

J. Richard Hackman

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Education

- 1946-1958 Public schools, Virginia, Illinois
- 1958-1962 MacMurray College, Jacksonville, Illinois
A.B., cum laude, major: mathematics; minors: psychology and physics
- 1962-1966 University of Illinois, Urbana, Illinois
M.A., Ph.D., major: social psychology; minors: sociology and psychological measurement

Academic and Research Positions

- 1964-1966 Research Associate, Tri-College Study of Student Persistence, U.S. Office of Education
- 1966-1978 Assistant Professor, Associate Professor of Administrative Sciences and of Psychology, Yale University
- 1978-1986 Professor of Organizational Behavior and of Psychology, Yale University
- 1980-1981 Visiting Research Scientist (Institute for Social Research) and Visiting Professor of Psychology, University of Michigan
- 1985-1986 William N. and Marie A. Beach Professor of Administrative Sciences, Yale University
- 1986-2004 Cahners-Rabb Professor of Social and Organizational Psychology, Harvard University
- 1999 Visiting Scholar, Department of Psychology, Yale University
- 2005- Edgar Pierce Professor of Social and Organizational Psychology, Harvard University

Fellowships and Awards

- 1966 Creative Talent Award, American Institutes for Research, in the field of Measurement and Evaluation: Individual and Group Behavior
- 1968 Distinguished Alumnus Award, MacMurray College
- 1972 Cattell Award, American Psychological Association
- 1974 Elected Fellow, Division 14 (Industrial and Organizational Psychology) of the American Psychological Association
- 1974 James McKeen Cattell Fellowship for sabbatical study
- 1977 Elected Fellow, Division 8 (Personality and Social Psychology) of the American Psychological Association
- 1989 Charter Fellow, American Psychological Society
- 1990 Academy of Management Award for Best Paper Published in Organizational Behavior
- 1992 Distinguished Scientific Contribution Award, Division 14 of the American Psychological Association
- 1996 Distinguished Educator Award, Academy of Management
- 1997 Distinguished Scholar Award, Academy of Management
- 1998 Hewlett Fellow, Center for Advanced Study in the Behavioral Sciences, Stanford University
- 2002 Mendelsohn Excellence in Mentoring Award, Harvard Graduate School
- 2004 Terry Book Award, Academy of Management, for the book (*Leading Teams*) that has made the most outstanding contribution to the advancement of management knowledge
- 2005 American Psychological Association Distinguished Scientist Lecturer
- 2008 "Group Psychologist of the Year" Award, Group Dynamics division, American Psychological Association

Professional Societies

American Psychological Association
Association for Psychological Science
Society of Experimental Social Psychology
Academy of Management

Editorial and Professional Activities

- 1971-1984 Editorial Board, *Organizational Behavior and Human Performance*
- 1976 Section Editor, *Handbook of Industrial and Organizational Psychology*
- 1979-1981 Chair, American Psychological Association project on innovations in methodology for organizational research
- 1979-1983 Editorial Board, *Journal of Social Issues*
- 1980- Editorial Board, *Journal of Organizational Behavior*
- 1983-1986 Study Group on Psychology and Human Performance, Committee on Space Biology and Medicine, National Academy of Sciences
- 1984-1985 Editorial Board, *Journal of Personality and Social Psychology*
- 1984-1990 Editorial Board, Center for Creative Leadership
- 1984-1987 Editorial Board, *Frontiers of Industrial and Organizational Psychology*

- 1985 Master Lecture on "Psychology and Work," American Psychological Association Convention
- 1987-1990 Editorial Board, Harvard Business School Press
- 1996-2005 Editorial Board, *Psychological Review*
- 1999- Editorial Board, *Journal of Applied Behavioral Science*
- 2006- Editorial Board, *Human Relations*
- 2009- Editorial Board, *Organizational Psychology Review*

Governing and Advisory Boards

- 1965-1977 Board of Trustees, MacMurray College
- 1977-1979 Advisory Board, American Center for the Quality of Work Life
- 1977-1984 Advisory Board, Power and Systems Training
- 1978-1986 Academic Advisory Committee, Work in America Institute
- 1979-1980 Board of Directors, New England Cooperative Training Institute
- 1979-1982 Board of Scientific Affairs, American Psychological Association
- 1979-1982 Board of Governors, Center for Creative Leadership
- 1984-1989 Research Advisory Committee, National Center for Employee Ownership
- 1985-1993 Board of Directors, The Brass Ring
- 1995-1997 General Advisory Board, and Chair of the Research Advisory Committee, Symphony Orchestra Institute
- 1999- Intelligence Science Board, Office of the Director of National Intelligence
- 2007- Board of Trustees, Orpheus Chamber Orchestra

Major University Responsibilities

- Yale University Commission on Governance of the University
- President's Committee on the Status of Minority Students in the Yale Graduate and Professional Schools
- Provost's Committee on Support for Research in the Social Sciences
- Yale College Teaching and Learning Committee (Chair)
- Yale University Social Science Degree Committee (Chair)
- Director of Graduate Studies, Yale University Doctoral Program in Organizational Behavior
- Search Committee for Dean of Yale School of Management
- Executive Committee, Yale University Institution for Social and Policy Studies
- Program and Admissions Committee, Joint Doctoral Program in Organizational Behavior, Harvard University (Chair)
- Human Subjects Committee, Faculty of Arts and Sciences, Harvard University (Chair)
- Standing Committee on Information Technology, Harvard University (Chair)
- Steering Committee, Harvard Mind-Brain-Behavior Initiative
- Provost's Task Force on Science and Technology, Harvard University
- Senior Faculty (joint appointment), Kennedy School of Government

Primary Research Interests

Richard Hackman conducts research on a variety of topics in social and organizational psychology, including team dynamics and performance, leadership effectiveness, and the design of self-managing teams and organizations. He has studied group and organizational factors that shape the behavior and performance of aircraft flightdeck crews; leadership, organizational dynamics, and player engagement in professional symphony and chamber orchestras; and the dynamics and performance of analytic teams in the U.S. intelligence community.

Recent projects include development and validation of methodologies for diagnosing the strengths and weaknesses of work teams, development and test of a theoretical model of team coaching, a book that explores the special dynamics of senior leadership teams, empirical investigation of the joint impact of neurocognitive processes and social interaction on teamwork, and development of educational materials for use in enhancing the leadership of groups that generate creative products or performances in real time.

Teaching Experience

Introduction to Psychology	Personality and Social Psychology
Advanced Social Psychology	Leadership and Group Performance
Personality, Groups, and Organizations	Individual Behavior in Organizations
Social Psychology of Organizations	Task and Work Design
Managing Teams in Organizations	Research Methodology
Professional Issues in Organizational Behavior	Psychological Measurement
Design of Organizations for Self-Management	Statistics

Pedagogical Materials

The London Symphony Orchestra (with Erin Lehman and Adam Galinsky). (1995). A teaching case on leadership and group dynamics in a self-governing musical organization.

Overhead Reduction Task Force (with Ruth Wageman). (2001). A video enactment and accompanying written case for use in analyzing team coaching behaviors and the development of leadership skills.

Orpheus Chamber Orchestra (with Erin Lehman). (2002). A video-based case on shared leadership and group creativity in a conductorless musical ensemble.

Books

- Porter, L. W., Lawler, E. E., & Hackman, J. R. (1975). *Behavior in organizations*. New York: McGraw-Hill.
- Hackman, J. R., Lawler, E. E., & Porter, L. W. (Eds.). (1977). *Perspectives on behavior in organizations*. New York: McGraw-Hill. (Revised edition, 1983).
- Hackman, J. R., & Suttle, J. L. (Eds.). (1977). *Improving life at work: Behavioral science approaches to organizational change*. Santa Monica, CA: Goodyear.
- Nadler, D. A., Hackman, J. R., & Lawler, E. E. (1979). *Managing behavior in organizations*. Boston: Little-Brown.
- Hackman, J. R., & Oldham, G. R. (1980). *Work redesign*. Reading, MA: Addison-Wesley.
- Hackman, J. R. (Series Ed.). (1982). *Studying organizations: Innovations in methodology* (six monographs). Beverly Hills, CA: Sage.
- Hackman, J. R. (Ed.). (1990). *Groups that work (and those that don't)*. San Francisco: Jossey-Bass.
- Hackman, J. R. (2002). *Leading teams: Setting the stage for great performances*. Boston: Harvard Business School Press.
- Wageman, R., Nunes, D. A., Burruss, J. A., & Hackman, J. R. (2008). *Senior leadership teams: What it takes to make them great*. Boston: Harvard Business School Press.
- Hackman, J. R. (2010). *Collaborative intelligence: Using teams to solve hard problems*. Under review.

Articles and Chapters in Books

- Hackman, J. R., Jones, L. E., & McGrath, J. E. (1967). A set of dimensions for describing the general properties of group-generated written passages. *Psychological Bulletin*, *67*, 379-390.
- Hackman, J. R. (1968). Effects of task characteristics on group products. *Journal of Experimental Social Psychology*, *4*, 162-187.
- Hackman, J. R., & Anderson, L. R. (1968). The strength, relevance and source of beliefs about an object in Fishbein's attitude theory. *Journal of Social Psychology*, *76*, 55-67.
- Hackman, J. R., & Porter, L. W. (1968). Expectancy theory predictions of work effectiveness. *Organizational Behavior and Human Performance*, *3*, 417-426.

- Hackman, J. R., & Torbert, W. R. (1968, May). Educational experimentation: A case history. *Yale Alumni Magazine*.
- Hackman, J. R. (1969). The nature of the task as a determiner of job behavior. *Personnel Psychology*, 22, 435-444.
- Hackman, J. R. (1969). Toward understanding the role of tasks in behavioral research. *Acta Psychologica*, 31, 97-128.
- Lawler, E. E., & Hackman, J. R. (1969). The impact of employee participation in the development of pay incentive plans: A field experiment. *Journal of Applied Psychology*, 53, 467-471.
- Morris, C. G., & Hackman, J. R. (1969). Behavioral correlates of perceived leadership. *Journal of Personality and Social Psychology*, 13, 350-361.
- Torbert, W. R., & Hackman, J. R. (1969). Taking the fun out of outfoxing the system. In P. J. Runkel, R. Harrison, & M. Runkel (Eds.), *The changing college classroom* (pp. 156-181). San Francisco: Jossey-Bass.
- Wiggins, N., Blackburn, M., & Hackman, J. R. (1969). The prediction of first year graduate success in psychology: Peer ratings. *The Journal of Educational Research*, 63, 81-85.
- Hackman, J. R. (1970). Tasks and task performance in research on stress. In J. E. McGrath (Ed.), *Social and psychological factors in stress* (pp. 202-237). New York: Holt, Rinehart & Winston.
- Hackman, J. R., & Dysinger, W. S. (1970). Commitment to college as a factor in student attrition. *Sociology of Education*, 43, 311-324.
- Hackman, J. R., & Dysinger, W. S. (1970). Reactions to college withdrawal. *Journal of Experimental Education*, 38, 23-31.
- Hackman, J. R., & Vidmar, N. J. (1970). Effects of size and task type on group performance and member reactions. *Sociometry*, 33, 37-54.
- Hackman, J. R., Wiggins, N., & Bass, A. R. (1970). Prediction of long-term success in doctoral work in psychology. *Educational and Psychological Measurement*, 30, 365-374.
- Hackman, J. R., & Lawler, E. E. (1971). Employee reactions to job characteristics. *Journal of Applied Psychology Monograph*, 55, 259-286.
- Lawler, E. E., & Hackman, J. R. (1971). Corporate profits and employee satisfaction: Must they be in conflict? *California Management Review*, 14, 46-55.

- Schefflen, K. C., Lawler, E. E., & Hackman, J. R. (1971). The long-term impact of employee participation in the development of pay incentive plans: A field experiment revisited. *Journal of Applied Psychology*, 55, 182-186.
- Vidmar, N. J., & Hackman, J. R. (1971). Inter-laboratory generalizability of small group research. *Journal of Social Psychology*, 83, 129-139.
- Lawler, E. E., Hackman, J. R., & Kaufman, S. (1973). Effects of job redesign: A field experiment. *Journal of Applied Social Psychology*, 3, 49-62.
- Hackman, J. R., & Kaplan, R. E. (1974). Interventions into group process: An approach to improving the effectiveness of groups. *Decision Sciences*, 5, 459-480.
- Frank, L. L., & Hackman, J. R. (1975). A failure of job enrichment: The case of the change that wasn't. *Journal of Applied Behavioral Science*, 11, 413-436.
- Frank, L. L., & Hackman, J. R. (1975). Effects of interviewer-interviewee similarity on interviewer objectivity in college admissions interviews. *Journal of Applied Psychology*, 60, 356-360.
- Hackman, J. R., Is job enrichment just a fad? (1975, September-October). *Harvard Business Review*, 129-138.
- Hackman, J. R. (1975). On the coming demise of job enrichment. In E. L. Cass & F. G. Zimmer (Eds.), *Man and work in society* (pp. 97-115). New York: Van Nostrand Reinhold.
- Hackman, J. R., & Morris, C. G. (1975). Group tasks, group interaction process, and group performance effectiveness: A review and proposed integration. In L. Berkowitz (Ed.), *Advances in experimental social psychology* (Vol. 8, pp. 1-55). New York: Academic Press.
- Hackman, J. R., & Oldham, G. R. (1975). Development of the Job Diagnostic Survey. *Journal of Applied Psychology*, 60, 159-170.
- Hackman, J. R., Oldham, G. R., Janson, R., & Purdy, K. (1975). A new strategy for job enrichment. *California Management Review*, 17(4), 57-71.
- Hackman, J. R. (1976). Group influences on individuals in organizations. In M. D. Dunnette (Ed.), *Handbook of industrial and organizational psychology* (pp. 1455-1525). Chicago: Rand-McNally.
- Hackman, J. R., Brousseau, K. R., & Weiss, J. A. (1976). The interaction of task design and group performance strategies in determining group effectiveness. *Organizational Behavior and Human Performance*, 16, 350-365.

Hackman, J. R., & Oldham, G. R. (1976). Motivation through the design of work: Test of a theory. *Organizational Behavior and Human Performance*, 16, 250-279.

Oldham, G. R., Hackman, J. R., & Pearce, J. L. (1976). Conditions under which employees respond positively to enriched work. *Journal of Applied Psychology*, 61, 395-403.

Hackman, J. R. (1977). Work design. In J. R. Hackman & J. L. Suttle (Eds.), *Improving life at work: Behavioral science approaches to organizational change* (pp. 96-162). Santa Monica, CA: Goodyear.

Wolf, G. W., & Hackman, J. R. (1977). Group tasks. In B. J. Wolman (Ed.), *International encyclopedia of neurology, psychology, psychoanalysis and psychiatry* (Vol. V). New York: Van Nostrand Reinhold.

Hackman, J. R. (1978). The design of self-managing work groups. In B. King, S. S. Streufert & F. E. Fiedler (Eds.), *Managerial control and organizational democracy* (pp. 61-91). Washington, DC: Winston & Sons.

Hackman, J. R. (1978, Summer). The design of work in the 1980s. *Organizational Dynamics*, 3-17.

Hackman, J. R., & Morris, C. G. (1978). Group process and group effectiveness: A reappraisal. In L. Berkowitz (Ed.), *Group processes* (pp. 57-66). New York: Academic Press.

Hackman, J. R., Pearce, J. L., & Wolfe, J. C. (1978). Effects of changes in job characteristics on work attitudes and behaviors: A naturally-occurring quasi-experiment. *Organizational Behavior and Human Performance*, 21, 289-304.

Lee, M. D., & Hackman, J. R. (1979). *Job redesign: A strategy for change*. Scarsdale, NY: Work in America Institute.

Oldham, G. R., Hackman, J. R., & Stepina, L. P. (1979). Norms for the Job Diagnostic Survey. *JSAS Catalog of Selected Documents in Psychology*, 9(14). (Ms. No. 1819)

Hackman, J. R. (1980). Changing views of motivation in work groups. In K. D. Duncan, M. M. Gruneberg, & D. Wallis (Eds.), *Changes in working life* (pp. 389-402). London: John Wiley & Sons.

Hackman, J. R. (1980). Work redesign and motivation. *Professional Psychology*, 11, 445-455.

Oldham, G. R., & Hackman, J. R. (1980). Work design in organizational context. In B. M. Staw & L. L. Cummings (Eds.), *Research in organizational behavior* (Vol. 2, pp. 247-278). Greenwich, CT: JAI Press.

- Hackman, J. R. (1981). Sociotechnical systems theory: A commentary. In A. Van de Ven & W. Joyce (Eds.), *Perspectives on organization design and behavior* (pp. 19-87). New York: Wiley-Interscience.
- Hackman, J. R. (1981). Work redesign for organization development. In H. Meltzer (Ed.), *Making organizations humane and productive* (pp. 373-387). New York: John Wiley & Sons.
- Oldham, G. R., & Hackman, J. R. (1981). Relationships between organization structure and employee reactions: Comparing alternative frameworks. *Administrative Science Quarterly*, 25, 66-83.
- Saglio, J. H., & Hackman, J. R. (1982). *The design of governance systems for small worker cooperatives*. Somerville, MA: Industrial Cooperative Association.
- Hackman, J. R., & Morris, C. G. (1983). Group tasks, group interaction, and group performance effectiveness. In H. H. Blumberg, A. P. Hare, V. Kent & M. Davies (Eds.), *Small groups and social interaction* (pp. 331-345). Chichester, UK: John Wiley & Sons.
- Hackman, J. R. (1984). Psychological contributions to organizational productivity: A commentary. In A. P. Brief (Ed.), *Productivity research in the behavioral and social sciences* (pp. 207-226). New York: Praeger.
- Hackman, J. R. (1984). The transition that hasn't happened. In J. R. Kimberly & R. E. Quinn (Eds.), *New futures: The challenge of managing corporate cultures* (pp. 29-59). Homewood, IL: Dow Jones-Irwin.
- Hackman, J. R. (1985). Doing research that makes a difference. In E. E. Lawler, A. M. Mohrman, S. A. Mohrman, G. E. Ledford, & T. G. Cummings (Eds.), *Doing research that is useful for theory and practice* (pp. 126-175). San Francisco: Jossey-Bass.
- Hackman, J. R. (1985). The commitment model: From "whether" to "how." In K. B. Clark, R. H. Hayes, & C. Lorenz (Eds.), *The uneasy alliance: Managing the productivity-technology dilemma* (pp. 267-277). Boston: Harvard Business School Press.
- Hackman, J. R. (1986). Group level issues in the design and training of cockpit crews. In H. H. Orlady & H. C. Foushee (Eds.), *Proceedings of the NASA/MAC workshop on cockpit resource management*. Moffett Field, CA: NASA-Ames Research Center.
- Hackman, J. R. (1986). The psychology of self-management in organizations. In M. S. Pallack & R. O. Perloff (Eds.), *Psychology and work: Productivity, change, and employment* (pp. 89-136). Washington, DC: American Psychological Association.
- Hackman, J. R., & Walton, R. E. (1986). Leading groups in organizations. In P. S. Goodman (Ed.), *Designing effective work groups* (pp. 72-119). San Francisco: Jossey-Bass.

- Walton, R. E., & Hackman, J. R. (1986). Groups under contrasting management strategies. In P. S. Goodman (Ed.), *Designing effective work groups* (pp. 168-201). San Francisco: Jossey-Bass.
- Hackman, J. R. (1987). A new strategy for job enrichment: Retrospective comment. In L. E. Boone & D. D. Bowen (Eds.), *The great writings in management and organizational behavior* (2nd ed.). New York: Random House.
- Hackman, J. R. (1987). The design of work teams. In J. Lorsch (Ed.), *Handbook of organizational behavior* (pp. 315-342). Englewood Cliffs, NJ: Prentice-Hall.
- Hackman, J. R., & Helmreich, R. L. (1987). Assessing the behavior and performance of teams in organizations: The case of air transport crews. In D. R. Peterson & D. B. Fishman (Eds.), *Assessment for decision* (pp. 283-313). New Brunswick, NJ: Rutgers University Press.
- Kulik, C. T., Oldham, G. R., & Hackman, J. R. (1987). Work design as an approach to person-environment fit. *Journal of Vocational Behavior*, *31*, 278-296.
- Hackman, J. R. (1988). On seeking one's clinical voice: A personal account. In D. N. Berg & K. K. Smith (Eds.), *The self in social inquiry* (pp. 193-212). Newbury, CA: Sage.
- Hackman, J. R. (1989). *Becoming: A powerful theory*. *Academy of Management Review*, *14*, 289-292.
- Gersick, C. J. G., & Hackman, J. R. (1990). Habitual routines in task-performing teams. *Organizational Behavior and Human Decision Processes*, *47*, 65-97.
- Hackman, J. R. (1992). Group influences on individuals in organizations. In M. D. Dunnette & L. M. Hough (Eds.), *Handbook of industrial and organizational psychology* (Vol. 3, pp. 1455-1525). Palo Alto: Consulting Psychologists Press.
- Hackman, J. R. (1992). Time and transitions. In P. J. Frost & R. E. Stablein (Eds.), *Doing exemplary research* (pp. 73-78). Newbury Park, CA: Sage.
- Hackman, J. R. (1992, 1993). Rethinking crew resource management. *Air Line Pilot*. Part I: Flight deck crews as teams (December, 1992). Part II: The captain as team leader (January, 1993). Part III: The organizational context (February, 1993).
- Hackman, J. R. (1993). Teams, leaders, and organizations: New directions for crew-oriented flight training. In E. L. Wiener, B. G. Kanki, & R. L. Helmreich (Eds.), *Cockpit resource management* (pp. 47-69). Orlando, FL: Academic Press.
- Allmendinger, J., & Hackman, J. R. (1994). Akzeptanz oder Abwehr? Die Integration von Frauen in professionelle Organisationen. *Koelner Zeitschrift fuer Soziologie und Sozialpsychologie*, *46*, 238-258.

- Hackman, J. R. (1994). Trip wires in designing and leading work groups. *The Occupational Psychologist*, 23, 3-8.
- Hackman, J. R. (1994, November-December). The team that wasn't: Commentary. *Harvard Business Review*, 28-30.
- Allmendinger, J., & Hackman, J. R. (1995). The more, the better? A four-nation study of the inclusion of women in symphony orchestras. *Social Forces*, 74, 423-460.
- Hackman, J. R. (1995). Self-management/Self-managed teams. In N. Nicholson (Ed.), *Encyclopedic dictionary of organizational behavior*. Oxford, UK: Blackwell.
- Hackman, J. R. (1995). Team training. *Contemporary Psychology*, 40, 128-129.
- Hackman, J. R. (1995, January-February). The empowerment effort that came undone: Commentary. *Harvard Business Review*, 26-28.
- Hackman, J. R., & Wageman, R. (1995). Total Quality Management: Empirical, conceptual, and practical issues. *Administrative Science Quarterly*, 40, 309-342.
- Allmendinger, J., & Hackman, J. R. (1996). Organizations in changing environments: The case of East German symphony orchestras. *Administrative Science Quarterly*, 41, 337-369.
- Allmendinger, J., Hackman, J. R., & Lehman, E. V. (1996). Life and work in symphony orchestras. *The Musical Quarterly*, 80, 194-219.
- Allmendinger, J., & Hackman, J. R. (1997). Die Freiheit wird uns in die Pflicht nehmen: Der Einfluss von Regimewechseln auf Orchester und ihre Mitglieder. In J. Gerhards (Hrsg.), *Soziologie der Kunst: Produzenten, Vermittler und Rezipienten*. Wiesbaden: Westduetscher Verlag.
- Hackman, J. R. (1998). Why teams don't work. In R. S. Tindale et al., (Eds.). *Theory and research on small groups* (pp. 245-267). New York: Plenum. (Abridged version in *Leader to Leader*, Winter 1998, 24-31.)
- Hackman, J. R. (1998). What is happening to professional work? *Perspectives on Work*, 2, 4-6.
- Hackman, J. R., & Banaji, M. R. (1999). Genuine social interaction: Investigations of mind and group. *Contemporary Psychology*, 44, 204-206.
- Hackman, J. R. (1999). Thinking differently about context. In R. Wageman (Ed.), *Groups in context* (pp. 233-247). Stamford, CT: JAI Press.
- Allmendinger, J., & Hackman, J. R. (1999). Mitigating the stress of gender recomposition: A cross-institutional, cross-national analysis. In U. Pasero & F. Braun (Hrsg.),

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- Hackman, J. R. (2002, July). New rules for team building. *Optimize*, 50-62.
- Hackman, J. R. (2003). Ein alternativer Blick auf Gruppen in Organisationen. *Kölner Zeitschrift für Soziologie und Sozialpsychologie*, 42, 245-259.
- Hackman, J. R. (2003). Learning more from crossing levels: Evidence from airplanes, orchestras, and hospitals. *Journal of Organizational Behavior*, 24, 1-18.
- Hackman, J. R., & O'Connor, M. (2004). *What makes for a great analytic team? Individual vs. team approaches to intelligence analysis*. Washington, DC: Intelligence Science Board, Office of the Director of Central Intelligence.
- Hackman, J. R. (2004). What makes for a great team? *APA Science Briefs*, 18(5).
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- Hackman, J. R., & Wageman, R. (2005). A theory of team coaching. *Academy of Management Review*, 30, 269-287.
- Oldham, G. R., & Hackman, J. R. (2005). How job characteristics theory happened. In K. G. Smith & M. A. Hitt (Eds.), *Great minds in management: The process of theory development* (pp. 151-170). Oxford, UK: Oxford University Press.
- Wageman, R., Hackman, J. R., & Lehman, E. V. (2005). The Team Diagnostic Survey: Development of an instrument. *Journal of Applied Behavioral Science*, 41, 373-398.
- Hackman, J. R. (2006). CEO as process consultant. *Academy of Management Perspectives*, 20, 122-125.

- Hackman, J. R. (2007, Winter). Choice. *Sonorities*, 41-44.
- Hackman, J. R., & Wageman, R. (2007). Asking the right questions about leadership. *American Psychologist*, 62, 43-47.
- Woolley, A. W., Hackman, J. R., Jerde, T. E., Chabris, C.F., Bennett, S. L., & Kosslyn, S. M. (2007). Using brain-based measures to compose teams: How individual capabilities and team collaboration strategies jointly shape performance. *Social Neuroscience*, 2, 96-105.
- Hackman, J. R., & Edmondson, A. C. (2008). Groups as agents of change. In T. Cummings (Ed.), *Handbook of organization development* (pp. 167-186). Thousand Oaks, CA: Sage.
- Woolley, A. W., Gerbasi, M. E., Chabris, C.F., Kosslyn, S. M., & Hackman, J. R. (2008). Bringing in the experts: How team composition and collaborative planning jointly shape analytic effectiveness. *Small Group Research*, 39, 352-371.
- Hackman, J. R. (2009). Obituary: Joseph E. McGrath. *American Psychologist*, 64, 217.
- Hackman, J. R. (2009). Repairing pairs. *Negotiation Journal*, 25, 587-592.
- Hackman, J. R. (2009). The perils of positivity. *Journal of Organizational Behavior*, 30, 309-319. Also: The point of POB: Rejoinder (pp. 321-322, same issue).
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- Hackman, J. R. (2010). What is this thing called leadership? In N. Nohria & R. Khurana (Eds.), *Handbook of leadership theory and practice* (pp. 107-116). Boston: Harvard Business School Press.
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