

THE AUTHORS

Edward E. Lawler III joined the faculty of Yale University as assistant professor of industrial administration and psychology after receiving his Ph.D. from the University of California at Berkeley in 1964. Three years later, he was promoted to associate professor.

Lawler moved to the University of Michigan in 1972 as a professor of psychology and also became program director in the Survey Research Center at the Institute for Social Research. He held a Fulbright fellowship at the London Graduate School of Business. In 1978, he became a professor in the Marshall School of Business at the University of Southern California. During 1979, he founded and became director of the university's Center for Effective Organizations. In 1982, he was named professor of research at the University of Southern California. In 1999, he was named distinguished professor.

Ed Lawler has been honored as a major contributor to theory, research, and practice in the fields of human resources management, compensation, organizational development, and organizational effectiveness. He is the author and coauthor of over two hundred articles and thirty-five books. His most recent books include *From the Ground Up: Six Principles for Creating the New Logic Corporation* (Jossey-Bass, 1996); *Tomorrow's Organization* (Jossey-Bass, 1998); *The Leadership Change Handbook* (Jossey-Bass, 1999); *Rewarding Excellence* (Jossey-Bass, 2000); *Corporate Boards: New Strategies for Adding Value at the Top* (Jossey-Bass, 2001); and *Organizing for High Performance* (Jossey-Bass, 2001). His most recent book is *Treat People Right* (Jossey-Bass, 2003).

Susan Albers Mohrman is a senior research scientist at the Center for Effective Organizations in the Marshall School of Business at the University of Southern California. She received her B.A. in psychology from Stanford University and her Ph.D. in organizational behavior from Northwestern University.

She has published papers in professional journals and books on the topics of building the knowledge organization; the design of organizations; organization development, learning, and change; high technology organizations; the design of teams and other lateral approaches to organizing; the human resource organization; and innovative research and evaluation methodologies. She is an editor of *Research for Theory and Practice* (Lexington Press, 1999); *Large-Scale Organizational Change* (Jossey-Bass, 1989); and *Managing Complexity in High Technology*

Organizations (Oxford University Press, 1989). She is coauthor of *Self-Designing Organizations: Learning How to Create High Performance* (Addison-Wesley, 1989); *School-Based Management: Learning to Create High Performance* (Jossey-Bass, 1994); *Designing Team-Based Organizations* (Jossey-Bass, 1995); *Strategies for High-Performance Organizations* (Jossey-Bass, 1998 and 2001); and *Tomorrow's Organization: Crafting Winning Capabilities in a Dynamic World* (Jossey-Bass, 1998).

Dr. Mohrman has done research for and consulted to a wide variety of organizations, in many different sectors of the economy, toward redesigning their structures and systems to create high performance.