Collaboration, Transformation*, Wiley, London, 1976.

*Managing the Corporate Dream: Restructuring for Long-Term Success*, Dow Jones-Irwin, Homewood IL, 1987.

*The Power of Balance: Transforming Self, Society, and Scientific Inquiry*, Sage Publications, Newbury Park CA, 1991.

*Sources of Excellence: An Unorthodox Inquiry into Quality in Recent U.S. Presidencies, in Business Leadership, in Management Education, in Adam Smith's Ethics, and in Pythagorean Mathematics*, Edge\Work Press, Boston MA, 1993.

*Personal and Organizational Transformations: The True Challenge of Generating Continual Quality Improvement*, with Dalmar Fisher, McGraw-Hill, England, 1995.

*Transforming Social Inquiry, Transforming Social Action*, edited with Francine Sherman, Kluwer Academic Publishers, Boston MA, 2000.

*Personal and Organizational Transformations: Through action inquiry*, (Rev. ed.) with Dalmar Fisher and David Rooke, Edge\Work Press, Boston MA, 2000, 2001, 2003, 2006.

*Action Inquiry: The Secret of Timely and Transforming Leadership*, with Associates. San Francisco CA: Berrett-Koehler Publishers. 2004.

## **Consultancies**

Phillips Academy, Andover MA, 1968

Taft School, Waterbury CT, 1969

Danforth Foundation, St. Louis MO, 1970  
Metropairways, Boston MA, '75-76  
Gillette, Boston MA, 1977  
Odebrecht Construction Co, Salvador Brazil, 1978-1988  
Desktop Software Corporation, Princeton NJ, 1983  
Digital Equipment Corporation, Maynard MA, 1984  
New York State Regents, Albany NY, 1985  
American Rehabilitation Inc., Harrisburg PA, 1986  
Bellcore, Princeton NJ, 1987  
Citizens Energy Corporation, Boston MA, 1988-89  
Boston Management Consortium, Boston MA, 1989-95  
Pilgrim Health Care, 1989-92  
US HomeCare, Westchester NY, '90  
Association of Quality Clubs, 1989-1992  
Lego, 1992  
Volvo (England), 1993  
Croyden College (England), 1993  
PricewaterhouseCoopers (England), 1999  
UBSWarburg (England), 2001  
DeutscheBank International Credit Trading (England), 2001  
National Security Agency, 2003  
Center for Creative Leadership, 2004-2007  
DriveTime, 2005  
Akibia, 2006  
Henry Mayo Newhall Memorial Hospital, 2008  
Maritz, 2008  
Cal Poly University, 2011

## Honors

American History Prize, Phillips Academy, 1961  
All-Ivy League Soccer and American History Prize, Yale, 1965  
Danforth Graduate Fellowship, 1966-70  
Outstanding Professor Award, Southern Methodist University, 1971  
Distinguished Visiting Professor, Oregon State University, 1976  
Alpha Sigma Nu national book award for *Managing the Corporate Dream*, 1988  
Second Place, Nat'l Distinguished Educator in Organizational Behavior Award, 1990  
Teaching Excellence Award, Carroll Grad School of Mgt Alumni Assoc. Award, '91  
Best Article Award. *Management Education and Development*. 1992  
Finalist, AoM Terry Book Award, for *The Power of Balance: Transforming Self, Society and Scientific Inquiry*, 1992.  
OB Division, Academy of Management, Innovative Session Award, for Symposium  
"Creating a Transformational Science," 1998  
One of 18 international scholarly/artistic/practitioner leaders invited to participate in  
Fetzer Institute Working Conference "Toward a Participative Worldview," 1999  
Society for Organizational Learning Research Fellowship, 1999-2000  
Elected, Beta Gamma Sigma, Business Schools Honor Society, 2000  
Distinguished Speaker, Organization Development & Change Div, AoM, 2000  
*Who's Who in the Management Sciences*, 2000  
Raymond Keyes Distinguished Service Award, Carroll School of Management, Boston  
College, 2004  
*Marquis Who's Who in America*, 2005  
2006 AESC Annual Award for Best Published Research on Leadership and Corporate  
Governance, for April 2005 **HBR** article "Seven Transformations of Leadership"

(the AESC is the worldwide Association of Executive Search Consultants).  
2008, Distinguished Speaker or Keynote Leader at:  
1) the Organization Behavior Teaching Conference,  
2) the Shambhala Summer Institute,  
3) the Integral Theory in Action Conference, and  
4) the Academy of Management Organization Development & Change Division.  
5) Recipient of the David Bradford Career Distinguished Educator Award from the  
Organization Behavior Teaching and Management Education Society.  
6) Best Alternative Approach Paper Award, Integral Theory in Action Conference.  
2010, Outstanding Scholar Award, Western Academy of Management,  
*Global Directory of Who's Who (Top Professionals)*

### **Professional Associations**

Academy of Management  
Organizational Behavior Teaching Society  
Society for Values in Higher Education  
Society for Organizational Learning

### **Founding Editorial Board:**

*Journal of Management Learning*      *Journal of Management Inquiry*  
*Academy of Management Learning and Education*  
*Journal of Action Research*      *Journal of Transformative Education*

### **Executive Education Programs** presented at

Harvard, Management of Lifelong Learning Program  
Columbia University  
University of Michigan, Public Utilities Program  
Boston College, Advanced Certificate in Management  
Boston College, International Marketing Institute  
Dom Cabral Executive Training Foundation, Minas Gerais, Brazil  
Executive PhD Program, Benedictine University  
Monitor University  
Arthur D. Little Management Institute  
CEO Forum, Center for Responsible Leadership, Boston College  
Bath University School of Management, UK  
Colorado Tech Advanced Studies Program  
Antioch McGregor Conflict Analysis & Engagement Program  
Authentic Leadership in Action Institute, Canada

### **Courses Taught**

#### at Boston College:

Leadership Workshop (100 students/class, MBA core course on  
philosophy and practice of management, central to program's action learning  
orientation)  
Consulting: Practice and Theory (both as PhD course & as MBA elective)  
Organizational Behavior (introductory undergraduate course)  
Western Cultural Tradition (intensive, year-long undergraduate Arts & Sciences  
Honors course)  
Qualitative Research Methods (PhD course)  
Action Research Methods (PhD course)  
Leadership for Change (year-long action learning executive program)

at Harvard Graduate School of Education:

Organizing: Practice and Theory (120 students/class)  
Philosophy, Politics, and Methodologies in the Social Sciences  
Interpersonal Effectiveness in Administration  
Action Research: Diagnosing and Intervening in Human Systems  
Seminar on Rawls' Theory of Justice  
Seminar on Creating a Community of Inquiry

at Southern Methodist University School of Business

Administrative Seminar I (only required undergraduate course, 360 stud.s/sem)  
Nature of Man (year-long undergraduate Arts & Sciences core course)  
Action Science  
The Future: Institutions, Values, Action Strategies

**Presentations at Professional Meetings** (since 1990, w/o titles or other details)

Academy of Management Meetng, '91, '92, '95, '96, '97, '98, '99, '00, '02, '03, '04, '05, '07, '08.  
Org'l Behavior Teaching Conference, 1985, 1986, 1987, 1988, '93, '96, '06, '08.  
Society for Values in Higher Education, 1988, 1993.  
Society for Research on Adult Development, 1990.  
Interdisciplinary Students of Organization Conference, 1996.  
International Symposium on Organizational Wisdom and Courage, 1996.  
Second International Seminar on Organizational Learning (Brazil), 1997.  
Emerging Approaches to Inquiry Conference (England), 1992, 1998.  
Society for Organizational Learning, 2001, 2002, 2003, 2004.

**Dissertation Committee Member** (or Chair) for students at

Harvard Graduate School of Education	George Washington University
Boston University School of Management	Fielding Institute
Boston College Sociology Department	California Inst of Integral Studies
Boston College School of Education	Bath University Schl of Mngmnt
Boston College Organization Studies Dept.	University of Calgary
University of Lancaster	University of San Diego

**Invited Lectures**

Case Western Reserve University	George Washington University
University of Bath (England)	UCLA
The Ohio State University	University of Illinois
Center for Creative Leadership	Yale University
International Conference on Economic Restructuring in Central Europe	MIT
American Association of Legal Educators	Int'nat Assoc. of Product Dev't
University of Maryland Law School	Fielding Institute
Columbia University Teachers College	Illinois Benedictine
Harvard Negotiation Insight Initiative	Boston University
Mid-West Human Resources Planning Group	Conference Board
Center for Creative Leadership	Government CIO Summit
U.S. Treasury Executive Institute	

### **Selected Other Professional Service since 1987**

Chair, Nomination Committee for Best Paper, Academy of Management Rev., 1987  
University Enrollment Management Committee, Boston College, 1988-89  
Promotion & Tenure Committee, School of Management, Boston College, 1988-90  
National Commission on Graduate Management Education, 1988-90  
Judge, 1996 Moskowitz Prize (for research on socially responsible investments)  
Faculty Advisory Board, Center for Child, Family, and Community Partnerships, Boston College, 1996-98  
External Examiner, PhD in Management, U. of Bath, and MS in Responsibility and Business Practice, U. of Bath UK 2001-04; Fielding Graduate Institute doctoral program; California Institute for Integral Studies doctoral program  
Organizing Committee, International Network for Time, Management, and Organizations Conference, 2002  
Co-Chair, Conference Organizing Committee for:  
SoL/BC Research Greenhouse 4: Rigor and Relevance for the Triple Bottom Line, Boston College, Chestnut Hill MA, January 2004;  
The Future of Time in Management and Organizations, INSEAD Business School, Fontainebleu, France, July 2004

### **Journal Articles and Book Chapters**

Taking the fun out of outfoxing the system. With J. Richard Hackman, in Runkel et al (ed.s), *The Changing College Classroom*. Jossey-Bass: San Francisco CA, 1969.

An experimental selection process. *Journal of Applied Behavioral Science* 9, 2, 331-350, 1973.

Doing Rawls Justice. *Harvard Educational Review* 44, 4, 459-70, 1974.

Pre-bureaucratic and post-bureaucratic stages of organizational development. *Interpersonal Development* 1, 5, 1-25, 1974.

On the possibility of revolution within the boundaries of propriety. *Humanitas* 12, 1, 111-146, 1976.

Essay review of EF Schumacher's A Guide for the Perplexed. *Parabola: Myth and the Quest for Meaning* 2, 4, 104-107, 1977.

Educating toward shared purpose, self-direction and quality work: the theory and practice of liberating structure. *Journal of Higher Education* 49, 2, 109-135, 1978.

Organizing experiential learning. In Byrne, E., & Wolfe, D. (ed.s) *Experiential Learning in Professional Education*. Cox School of Business, Southern Methodist University, 1979.

Interpersonal competence. In Chickering, A. (ed.) *The Modern American College*. Jossey-Bass: San Francisco CA, 1981.

Three chapters in Reason, P. & Rowan, J. (ed.s) *Human Inquiry: A Sourcebook of New Paradigm Research*. Wiley: London, 1981:

Why educational research has been so uneducational: the case for a new model of social science based on collaborative inquiry.

A collaborative inquiry into voluntary metropolitan desegregation.

Empirical, behavioral, theoretical, and attentional research skills necessary for collaborative inquiry.

The role of self-study in improving managerial and institutional effectiveness. *Human Systems Management* 2, 2, 72-82, 1981.

Crossing mother: ideological constraints on organizational improvements (with R. Dunbar & J. Dutton). *Journal of Management Studies*. 19, 1, 91-108, 1982.

Foreword for Jentz, B. *Entry: The Hiring, Start-Up, and Supervision of Administrators*. McGraw-Hill: New York NY, 1982.

Research cultivating Executive Mind, timely action. *ReVision* 4, 1, 1-23, 1983.

Initiating collaborative inquiry. In Morgan, G (ed.) *Beyond Method* Sage Publications: Newbury Park CA, 1983.

Executive Mind, timely action. In Srivastva, S. (ed.) *The Functioning of the Executive Mind*. Jossey-Bass: San Francisco CA, 1984.

On-line reframing: an integrative approach to organizational management. *Organizational Dynamics* 14, 1, 60-79, 1985.

Executive Mind (interview). *Planning Review* 13, 5, 24-27, 1985.

Human development and managerial effectiveness. With Dal Fisher and Keith Merron. *Journal of Group and Organizational Studies* 12, 3, 257-273, 1987.

Meaning making and managerial action. With Dal Fisher and Keith Merron. *Journal of Group and Organizational Studies* 12, 3, 274-286, 1987.

Improving organizational effectiveness. With Dal Fisher. *Eastern Academy of Management Proceedings* 451-454, 1987.

Management education for the 21st century. *Selections* 3, 3, 31-36, 1987.

Education for organizational and community self-management. In Bruyn, S. & Mehan, J. (ed.s) *Beyond Market and State* Temple University Press: Philadelphia PA, 1987.

Rejoinder to 'Teaching MBAs transformational thinking.' In Cameron, K. & Quinn, R. (ed.s) *Paradox and Transformation: Toward a Theory of Change in Organization and Management* Ballinger: Cambridge MA, 1988.

- Leading organizational transformation. In Woodman, R. & Pasmore, W. (ed.s) ***Research in Organizational Change and Development*** (vol. 3). JAI Press, Greenwich CT, 1989. 83-116.
- Reform from the center. In Mitchell, B. & Cunningham, L. (ed.s) ***Educational Leadership and Changing Contexts of Families, Communities, and Schools***. National Society for the Study of Education Yearbook, University of Chicago Press, Chicago IL, 1990.
- (co-author) ***Leadership for a Changing World: The Future of Graduate Management Education***. National Commission Report, Graduate Management Admission Council, 1990.
- Transforming managerial practice: beyond the Achiever stage. With Dal Fisher. In Woodman, R. & Pasmore, W. (ed.s) ***Research in Organizational Change and Development*** (vol. 5). JAI Press, Greenwich CT, 1991.
- Political economy 2001: principles and practices of political economy for the third millenium. ***International Synergy Journal*** 6, 1, 1991.
- Teaching action inquiry. ***Collaborative Inquiry*** (University of Bath, England) 1991.
- The true challenge of generating Continual Quality Improvement. ***Journal of Management Inquiry*** Vol. 1, No. 4, 331-336, 1992.
- Autobiographical awareness as a catalyst for managerial and organizational development. With Dal Fisher. ***Management Education and Development Journal*** Vol. 23, No. 3, 184-198, 1992.
- The good life: good money, good work, good friends, good questions. ***Journal of Management Inquiry*** 3, 1, 58-66, 1994.
- Book review of *The Tacit Organization* by V. Ingersoll & G Adams. In ***Administrative Sciences Quarterly*** 39, 2, 352-355. 1994.
- Cultivating post-formal development: higher stages and contrasting interventions. In M. Miller, et al. (Ed.s) ***Transcendence and Mature Thought in Adulthood***. Lanham MD: Rowman & Littlefield. 1994.
- Managerial learning, organizational learning: a potentially powerful redundancy. ***Journal of Management Learning***. 25, 1, 57-70. 1994.
- Leadership and ethical development: a balance of light and shadow. With B. Lichtenstein & B. Smith. ***Business Ethics Quarterly***. 5, 1, 97-116. 1995
- The 'chaotic' action awareness of tranformational leaders. ***International Journal of Public Administration*** 19, 6, 911-939, 1996.
- Developing courage and wisdom in organizing and in sciencing. In Srivastva, S. (ed.) ***Executive Wisdom and Organizational Change*** San Francisco: The New Lexington Press, 1997.
- Book review of John Heron's *Co-operative Inquiry: Research on the Human Condition* for ***Collaborative Inquiry***, 15, 2-4, 1997.



Book review of Roger Harrison's *Consultant's Journey: A Dance of Work and Spirit* for *Journal of Organizational Change Management*, 10, 3, 280-282, 1997.

Organizational transformation as a function of CEOs' developmental stage. With David Rooke, *Organization Development Journal* 16, 1, 11-29, 1998.

The distinctive questions Developmental Action Inquiry asks. *Journal of Management Learning*. 30, 2, 189-206, 1999.

A group interview with Andy Wilson, Founder and CEO of Boston Duck Tours, and Massachusetts Entrepreneur of the Year. With Jennifer Hartwell. *Journal of Management Inquiry* 8, 2, 183-190, 1999.

Analysis of the Group Interview with Andy Wilson: An Illustration of Interweaving First-, Second-, and Third-Person Research/Practice. With Jennifer Hartwell. *Journal of Management Inquiry* 8, 2, 191-204, 1999.

The CEO's role in organizational transformation. With David Rooke. *Systems Thinker*. 10, 7, 1-5, 1999.

Transforming social science: Integrating quantitative, qualitative, and action research. In Sherman, F. & Torbert, W. (Ed.s). *Transforming Social Inquiry, Transforming Social Action: New Paradigms for Crossing the Theory/Practice Divide* Norwell MA: Kluwer Academic Publishers, 2000.

The challenge of creating a community of inquiry among scholar-consultants critiquing one another's theories-in-practice. In Sherman, F. & Torbert, W. (Ed.s). *Transforming Social Inquiry, Transforming Social Action: New Paradigms for Crossing the Theory/Practice Divide* Norwell MA: Kluwer Academic Publishers, 2000.

The call to bridge knowledge and action: The response of the Boston College doctoral program in organization transformation. In Sherman, F. & Torbert, W. (Ed.s). *Transforming Social Inquiry, Transforming Social Action: New Paradigms for Crossing the Theory/Practice Divide* Norwell MA: Kluwer Academic Publishers, 2000.

The practice of action inquiry. In P. Reason & H. Bradbury (Ed.s), *Handbook of Action Research*. Thousand Oaks CA: Sage, 2000. (Republished in P. Reason & H. Bradbury [Ed.s]. *Handbook of Action Research: Concise Paper back Edition*. London: Sage, 2006.)

A developmental approach to social science: Integrating first-, second-, and third-person research/practice through single-, double-, and triple-loop feedback. *Journal of Adult Development*. 7 (4) 255-268, 2000.

A conversation on leadership. With R. Heifetz & P. Senge. *Reflections: The SoL Journal on Knowledge, Learning, and Change*. 2, 1, 57-68, 2000.

Toward a transformational social science: A further look at the scientific merits of action research. With P. Reason. *Concepts and Transformation*. 6(1), 1-37, 2001.

Toward a participatory worldview: In physics, biology, economics, ecology, medicine, organizations, spirituality, and everyday living. Co-Editor, with P. Reason, two Special Issues of *ReVision*. 23(3-4), 2001.

Ayas, K., Mirvis, P., Roth, G. & Torbert, W. 2001. Learning in performance: How a Dutch company transformed itself. *Reflections*. 2:4, 21-38.

Toward timely action: Through 1<sup>st</sup>-, 2<sup>nd</sup>-, and 3<sup>rd</sup>-person research/practice. Keynote address. *Proceedings of the Fielding Graduate Institute Action Research Symposium* (P. Park & B. Silverman (Ed.s). Alexandria VA: July 2001.

Learning to exercise timely action now: In leading, loving, inquiring, and retiring. E-publication, available from [torbert@bc.edu](mailto:torbert@bc.edu). 2002.

The false duality of work and leisure. With J. Beatty. *Journal of Management Inquiry*. 12, 3, 239-252, 2003.

Transforming inquiry and action: By interweaving 27 flavors of action research. With D. Chandler. *Journal of Action Research*. 1(2): 133-152, 2003.

First-, Second-, and Third-Person Research in Practice. With J. Trullen. *Systems Thinker*. 15(1): 7-8, 2004

Leadership for retaining reduced-hour professionals. With J. Hartwell. Kravis Leadership Institute *Leadership Review*. Winter, 1-14, 2004.

Leading through positive deviance: A developmental action learning perspective on institutional change. With P. Foster. In R. Giacalone, C. Dunn & C. Jurkiewicz (Ed.s) *Positive Psychology in Business Ethics and Corporate Responsibility*. Greenwich CT: Information Age Publishing. 2005, 123-142.

Seven transformations of leadership. With David Rooke. *Harvard Business Review*. 66-76, April 2005.

Timely and transforming leadership inquiry and practice: Toward triple-loop awareness. With A. Starr. *Integral Review* 1,1, 85-97, 2005.

Generating simultaneous personal and organizational development. In J. Gallos (Ed.) *Organization Development: A Reader*. Jossey-Bass, 2006

Toward interdependent organizing and researching. With John McGuire and Charles Palus. In A. Shani, S. Mohrman, W. Pasmore, B. Stymne & N. Adler (Eds) *Handbook of Collaborative Management Research*. New York: Sage, 2007.

A developmental model of leadership. In R. Volckmann (Ed.) *Insights on Leadership, Vol 2: Leading in Organizations*. Pacific Grove CA: Integral Leadership Review. 59-73. 2007.

Action inquiry: Interweaving multiple qualities of attention for timely action. With Steven Taylor. In P. Reason & H. Bradbury (Ed.s) *Handbook of Action Research, 2<sup>nd</sup> Edition*. London: Sage, 2008.

Making research/interventions in our field: A modest proposal for ASQ and AMJ. In D. Barry and H. Hansen (Ed.s) *Handbook of New Approaches to Organization Studies*. Forthcoming, NY: Sage, 2008.

Reliability and validity tests of the Harthill Leadership Development Profile in the context of *Developmental Action Inquiry* theory, practice and method. With Reut Livne-Tarandach. *Integral Review*. 5 (2) 133-151. 2009.

Developmental Action Inquiry: A distinct integral approach that integrates theory, practice, and research in action. With Elaine Herdman Barker, Reut Livne-Tarandach, David McCallum, and Aliko Nicolaidis. In S. Esbjorn-Hargens et al (Ed.s) *Integral Theory in Action*. Albany NY: SUNY Press. 2010.

Developing the 'Developmental Action Inquiry' approach to teaching and action researching: Through integral first-, second-, and third-person methods in education. With Erica Steckler. In S. Esbjorn-Hargens et al (Ed.s) *Integral Education*. Albany NY: SUNY Press. 2010.

Edited excerpts from *The Power of Balance* (Torbert, 1991). *Integral Review*. 6 (1) 208-236. 2010.

Generating and measuring practical differences in leadership performance at postconventional action-logics: Developing the *Harthill Leadership Development Profile*. With Elaine Herdman Barker. In A. Pfaffenberger, P. Marko & A. Coombs (Eds.) *The Postconventional Personality: Assessing, Researching, and Theorizing Higher Development*. Albany NY: SUNY Academic Press. 2011.

Thoughts from William R. Torbert. *Journal of Management Inquiry*. 20(2), 188-192, 2011. (Part of a dialog among D.Hannah, A. Peredo, T. Mitchell, and J. Osland on Rethinking Management Education and Scholarship, 178-195.)

Listening into the dark: An essay testing the validity and efficacy of Collaborative Developmental Action Inquiry for describing and encouraging the transformation of self, society, and scientific inquiry. Invited paper for the Symposium on Research Across Boundaries, University of Luxembourg, June 2010. Accepted *Integral Review* for 2012.