

Jan. 2010

**ROBERT E. COLE**  
**CURRICULUM VITAE**

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**PERSONAL**

Birthplace New York City  
Marital Status: Married  
Home city: Oakland, CA

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**EDUCATION**

Hobart College, B.A. in Economics, 1959.

University of Illinois, M.A. in Labor & Industrial Relations, 1962; Ph.D. in Sociology, 1968.

**LANGUAGES**

Japanese, Swedish.

**ACADEMIC WORK EXPERIENCE**

Asst. Professor of Sociology, University of Michigan, 1967-71.

Assoc. Professor of Sociology, University of Michigan, 1972-78.

Professor of Sociology, University of Michigan, 1978-1990.

Professor of Business Administration, University of Michigan, 1985-1990.

Professor of Business Administration and Sociology, University of California, Berkeley, 1990-2002.

Professor Emeritus, School of Business Administration and Department of Sociology, University of California, Berkeley. 2003-

Co-Director Management of Technology Program, Haas School of Business (joint with College of Engineering) 1997-2006

Omron Distinguished Professor of Management of Technology, Director of Management of Technology Program, Doshisha Management School, Kyoto, Japan 2003-2006

Visiting Researcher, ITEC, Doshisha University, 2007-present.

## AWARDS, GRANTS

Bobbs Merrill Award, University of Illinois, Outstanding Student in Sociology, 1964.

Phi Kappa Phi Honorary Society, 1964.

Keio-Illinois Project Grant, 1964; Study Japanese at Stanford University; Spent two years in Japan, 1965-66 (Ford Foundation).

Elma Castor Award, University of Illinois Sociology Department, 1967-68; Best Dissertation.

University of Michigan, Center for Japanese Studies (Ford Foundation), 1969; Summer spent in Japan designing Comparative Work History Project.

Horace H. Rackham School of Graduate Studies, University of Michigan, 1969-70; Faculty Research Fellowship and Research Grant. Support for Japanese counterpart to Detroit Area Study.

Detroit Area Study Project of the Department of Sociology, University of Michigan, 1970; Carry out Detroit portion of Comparative Work History Project.

National Institute of Mental Health Award, Fall 1970; Black-white work histories in Detroit (Co-director).

National Science Foundation Award, September 1972-75; For analysis of data from Detroit-Yokohama Comparative Work History Project (Co-director).

Japan Society for the Promotion of Science Award; Two months in Japan October-November 1973.

Ford Foundation Award, December 1973-December 1976; Interdisciplinary Seminar: Japanese Economic Organization (Co-director).

Social Science Research Council Award, April 1975-September 1977; To carry out three workshops on aspects of technological innovation and diffusion in modern Japanese industry (Co-director).

Fulbright Research Scholar, 1977-78; To study diffusion of new work structures in Japan.

German Marshall Fund, June-August 1978; To study diffusion of new work structures in Sweden.

Luce Foundation Grant, 1978-81; Applicability of Japanese employment practices to American industry.

University of Michigan, Horace H. Rackham School of Graduate Studies, 1979-81; To work on survey of early adopters of new work structures in Japan and Sweden.

North Central Sociological Association, 1981; Distinguished Scholarly Achievement Award for book, Work, Mobility and Participation.

### **AWARDS, GRANTS (cont'd)**

Research cited in "Social Science Research and National Industrial Productivity" Memorandum to the Joint Economic Committee; William Foote Whyte, 1981.

Project Director, Joint U.S.-Japan Automotive Study, Sept. 1981 -Dec. 1983; Funded by auto manufacturers, suppliers, unions and government agencies in four countries.

National Science Foundation, 1982-83; To analyze data on early adopters of Quality Control Circles.

Invited to join Sociological Research Association, 1983; Membership limited to 150 active research scholars selected for distinguished research contributions.

Project Director, International Auto Industry Forum, 1984-1990; Funded by U.S. and Japanese auto companies to conduct annual policy discussions among high level executives and scholars.

Fellow, Woodrow Wilson International Center for Scholars, Washington, D.C., 1984-1985.

Bentley Historical Library, University of Michigan, March, 1987. Establishment of Robert E. Cole Collection of documents on the recent history of the automobile industry in Michigan.

Japan Foundation Fellowship, as Visiting Prof. Keio University, Dept. of Economics, Tokyo: 1988-89; To study organizational issues in quality improvement.

Distinguished Faculty Achievement Award for 1989-90, University of Michigan. In recognition of outstanding accomplishments as a scholar and teacher.

Selected as member of the "Academy" by the Assoc. of Quality and Participation, 1990. In recognition of distinguished contributions to the study of quality and participation in American industry.

Awarded grant by the Japan Economic Foundation to support week-long quality seminar in Japan for University of California, Berkeley business and engineering faculty: 1993-1995.

Co-Principal Investigator, Department of Defense Grant: U.S.-Japan Industry and Technology Management Training Program, 1992-1994.

Inducted into the International Academy of Quality, 1993. Membership limited to 20 North American specialists and 60 members worldwide.

Distinguished Visitor Lecture for the U.S.-Japan Program, Harvard University.  
"Organizational Learning in U.S. and Japanese Industry," October 6, 1994.

Principal Investigator, Department of Defense Grant; U.S.-Japan Industry and Technology Management Training Program, 1994-1997.

## **AWARDS, GRANTS (cont'd)**

Fellow, Center for Advanced Studies in the Behavioral Sciences, Palo Alto, Ca., 1995-1996.

Fellowship, Japanese Society for the Promotion of Science, one month 1996-1997; To study evolving quality movement in Japan. Declined.

Awarded National Science Foundation grant, Program in Economic, Decisions and Management Science. Quality in the United States. "Integrating the Study of Quality into the Social Sciences," 1997.

Appointed Lorraine Tyson Mitchell II Professor of Leadership and Communications, 1997.

Distinguished Alumni Award, Institute of Labor and Industrial Relations, Univ. of Illinois June, 1999.

Co-Winner, Andersen Consulting Award for best article contributing to the practice of management in California Management Review 1998-1999 "Learning from the Quality Movement, What Did and Didn't happen and Why" Fall 1998.

Winner of Best Book Award (for Managing Quality Fads) **International Academy of Quality**, 1999.

Project Leader, Center of Excellence Program, Doshisha University. Funded by Monbukagakusho, 2003-2008,

Executive Director, Leadership Excellence Advancement Program, a joint initiative between the eTQM College (renamed Hamdan bin Mohamed e-University in 2009) , Dubai and the Haas School of Business, 2006- present

## **AREAS OF SPECIALIZATION**

Organizational change and design, technology management, innovation, quality improvement, knowledge management, Japan, Sweden.

## **SCHOLARLY PUBLICATIONS**

"Structural-Functional Theory, the Dialectic and Social Change," The Sociological Quarterly, Vol. 7, (Winter 1966).

"Industrialization and the Convergence Hypothesis: Some Aspects of Contemporary Japan," Journal of Social Issues, Vol. 24, No. 4 (October 1968). Joint article with Bernard Karsh.

"Japanese Workers, Unions, and the Marxist Appeal," The Japan Interpreter, Vol. VI, No. 2 (Summer 1979).

"Limits of the Merit Principle," Japan Institute of Labor (Fall 1970), in Japanese.

## SCHOLARLY PUBLICATIONS (cont'd)

"Economic Growth and Social Change: Achievements, Problems, Prospects," in Edward Norbeck (ed.), The Study of Japan in the Behavioral Sciences, Rice University Studies, Vol. 56, (Dec. 1970).

Japanese Blue-Collar: The Changing Tradition, University of California Press, 1971. (Sections reprinted: Morris Bornstein, Comparative Economic Systems, Irwin, 1974.)

"The Theory of Institutionalization: Permanent Employment and Tradition in Japan," Economic Development and Cultural Change, Vol. 20, No. 1 (October 1971).

"Permanent Employment in Japan: Facts and Fantasies," Industrial and Labor Relations Review, Vol. 26, (October 1972).

"Comparative Sociology and Economic Development," in Jack Douglas (ed.), Introduction to Sociology: Situations and Structures, Free Press, 1973.

"Functional Alternatives and Economic Development: An Empirical Example of Permanent Employment in Japan," American Sociological Review, Vol. 38, No. 4 (August 1973).

Review Article, "British Factory-Japanese Factory," by Ronald Dore, Contemporary Sociology, Vol. 3 (September 1974).

"Manpower Training and Lifetime Employment in Japan," Monthly Labor Review, Vol. 97 (November 1974). (With Umetani Shunichiro.)

"American Social Scientists and the Study of Japanese Industrial Relations," Nihon Rödö Kyökai, Vol. 17 (November-December 1975), in Japanese.

"Changing Labor Force Characteristics and Their Impact on Japanese Industrial Relations," in Lewis Austin (ed.), Japan: The Paradox of Progress, Yale University Press, 1976.

"Japan's Changing Occupational Structure and Its Significance," in Hugh Patrick (ed.), Industrialization and Its Consequences for Japan, University of California Press, 1976. (Co-authored by Tominaga Kenichi.)

"The Late-Developer Hypothesis: An Evaluation of Its Relevance for Japanese Employment Patterns," Journal of Japanese Studies, Vol. 4 (Summer 1978).

"Nihon ni okeru Keiei Sanka no Shorai" (The Future of Worker Participation in Japan), Japan Productivity Center, 1978.

Work, Mobility and Participation: A Comparative Study of American and Japanese Industry, University of California Press, 1979.

## SCHOLARLY PUBLICATIONS (cont'd)

"Will QC Circles Work in the U.S.?" Quality Progress (July 1980): 30-33.

"Learning from the Japanese: Prospects and Pitfalls," Management Review (September 1980): 22-42.

"Quality Control Practices in the Auto Industry: U.S. and Japan Compared," Technology Review, Vol.83, No. 7 (July 1981): 29-32, 36, 38, 40.

"Contributions of Social Science to Innovation and Productivity," jointly authored with leading social scientists. American Psychologist, Vol. 37, No. 7 (July 1982); Emerging Issues in Science and Technology, National Science Foundation (1981).

"Diffusion of Participatory Work Structures in Japan, Sweden, and the United States," in Paul Goodman (ed.), Change in Organizations, Jossey-Bass, 1982.

"A Look at U.S. and Japanese Quality Circles" (Early Adopter Survey Results), with Dennis Tachiki. The Quality Circles Journal, Vol. 6 (June 1983): 10-16.

"QC Circles in U.S. Auto Factories," with Tatsuro Akimoto. Nihon Rōdō Kyōkai, Vol. 25, No. 9 (September 1983): 24-39, in Japanese.

The American and Japanese Auto Industries in Transition: Report of the Joint U.S.-Japan Automotive Study, edited with Taizo Yakushiji. Ann Arbor, MI: University of Michigan, Center for Japanese Studies, 1984.

"The Macropolitics of Organizational Change: A Comparative Analysis of the Spread of Small Group Activities," Administrative Science Quarterly, Vol. 30, (December 1985): 560-585. Reprinted in John Van Maanen (ed.) Qualitative Studies of Organizations, Sage Publications 1998.

"Managerial Objectives for Introducing Quality Circles: A U.S.-Japan Comparison," with Philippe Byosiere. Quality Progress, Vol. XIX (March 1986): 25-30.

"Japanese Auto Parts Companies in the U.S. and Japan: Implications for U.S. Competitors," (with Peter Arnesen and R.K. Krishna). Michigan East Asian Business Reports, No. 3, 1987.

"What was Deming's Real Influence," Across the Board, Vol. XXIV, (February, 1987): 49-51.

"Automotive Suppliers, Customer Relationships, Technology, and Global Competition," (with Michael Flynn) Is There Enough Business to Go Around: Overcapacity in the Auto Industry, No. 16, Michigan Papers in Japanese Studies, 1987.

"Racial Factors in Site Location and Employment Patterns of Japanese Auto Firms in America," California Management Review, with Donald Deskins, Vol. 31, No. 1 (Fall 1988): 9-22.

## SCHOLARLY PUBLICATIONS (cont'd)

"Economy and Culture: The Case of U.S. Japan Economic Relations," in Kiichiro Hayashi (ed.), The U.S.-Japanese Economic Relationship: Can It Be Improved? New York: NYU Press, 1989.

"Large-scale Change and the Quality Revolution: Comparative Gurus, Ishikawa and Crosby," in Allan Mohrman Jr., Susan Mohrman, Gerald Ledford Jr., and Thomas Cumming and Edward Lawler III (ed.), Large-Scale Organizational Change. San Francisco: Jossey Bass, 1989.

Strategies for Learning: Small Group Activities in American, Japanese, and Swedish Industry. Berkeley: University of California Press, 1989.

"Nihon kigyō yo, kokujin kōyō no judaisei o shire," (Be Aware of the Importance of Black Employment in Japanese Firms). Chūō Koron, No.10, (October 1989).

"Participant Observer Research: An Activist Role," In William Foote Whyte (ed.), Participatory Action Research. Sage Focus Editions, Vol. 123, 1991.

"The Quality Revolution," Production and Operations Management, Vol. 1, No.1 (Winter 1992):118-120.

"Some Cultural and Social Bases of Japanese Innovation: Small-Group Activities in Comparative Perspective." In Shumpei Kumon and Henry Rosovsky (eds.) The Political Economy of Japan, Volume 3: Cultural and Social Dynamics. Stanford, Ca.: Stanford University Press, 1992: 292-318.

"Issues in Skill Formation and Training in Japanese Manufacturing Approaches to Automation." In Paul Adler (ed.) Technology and the Future of Work. Oxford University Press, 1992.

"Work and Leisure in Japan," California Management Review, Vol. 34, No.3, (Spring 1992): 52-63.

Constructing the New Industrial Society. Frieder Naschold, Robert E. Cole, Bjorn Gustavsen, and Hans van Beinum. Assen, Holland: Van Gorcum, 1993.

"Designed for Learning: A Tale of Two Auto Plants" (co-author Paul Adler), Sloan Management Review, Vol. 34, (Spring 1993): 85-94.

California Management Review. Guest Editor: Special issue on quality. "Introduction," and "Quality, Participation and Competitiveness" (with Paul Bacdayan and Joe White), California Management Review, Vol.35, No.3, (Spring, 1993): 7-11; 68-81.

"Learning from Learning Theory: Implications for Quality Improvement of Turnover, Use of Contingent Workers, and Job Rotation Policies," Quality Management Journal, Vol.1 (October, 1993): 9-25.

A Comment on Terry L. Besser, "The Commitment of Japanese and U.S. Workers: A Reassessment of the Literature," American Sociological Review, Vol.58, No.5 (Dec. 1993) with Arne Kalleberg and James Lincoln.

## SCHOLARLY PUBLICATIONS (cont'd)

"Rejoinder" (co-author Paul Adler) Response to Christian Berggren's Point/Counterpoint: NUMMI Vs Uddevalla. Sloan Management Review, Vol.35, No.2 (Winter, 1994): 45-49.

"Different Quality Paradigms and Their Implications for Organizational Learning," Masahiko Aoki and Ronald Dore (eds.)The Japanese Firm: The Sources of Competitive Strength. Oxford University Press, 1994.

"Reengineering the Corporation: A Review Essay," The Quality Management Journal, Vol. 1, No.4 (July 1994): 77-85. Reprinted in International Academy for Quality, The Best of Quality, John Hromi (ed.), Milwaukee, ASQC Quality Press, 1995.

"Postscripts: Uddevalla and the Japanese One More Time," in Åke Sandberg (ed.) Enriching Production. Avebury: Aldershot England, 1995: 171-177 (with Paul Adler).

The Death and Life of the American Quality Movement (edited), Oxford University Press, 1995.

"Reflections on Organizational Learning in U.S. and Japanese Industry," Jeff Liker, John Ettl and John Campbell (eds.) Engineered in Japan: Japanese Technology Management Practices. New York: Oxford University Press, 1995.

"Kaoru Ishikawa, Nihon-teki hinshitsu kanri" (Kaoru Ishikawa: Japanese Style Quality Control), Nihon Rōdō Kenkyū Zasshi, 40 (April 1998): 58-61.

Editor: Special Issue Knowledge and the Firm, California Management Review, 40, (Spring 1998): 1-292.

"Learning from the Quality Movement: What did and didn't happen and why?" California Management Review, 41 (Fall 1998): 43-73.

"Japanese Quality Technology: Transferred and Transformed at Hewlett-Packard," In Paul Adler, Jeff Liker, and Mark Fruin (eds.), Remade in America: Transplanting and Transforming Japanese Manufacturing Systems, Oxford University Press, 1998.

Managing Quality Fads: How American Business Learned to Play the Quality Game. Oxford University Press, 1999.

The Quality Movement in America: Lessons for Theory and Research Co-edited with Richard Scott, Sage Publications: Thousand Oaks, CA. 2000.

"From Continuous Improvement to Continuous Innovation," The Quality Management Journal, 8, 2001: 7-21, 33. Lead article followed by commentaries and my response.

"From Improvement to Continuous Innovation," Total Quality Management, 13 2002:1051-1056.

## SCHOLARLY PUBLICATIONS (cont'd)

The Role of Organizational Discontinuity in High Technology: Insights from a U.S.-Japan Comparison (with Dimitry Rtischev) in Jane Bachnik (ed.), Roadblocks on the Information Highway, Rowman Littlefield Publishers, 2003.

From a Firm-Based to a Community- Based Model of Knowledge Creation: The Case of the Linux Kernel Development (joint with Gwendolyn Lee) Organization Science, 14, 2003: 633-649.

“The Linux Model of Software Quality Development and Improvement” (joint with Gwendolyn Lee), in Greg Watson and Yoshio Kondo (eds.) Perspectives on Quality, Competitiveness and Sustained Performance , ASQ Quality Press, 2003.

“From Continuous Improvement to Continuous Innovation,” in Greg Watson and Yoshio Kondo (eds.) Perspectives on Quality, Competitiveness and Sustained Performance, ASQ Quality Press, 2003.

“Telecommunications Competition in World Markets: Understanding Japan’s Decline.” In John Zysman and Abraham Newman (eds.) How Revolutionary was the Digital Revolution? Stanford University Press, 2006.

Proceedings of The 2nd International Symposium on Management, Engineering and Informatics: MEI 2006, with Tsuyoshi Matsumiya, "Capturing Value from Technology and Challenges to Past Successes: The Case of NTT DATA."

Recovering from Success: Innovation and Technology Management in Japan, Hugh Whittaker and Robert E. Cole (eds.). Oxford University Press, 2006.

La qualità è un ostacolo all’innovazione: il troppo stroppia,” (Quality as an Obstacle to Innovation: Too Much of a Good Thing), Quaderni di Management, n.27 (May-June, 2007): 74-86.

“Too Much of a Good Thing: Quality as an Impediment to Innovation,” (with Tsuyoshi Matsumiya) California Management Review, 50, (Fall, 2007):77-93.

“When the Pursuit of Quality Risks Innovation” (with Tsuyoshi Matsumiya) The TQM Journal, Vol. 20 no 2, 2008: 130-142.

“Automotive Quality Reputation: Hard to Achieve, hard to Loose, Still Harder to Win Back: The Case of U.S. and Japanese Auto Quality,” (with Michael Flynn) California Management Review, 50 (Fall, 2009):67-93.

## WORK IN PROGRESS

“An Evolutionary and Comparative Perspective on the Japanese Enterprise Software Industry,” (with Shinya Fushimi), To appear in Yoshifumi Nakata (ed.) Has the Japanese Enterprise Changed, MacMillan's Asian Business Series (British).

## SERVICE ACTIVITIES

Member, Executive Committee, Center for Japanese Studies, University of Michigan: 1968-74; 1978-79; 1983-1988.

Director, Center for Japanese Studies, University of Michigan, 1974-77; 1979-82.

Member, National Advisory Committee, Japan-America Student Conference, 1974-1984.

Member, Social Science Research Council, Joint Committee on Japanese Studies, 1975-79.

Member, Editorial Board, Journal of Japanese Studies, 1977-80.

Associate Editor, American Sociological Review, 1977-81.

Associate Chairman, Department of Sociology, 1978-79.

Chairman, Social Science Research Council, Joint Committee on Japanese Studies, 1979-81.

Member, American Society of Quality Control; Member, Quality Motivation and Technical Committee, 1979-1984.

Member, Japanese Studies U.S. Subcommittee of U.S.-Japan Conference on Cultural and Educational Interchange (CULCON), 1980-1985.

Member, Advisory Council, National Science Foundation, 1980-82.

Member, Board of Directors, International Association of Quality Circles, 1980-1986.

Consulting Editor, The Quality Circles Journal (Journal of the International Association of Quality Circles), 1980-1987. Renamed Journal for Quality and Participation.

Consultant for National Science Foundation on Innovation and Productivity, 1981.

Member, Advisory Panel, Office of Technology Assessment, U.S. Congress, 1982-83.

Consulting Editor, American Journal of Sociology, 1982-1984.

Member, Presidential Commission on Productivity, 1983.

## **SERVICE ACTIVITIES (cont'd)**

Member, Board of Directors, American Productivity and Quality Center, 1983-present.

Member, Council of Scholars, Library of Congress, 1984-85.

Lecturer/Consultant on Worker Participation and Quality Control Practices: General Motors Corporation, Sheller Globe Corp. Ford Motor Company, General Electric Company, United Automobile Workers, AFL-CIO, Volvo Corp., Whirlpool Corp. etc. 1980-1990.

Member, Academic Advisory Committee of Work in America Institute, 1985-1999.

Head, Fundraising Committee, Center for Japanese Studies: Organized successful fundraising campaign for establishment of Toyota Visiting Professorship in Japanese Studies, 1987-88.

Member, Advisory Board, Association of Japanese Business Studies, 1987-1997.

Member, Editorial Board, Manufacturing Review, American Association of Mechanical Engineers, 1987-1990.

Member, Editorial Board, California Management Review, 1990-2005.

Member, Outside Advisory Committee, University of Michigan Japanese Technology Management Program, 1992-1996.

Member, 1991 Board of Examiners, Malcolm Baldrige National Quality Award.

Member, Advisory Committee, Production and Operations Management, 1991-2000.

Member, Board of Reviewers, Industrial Relations, 1991-2002..

Co-Chair, SSRC/Japan Society for Promotion of Science Joint Program for Collaborative Research, 1992-2000.

Member, Editorial Advisory Board, Quality Management Journal, 1997-2002. .

Member, Total Quality Research Working Council. Subcommittee of the Total Quality Leadership Steering Committee, Proposals led National Science Foundation to create a new research program in quality, 1994

Member, Advisory Committee for Social, Behavioral and Economic Directorate, National Science Foundation, 1995-1998.

Co-chair, Transformation to Quality Organizations Oversight Committee, National Science Foundation, 1995-1998 (Co-chair, Ben Bethell, VP for HR and Quality, Procter and Gamble).

## **SERVICE ACTIVITIES (cont'd)**

Co-Chair Management of Technology Administration Committee, College of Engineering, UCB, 1997 to 2005.

## **GOVERNMENT TESTIMONY, SELECTED SPEECHES, AND POPULAR PUBLICATIONS**

"Japanese at Work," New York Times, March 19, 1972.

"Diffusion of New Work Structures in Japan." Paper presented to First Annual Convention of International Association of Quality Circles, San Francisco, California, 1979. Reprinted in Transactions of the First Annual Convention.

Expert Witness to Select Steering Committee on Quality Circles at Annual Meeting of American Society of Quality Control, Houston, Texas, 1979.

"Made in Japan: A Spur to U.S. Productivity," Across the Board, Vol. 2, 1979.

"The Human Element in Economic Performance: The Role of the Social Sciences." Congressional Seminar: Committee on Science and Technology, U.S. House of Representatives, June 18, 1980. U.S. Government Printing Office No. 127.

"Mobilization of Worker Potential in the Japanese Auto Industry." Paper presented to the 1979 Congress, Society of Automotive Engineers. Reprinted 1979, SAE Transactions, August 1980.

Regular contributor to The Quality Circles Journal, 1980-1990, articles and editorial opinion.

"Borrowing from the Japanese." Congressional Seminar: Innovation and Productivity, A Human Perspective. Committee on Science and Technology, U.S. House of Representatives, and the American Association for the Advancement of Science, July 28, 1981.

The Japanese Automobile Industry: Model and Challenge for the Future? Editor. Michigan Papers in Japanese Studies, No. 3, 1981.

Industry at the Crossroads. Editor. Michigan Papers in Japanese Studies, No. 7, 1982.

"Beikoku Jidosha sangyō wa doko e iku?" (The Future of the U.S. Auto Parts Industry), Ekonomisuto (Economist), October 5, 1982.

"Work, Productivity and Participation: A U.S., Japan, and Swedish Comparison," Congressional Seminar: Committee on Science and Technology, U.S. House of Representatives, and the National Science Foundation, June 6, 1983.

**GOVERNMENT TESTIMONY, SELECTED SPEECHES, AND POPULAR PUBLICATIONS  
(cont'd)**

"Impact of New Technology on the Quality of Work Organization," Expert Witness Testimony to the Committee on Science and Technology, U.S. House of Representatives, June 14, 1983.

"Improving Product Quality Through Continuous Feedback," Management Review (October 1983).  
Automobiles and the Future: Competition, Cooperation, and Change. Editor. Michigan Papers in Japanese Studies, No. 10, 1983.

The American Automobile Industry: Rebirth or Requiem. Editor. Michigan Papers in Japanese Studies, No. 13, 1984.

"Some Principles Concerning Union Involvement in Quality Circles and Other Employee Involvement Programs," Labor Studies Journal, Winter 1984, Vol. 8, No. 3. Reprinted Donald F. Kennedy (ed.), Labor and Reindustrialization: Workers and Corporate Change, Penn State 1984

"Internationalization of the Auto Industry," with Richard Hervey. Working Paper Series No. 1, Joint U.S.-Japan Automotive Study, University of Michigan, 1984.

"Access to Auto Markets: U.S.-Japan Bilateral Trade Relations." Working Paper Series No. 11, Joint U.S.-Japan Automotive Study, University of Michigan, 1984.

"Reflecting on Industry-Sponsored Research in an International Context," Rackham Reports, Spring 1984. University of Michigan.

"Forging Institutional Links: Making Quality Circles Work in the U.S.," with Dennis Tachiki. National Productivity Review (Fall 1984): 417-429.

"Understanding Changes in the U.S. Competitive Position: International Competitiveness." NASA Symposium on Productivity and Quality, Washington D.C., September 25-26, 1984.

"Target Information for Competitive Performance," Harvard Business Review, Vol. 63 (May-June 1985): 1000-109.

"Significance of Foreign Language Support by Federal Government for U.S. Competitive Performance," Testimony before House Labor/HHS/Education Appropriations Subcommittee, May 30, 1985.

"Organizational Barriers to Quality Improvement." Presented to National Academy of Science's panel on Effects of Technological Change on Employment and Working Life, January 1986.

"The 'Beyond Quality Circles' Fad?" The Quality Circles Journal, Vol.9.3. (September 1986): 4-9.

**GOVERNMENT TESTIMONY, SELECTED SPEECHES, AND POPULAR PUBLICATIONS  
(cont'd)**

"Economy and Culture: The Case of U.S.-Japan Economic Relations," Economic Outlook USA, Vol. 14 (Summer 1987): 3-7.

"U.S. Quality Improvement in the Auto Industry: Close but no Cigar," California Management Review, Vol.32, No.4 (Summer 1990): 71-85.

"Comparing the Baldrige and the Deming," Journal for Quality and Participation, Vol. 14 (July/August 1991): 94-104.

"Research Topics in Human Resource Management," A Report of the Total Quality Leadership Steering Committee and Working Councils. Cincinnati: Proctor and Gamble Co., November 1992: 6.25-6.29 (with Roblyn Simeon).

Briefing for Ambassador Mondale on strategies for dealing with trade issues with Japan, August 23,1993, San Francisco, Ca.

"Creating a National Infrastructure for the Diffusion of New Quality Practices." Human Resource Development: Preparing for the 21st Century: A U.S.-Japan Symposium, Dept. of Labor, Washington D.C., March 2-3, 1994.

"Between a Rock and a Hard Place: Japan Scholars in an Era of Rising U.S. Japan Trade Tensions," Research on International Business and International Relations, Vol. 6, JAI Press 1994: 235-243.

"Nichibei Jidosha Seiji Maki ni Sekinin," (Responsibility for the Political Paralysis in U.S.-Japan Auto Relations) Nihon Keizai Shinbun, June 2, 1995: 31.

"Reflections on the Current State of Quality Improvement Initiatives in the U.S.," in James Cortada and John Woods (eds.) The Quality Yearbook 1998. New York: McGraw-Hill, 1998.

"From Continuous Improvement to Continuous Innovation." Proceedings from The 7<sup>th</sup> World Congress for Total Quality Management, Volume 1, Verona Italy. June 26-27, 2002: 3-8.

Driving Forward with Telematics: Meshing IT and Auto Cultures. JETRO Telematics Conf. Palo Alto, Ca. January 2002.

"Kickstarting Japanese Industry," Asian Wall St. Journal August 27, 2002

**GOVERNMENT TESTIMONY, SELECTED SPEECHES, AND POPULAR PUBLICATIONS  
(cont'd)**

“Creating and Spreading New Knowledge at Hewlett-Packard,” Insead Singapore Case  
08/2004-5206

“Evolution of MOT as Seen Through the Experiences of UC Berkeley’s MOT Program,”  
Hitotsubashi Business Review, Spring 2004: 28-40.

“Disruptive Technologies and the Challenge of Adaptation,” Kudan Square (Toyota research  
institute Publication, 2004.

“A Strong Quality Culture as Barrier to Innovation: Some Japanese Cases,” Proceedings of the  
ASQ World Conference on Quality and Improvement, April 30 - May 2, 2007 • Orlando, Florida

Extensive media interviews and articles relative to Toyota’s quality failures 2010

**Executive Education: Denso, Toyota, Sharp, Omron, 2004-2009.**