

ROGER J. VOLKEMA

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EDUCATION

Doctor of Philosophy, University of Wisconsin-Madison  
September 1974 - May 1981  
Major: Industrial Engineering (Planning & Design)  
Thesis: "An Empirical Investigation of Problem Formulation and  
Problem-Purpose Expansion"

Courses: Organizational Behavior, Program Management, Organizational  
Intervention, Design of Program Evaluation Systems, Political  
Science, Sociology, Economics

Master of Science, University of Wisconsin-Madison  
September 1971 - May 1973  
Major: Computer Sciences

Bachelor of Arts, Western Michigan University  
August 1967 - April 1971  
Honors Program  
Major: Mathematics

WORK EXPERIENCES

May 1988 - present Associate Professor of Management, Kogod College of Business  
Administration, American University, Washington, D.C. (Assistant  
Professor, 1988-1992).

Teach graduate and undergraduate courses in negotiation/conflict  
management, organizational behavior, management and leadership  
development, diversity, teambuilding, and the consultancy process.  
Coordinator, Managerial Skills Workshops (1995-96). Management  
Department Chair Spring 2004, 2006-present.

Aug 1987 - July 1988 Acting Associate Director and Research Assistant Professor,  
Institute for Advanced Study in the Integrative Sciences,  
George Mason University, Fairfax, Virginia.

Research in planning and design, conflict and group dynamics. Grant  
preparation and project oversight.

Aug 1986 - Aug 1987 Visiting Professor, Department of Engineering Administration,  
The George Washington University, Washington, D.C.

Taught graduate courses in engineering management and negotiation.

Aug 1982 -  
Aug 1986

Assistant Professor, Department of Business Administration,  
University of Wisconsin-Eau Claire, Eau Claire, Wisconsin.

Taught undergraduate and graduate courses in organizational behavior,  
management principles, and applied quantitative methods.

Aug 1977 -  
Aug 1982

Staff, Center for Conflict Resolution, Madison, Wisconsin.

Provided information and skills to organizations, groups and individuals in  
the areas of group process, conflict resolution, decision making, problem  
solving, and planned change through workshops, conferences, consultations,  
interventions, meeting facilitations, and by creating and distributing literature.

Provided administrative services for and participated in: facilitation of staff  
meetings based on consensus decision making, office coordination, annual  
report preparation, staff training, office redesign, literature layout.

## ACCOMPLISHMENTS AND SKILLS

### Seminars-Workshops-Course Instruction

Consensus decision making, group dynamics, communication, power in  
groups, meeting facilitation, conflict management, problem formulation and  
program planning for many groups of professionals and non-professionals,  
including mid-level and lower-level supervisors and educators.

“How to Survive In a Group,” a four-part series offered through the  
University of Wisconsin-Extension for managers and other professionals in  
the public and private sectors. “Making Meetings Work” conducted for  
nonprofit organizations through The Support Center, Washington, D.C.  
Seminars and workshops on negotiation/conflict management, emerging  
communication technologies, and psychological types at work for universities  
throughout Brazil and in Santiago, Chile. Psychological types series for  
Smithsonian Associates.

Graduate and undergraduate level instruction: engineering management and  
negotiation at George Washington University, organizational behavior,  
management principles and applied quantitative methods at the University of  
Wisconsin-Eau Claire, management, organizational behavior, teambuilding,  
negotiation and organizational intervention at the School of Business,  
University of Wisconsin-Madison and American University. Graduate  
courses on negotiation at Coppead-UFRJ and Catholic University in Rio de  
Janeiro, Brazil and Catholic University, Santiago, Chile. Graduate course on  
the consultancy process for Maastricht School of Management, The  
Netherlands.

On-line (distance education) graduate and undergraduate courses on  
negotiation and international negotiation.

## Organizational Analysis

Organizational climate analyses involving several information-gathering strategies, including structured and unstructured interviews. Analyses for two health care facilities, the University of Wisconsin System, Edgewood College, and the Wisconsin Department of Health and Social Services. The last of these was a large-scale project for the Secretary of the Department involving employees at all organizational levels in the central office, regional offices and institutions. Re-engineering analysis for East Coast university hospital. Curriculum analysis for Department of Administration at Catholic University, Santiago, Chile.

## Administration/Social Change

Various administrative services for a non-profit educational organization of fifteen people including work design, staff training, project coordination, meeting facilitation, report writing, grant writing, correspondence and office coordination.

Proposal development for a mediation center (Try Resolution Yourself, Inc.) for the Eau Claire area, which is currently funded by the County. First President of the Board of Directors of TRY, Inc. (30 volunteers).

Past President, Vice President for Administration, and Treasurer of D.C. Partners of Brasilia, a partnership of the National Association of Partners of the Americas.

## Theory Development

Development of theories and models related to conflict behavior, group process, and problem formulation for individuals in organizations. In particular, development of a systematic, hierarchical strategy for reformulating planning and design problems (Problem-Purpose Expansion).

## Meeting Facilitation/Consensus Building

Mostly small groups using highly structured formats (e.g., Nominal Group Technique) as well as interactive formats. Agendas ranging from decision making and information exchange to organizational restructuring and problem solving. Groups: employees of the Department of Health and Social Services, public/private sector professionals at a conference on alternative energy sources and energy conservation, drug abuse prevention and intervention center, school board, neighborhood coalitions, childbirth educators, YMCA, Ground Zero organization meeting, inter-library planning council.

## Mediation

Two-party mediation of disputes (intra-group and inter-group) involving consumers and business people, neighborhood groups, landlords and tenants,

accident victims, marital partners (divorce). Wisconsin Farm Mediation/Arbitration Program training. Former member of the American Arbitration Association's Panel of Arbitrators.

## Design/Innovation

Design and development of an “expert system” (called QUORUM) for managing groups and meetings.

Development of generic cost-benefit model for federal agencies.

Overseeing the design and construction of cooperative-creative playground equipment, as developed by students and faculty over a two-year period.

Development of on-line negotiation courses for universities and private sector.

## Manuscript/Text Review

Manuscript reviews for journals (e.g., Academy of Management Review, Administrative Science Quarterly, Journal of Management Studies, Latin American Business Review, Journal of Management Inquiry, Management Communication Quarterly, Small Group Research, Journal of Business Communication, Automatica, Organization Science, European Journal of Operational Research) and the National Science Foundation (Decision, Risk & Management Science program). Organizational behavior and management principles text reviews for Little Brown, Prentice-Hall, Richard D. Irwin, South-Western, Scott Foresman, Wm C. Brown, West, and John Wiley.

## Books/Articles/Presentations

### Negotiation/Mediation/Conflict Management

#### Books

Volkema, R.J. Leverage: How to Get It and How to Keep It in Any Negotiation, New York: American Management Association (AMACOM), 2006.

Volkema, R.J. The Negotiation Toolkit: How to Get Exactly What You Want in Any Business or Personal Situation, New York: American Management Association (AMACOM), 1999.

#### Journal Publications

Volkema, R.J., Fleck, D., & Hofmeister-Toth, A. “Ethicality in Negotiation: An Analysis of Attitudes, Intentions, and Outcomes,” International Negotiation, 2004, 9, 315-339.

- Volkema, R.J. "Demographic, Cultural, and Economic Predictors of Perceived Ethicality of Negotiation Behavior: A Nine-Country Analysis," Journal of Business Research, 2004, 57 (1), 69-78.
- Volkema, R.J. and Fleury, M.T. "Alternative Negotiating Conditions and the Choice of Negotiation Tactics: A Cross-Cultural Comparison," Journal of Business Ethics, 2002, 36, 381-398.
- Volkema, R.J. "Ethicality in Negotiations: An Analysis of Perceptual Similarities and Differences Between Brazil and the United States," Journal of Business Research, 1999, 45, 59-67.
- Volkema, R.J. and Chang, S. "Negotiating in Latin America: What We Know (or Think We Know) and What We Would Like to Know," Latin American Business Review, 1998, 1 (2), 3-25.
- Volkema, R.J. "A Comparison of Perceptions of Ethical Negotiation Behavior in Mexico and the United States," The International Journal of Conflict Management, 1998, 9 (3), 218-233.
- Volkema, R.J., Bergmann, T.J., and Farquhar, K. "Use and Impact of Informal Third-Party Discussions on Interpersonal Conflicts at Work," Management Communication Quarterly, 1997, 11 (2), 185-216.
- Volkema, R.J. "Perceptual Differences in Appropriateness and Likelihood of Use of Negotiation Behaviors: A Cross-Cultural Analysis," The International Executive, 1997, 39 (3), 335-350.
- Volkema, R.J., Farquhar, K., and Bergmann, T.J. "Third-Party Sensemaking in Interpersonal Conflicts at Work: A Theoretical Framework," Human Relations, 1996, 49 (11), 1437-1454.
- Volkema, R.J. and Bergmann, T.J. "Conflict Styles as Indicators of Behavioral Patterns in Interpersonal Conflicts," Journal of Social Psychology, 1995, 135 (1), 5-15.
- Bergmann, T.J. and Volkema, R.J. "Issues, Behavioral Responses and Consequences in Interpersonal Conflicts," Journal of Organizational Behavior, 1994, 15, 467-471.
- Volkema, R.J. "Negotiating for Grades: Theory into Reality in the Classroom," Journal of Management Education, 1991, 15 (1), 46-57.
- Volkema, R.J. "Alternative Dispute Resolution in Brazil," Mediation Quarterly, 1989, 7 (1), 51-58.
- Volkema, R.J. and Bergmann, T.J. "Interpersonal Conflict at Work: An Analysis of Behavioral Responses," Human Relations, 1989, 42 (9), 757-770.
- Volkema, R.J. "The Mediator as Face Manager," Mediation Quarterly, 1988, 22, 5-14.

Volkema, R.J. "Establishing an Alternative Dispute Resolution Program: Assessing the Challenge," Conciliation Courts Review, 1987, 25 (2), 33-38.

Volkema, R.J. "Training Disputants: Theory and Practice," Mediation Quarterly, 1986, 13, 43-52.

#### Book Chapters

Bergmann, T.J. and Volkema, R.J. "Understanding and Managing Interpersonal Conflict at Work: Its Issues, Interactive Processes, and Consequences," in Managing Conflict: An Interdisciplinary Approach, M. Afzalur Rahim (Ed.), New York: Praeger, 1989, 7-19.

#### Proceedings-Conferences

Volkema, R.J., Fleck, D., & Hofmeister-Toth, A. "Email-based Negotiations: An Analysis of the Effects of Early-stage Behavior on Process and Outcome," International Association of Conflict Management, Montreal, Canada, June 2006.

Volkema, R.J. "Understanding Leverage in International Business Negotiations," MBAA International, Chicago, March 2006.

Volkema, R.J. & Rivers, C. "Negotiating Over the Internet: A Cross-cultural Experience," Meeting of the Eastern Academy of Management, Cape Town, South Africa, June 2005.

Volkema, R.J., Fleck, D., & Hofmeister-Toth, A. "Ethicality in Negotiation: An Analysis of Attitudes, Intentions, and Outcomes," Iberoamerican Academy of Management, Sao Paulo, Brazil, December 2003.

Volkema, R.J. & Wetzel, U. "Entrepreneurial Motivation Among Brazilian Small Business Owners," Business Association for Latin American Studies (BALAS), Sao Paulo, Brazil, April 2003.

Volkema, R.J. "Demographic, Cultural, and Economic Predictors of Perceived Ethicality of Negotiation Behavior: A Nine-Country Analysis," Annual Meeting of the Academy of Management, Washington, D.C., August 2001.

Volkema, R.J. "Predicting Unethical Negotiating Behavior: An Empirical Examination of the Lewicki-Robinson Questionnaire," Annual Meeting of the Academy of Management, Washington, D.C., August 2001.

Volkema, R.J. "Demographic, Cultural, and Economic Predictors of Perceived Ethicality of Negotiation Behavior: A Nine-Country Analysis," Meeting of the Business Association for Latin American Studies, Caracas, Venezuela, April 2000.

Volkema, R.J. and Fleury, M.T. "The Effects of Issue Importance, Opponent,

and Context on Perceptions of Negotiation Tactics: A Cross-Cultural Comparison,” Meeting of the Business Association for Latin American Studies, New Orleans, April 1999.

Volkema, R.J. “Brazil, Chile, Mexico, and the United States: A Cross-Cultural Comparison of Perceptions of Ethical Negotiation Behavior,” Annual Meeting of the Academy of Management, Boston, August 1997.

Volkema, R.J. “Ethicality in Negotiations: An Analysis of Perceptual Similarities and Differences Between Brazil and the United States,” Meeting of the Business Association for Latin American Studies, Monterrey, Mexico, March 1996.

Volkema, R.J. “Dispute Resolution in Brazil - Revisited,” Meeting of the International Association for Conflict Resolution, Vancouver, Canada, June 1990.

Volkema, R.J. “Promotoria de Bairros: ADR in Brazil,” North American Conference on Peacemaking and Conflict Resolution, Montreal, Canada, March 1989.

Volkema, R.J. “Problem Complexity and the Problem Formulation Process,” Conference on Theory and Practice in Organizational Conflict, Minneapolis, Minnesota, October 1987.

Bergmann, T.J. and Volkema, R.J. “Understanding and Managing Conflict at Work,” First International Conference of the Conflict Management Group, Fairfax, Virginia, June 1987.

Volkema, R.J. “Problem (Issue) Formulation and Negotiation,” Temple University's Eighth Annual Conference on Discourse Analysis, Philadelphia, March 1987.

Volkema, R.J. “Establishing an Alternative Dispute Resolution Program: Assessing the Challenge,” International Conference of the Society of Professionals in Dispute Resolution, Boston, October 1985.

Volkema, R.J. “Training for Disputants: A New Challenge for Dispute Settlement Centers,” National Conference on Peacemaking and Conflict Resolution, St. Louis, September 1984.

Volkema, R.J. “The Role of Problem Formulation in Conflict Resolution,” Second Organization Development Congress on “Conflict Resolution Technology,” Nashua, New Hampshire, October 1981.

## Strategic Planning/Problem Formulation

### Journal Publications

Volkema, R.J. “Managing the Problem Formulation Process: Guidelines for Team Leaders and Facilitators,” Human Systems Management, 1997, 16 (1),

27-34.

(Reprinted in De Qualitate - Italian Journal of Quality, April 1998, 34-40.)

Volkema, R.J. "Creativity in MS/OR: Managing the Process of Formulating the Problem," Interfaces, 1995, 25 (3), 81-87.

Leal, R.P.C. and Volkema, R.J. "Is There Strategy in America? A Response to Nelson," Business Horizons, 1991, 34 (5), 9-10.

Volkema, R.J., Manzano, J.L., and Gaglione, J. "Developing a Cost-Benefit Analysis Process for Small-to-Moderate Expenditure Decisions," Technological Forecasting and Social Change, 1991, 40, 53-71.

(Reprinted in Business Research Realities: Selected Readings, D.A. Erekson, S.H. Shaha, and C.D. Swenson (Eds.), Needham Heights, MA: Simon and Schuster, 1996, 151-170.)

Volkema, R.J. "Problem Statements in Managerial Problem Solving," Socio-Economic Planning Sciences, 1988, 22 (5), 213-220.

Volkema, R.J. "Problem Statements in Negotiation and Policy Formation," Mediation Quarterly, 1988, 20, 23-30.

Volkema, R.J. "Problem Complexity and the Formulation Process in Planning and Design," Behavioral Science, 1988, 33 (4), 292-300.

Volkema, R.J. "Problem Formulation: Its Portrayal in the Texts," Organizational Behavior Teaching Review, 1987, 11 (3), 113-126.

Volkema, R.J. "Problem Formulation as a Purposive Activity," Strategic Management Journal, 1986, 7 (3), 267-279.

Volkema, R.J. "Problem Formulation in Planning and Design," Management Science, 1983, 29 (6), 639-652.

#### Book Chapters

Volkema, R.J. "Problem Formulation," in Concise Encyclopedia of Information Processing in Systems and Organizations, Andrew Sage (Ed.), Oxford: Pergamon Press, 1990, 377-382.

#### Proceedings-Conferences

Volkema, R.J. "Problem Formulation in Transportation Planning: A Case Analysis," INFORMS Joint International Meeting, Barcelona, Spain, July 1997.

Volkema, R.J. and Leal.R. "Type III Errors in Environmental Perception," XVIII ANPAD (Association of Post-Graduate Programs in Administration), Curitiba, Brazil, September 1994.

Volkema, R.J. and Leal, R. "Environment, Perception, and Strategy," Proceedings of the Annual Meeting of the Decision Sciences Institute (pp. 470-472), San Francisco, November 1992.

Volkema, R.J. "Characteristics of a Type III Environment,"TIMS XXX and SOBRAPO XXIII Joint International Meeting, Rio de Janeiro, Brazil, July 1991.

Volkema, R.J. "Growth and Transformation in Organizations: A Systems Framework for Analysis and Development," XIV Congress on Systems Engineering (presentation), Santiago, Chile, July 1991.

Volkema, R.J. "Understanding and Managing the Problem Formulation Process," XIV Congress on Systems Engineering (presentation), Santiago, Chile, July 1991.

Volkema, R.J. "An Empirical Investigation of Problem Reformulation and Solution Generation," Proceedings of the Annual Meeting of the Decision Sciences Institute, San Diego, November 1990.

Volkema, R.J. "Selecting Participants to Avoid Type III Errors: Theory into Practice," Working Conference on Managerial Thought and Cognition, Washington, D.C., August 1989.

Volkema, R.J. "Selecting Participants to Avoid Type III Errors," TIMS/ORSA National Conference, Vancouver, Canada, May 1989.

Volkema, R.J. "Problem Formulation in Managerial Problem Solving," TIMS/ORSA National Conference, Washington, D.C., April 1988.

Volkema, R.J. "Problem Formulation in Planning and Design: What We Know and What We'd Like to Know," 1987 International Congress on Planning and Design Theory, Boston, August 1987.

Volkema, R.J. "Problem Formulation: What Are We Teaching Business Students?" Annual Meeting of the American Institute for Decision Sciences, Las Vegas, November 1985.

Volkema, R.J. "Problem Formulation in Planning and Design: Selection of Problem Statements in Forced-Choice Situations," Proceedings of the Annual Meeting of the American Institute for Decision Sciences, Toronto, November 1984.

#### Organizational Teams/Groups/Meetings

##### Books/Software

Volkema, R.J. QUORUM: Software for Managing Teams, Groups, and Meetings, La Jolla, CA: Pfeiffer and Associates, 1991.

### Journal Publications

Niederman, F. and Volkema, R.J. "The Relation of Agenda Creation and Use to Group Support System Experience," Database, 1999, 30 (3-4), 51-71.

Niederman, F. and Volkema, R.J. "Effects of Facilitator Characteristics on Meeting Preparation, Set-up, and Implementation," Small Group Research, 1999, 30 (3), 330-360.

Volkema, R.J. and Gorman, R. "The Influence of Cognitive-Based Group Composition on Decision-Making Process and Outcome," Journal of Management Studies, 1998, 35 (1), 105-121.

Volkema, R.J. and Niederman, F. "Planning and Managing Organizational Meetings: An Empirical Analysis of Written and Oral Communications," Journal of Business Communication, 1996, 33 (3), 275-296.

Volkema, R.J. and Niederman, F. "Organizational Meetings: Formats and Information Requirements," Small Group Research, 1995, 26 (1), 3-24.

Volkema, R.J. "Computer-Assisted Meeting Management and Record Keeping," Records Management Quarterly, 1988, 22 (4), 8-11.

Volkema, R.J. and Avery, M. "Power Behind the Pen: Developing the Role of the Active Meeting Recorder," Advanced Management Journal, 1988, 53 (3), 45-48.

Volkema, R.J. "Student Work-Teams: A Computer-Based Self Analysis," Journal of Education for Business, 1987, 62 (5), 210-214.

Volkema, R.J. "Student Work-Teams: Diagnosing Problems by Computer," AEDS Journal, 1986, 20 (1), 44-50.

### Proceedings-Conferences

Volkema, R.J. "Emerging Trends in Electronic Mail Technology: Creating an Agenda for Future Research," Annual Meeting of the Academy of Management, Chicago, August, 1999.

Niederman, F. and Volkema, R.J. "Effects of Facilitator Training and Experience on Meeting Preparation, Set-Up, and Implementation," Annual Meeting of the Academy of Management, Boston, August 1997.

Niederman, F. and Volkema, R.J. "Influence of Agenda Creation and Use on Meeting Activities and Outcomes: Report on Initial Results," ACM SIGCPR/SIGMIS, Denver, Colorado, April, 1996.

Volkema, R.J. and Niederman, F. "Meeting the Challenge: Application of Communication Technologies to Group Interactions," ACM SIGCPR, Nashville, Tennessee, April 1995.

Volkema, R.J. and Niederman, F. "Organizational Meetings: Formats, Information Requirements and Systems Development," ORSA/TIMS Meeting, Boston, April 1994.

Volkema, R.J. "A Comparative Study of Expert System Use By Individuals, Nominal Groups and Interacting Groups," Annual Meeting of the Academy of Management, New Orleans, August 1987.

## Related Disciplines

### Journal Publications

Volkema, R.J. and Wetzel, U. "Entrepreneurial Motivation Among Brazilian Small Business Owners," Business Journal for Entrepreneurs, 2003 (4), 175-213.

Getz, K.A. and Volkema, R.J. "Culture, Perceived Corruption, and Economics: A Model of Predictors and Outcomes," Business & Society, 2001, 40 (1), 7-30.

### Book Chapters

Volkema, R.J. "Curriculum Workshop: Mathematics for Computer Science," edited chapter in Interactive Management, Schools and Education, Fairfax, Virginia: George Mason University, 1990.

### Proceedings-Conferences

Volkema, R.J. "Unifying Principles of Organizational Behavior and Management," Meeting of the Midwest Academy of Management, Chicago, March 2005.

Volkema, R.J. and Wetzel, U. "Entrepreneurial Motivation Among Brazilian Small Business Owners," Meeting of the Business Association for Latin American Studies, Sao Paulo, Brazil, April 2003.

Getz, K.A. and Volkema, R.J. "Corruption in International Business: Model Development and Testing," Meeting of the International Association for Business and Society, Paris, France, 1999.

Getz, K.A. and Volkema, R.J. "Corruption and Economics: A Model of Predictors and Outcomes," Annual Meeting of the Academy of Management, Chicago, 1999.

Volkema, R.J. "Learning and Managing Through Expert Systems," Proceedings of the Annual Meeting of the Decision Sciences Institute, Honolulu, November 1986.

Byers, M.L., Kolstad, D.C., Volkema, R.J., Karmel, B. "An Empirical Evaluation of Satisfaction with Volunteer Work in a Community Health Center," Proceedings of the Academy of Management, 36th Annual Meeting, Kansas City, August 1976.

## GRANTS-AWARDS

Best Paper Nomination, Eastern Academy of Management, Cape Town, South Africa, 2005.

Best Paper Honorable Mention Award, Iberoamerican Academy of Management Conference, Sao Paulo, Brazil, 2003.

Fulbright Senior Specialist, 2002-2007.

Best Paper Award, Social Issues in Management Division, Annual Meeting of the Academy of Management, Washington, D.C., 2001.

Robert Kogod Research Fellow, Kogod School of Business, American University, 2000-2001.

Thunderbird Best Paper Award, Annual Meeting of the Business Association for Latin American Studies, Monterrey, Mexico, 1996.

University Research Awards, American University, Spring 1989, Spring 1990, Summer 1996.

Summer Research Award, American University, Summer 1989, 1991, 1993, 1994, 1997, 1998, 1999.

Fulbright Scholar (Department of Business Administration, Catholic University, Rio de Janeiro, Brazil, Summer 1988).

National Institute for Dispute Resolution (1986-1988).

National Institutes of Health (doctoral thesis) (1980).

## ADDITIONAL WORK EXPERIENCE

Mediator, Public Mediation Center, Madison, Wisconsin.

Lecturer, School of Business, University of Wisconsin-Madison, Madison, Wisconsin.

Senior Associate, Health Micro Data Systems, Madison, Wisconsin.

Management Consultant (private), Madison, Wisconsin.

Program Analyst, Bureau of Community Health Services, Department of Health, Education and Welfare, Rockville, Maryland.

## EDITORIAL BOARDS (Past and Current)

Small Group Research  
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