

CURRICULUM VITAE

Professor Charles Heckscher

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Experience

1992-present: Professor, Department of Labor Studies and Employment Relations, Rutgers University.

1998-present: Director, Center for Workplace Transformation, School of Management and Labor Relations

1992-98: Department Chair

April-May 2005: Visiting Professor at l'Institut des Études Politiques (Sciences-Po) and Centre de Sociologie des Organisations, Paris.

June, 1997: Visiting Professor at the University of Paris I (the Sorbonne), France.

January-June, 1996: Visiting Professor in Human Resources Management at l'École des Hautes Études Commerciales, France.

March, 1996: Visiting Professor at l'Institut des Études Politiques (Sciences-Po), Paris.

1988-1996: Co-director of the Project on Employment Relations, Program on Negotiation, Harvard Law School.

1986-1992: Assistant, then Associate Professor of Human Resource Management, Harvard Business School.

1979-present: consultant to efforts on the improvement of union-management relations; the development of interactive cultures and structures; participatory strategic planning; and win-win negotiating approaches. Major interventions have included Lucent Technologies with the Communications Workers of America and the International Brotherhood of Electrical Workers; AT&T; the American Federation of Teachers; Dupont and the Brotherhood of Dupont Workers; the New England Medical Center; Volvo; James River Paper and the International Paper Workers' Union; the United Auto Workers and General Motors; and Steinway Pianos.

1981-1984: Research Economist for the Communications Workers of America, Washington, D.C. Primary duty was supporting joint union-management activities with AT&T, especially the Quality of Work Life (worker participation) program and the Technology Change Committees, through the development of training and through internal consultation.

1979-1981: co-holder of the Harman Fellowship on worker participation and technological change at the Kennedy School of Government.

Major Research projects:

Current:

- 1) Collaborative enterprise
 - a) Book in progress (contract with Yale University Press)
 - b) Edited book published in Spring, 2006, by Oxford University Press
 - c) Continued work on issues of trust and community in knowledge organizations: chaired Showcase Session at Academy of Management in August 2005; conference at Harvard Business School in Fall 2005.
 - d) Case in press on IBM values development process (Harvard Business School case). Further research under way at Johnson & Johnson.
- 2) Organizational collaboration and the quality of health care delivery: with grants from Robert Wood Johnson Foundation and Rutgers University's Academic Excellence Program, studying whether collaboration among specialties in cardiac care units affects patient outcomes.
- 3) Post-industrial employee organizations and stakeholder institutions
 - a) Research on quasi-unions and non-union employee rights organizations; paper in progress for fall conference sponsored by British Journal of Industrial Relations.
 - b) Applying recent developments in network theory to current social movements and coalitions
 - c) Research under way on models of stakeholder representation.

2000-2001: Under a grant from the Citigroup Behavioral Sciences Research Council, studied the operation of Process Improvement Teams, Customer Relationship Managers, and Alliance Teams at Citibank.

1999-2001: member of research team coordinated by McKinsey & Co. studying the development of opportunity-based design in corporate organization.

1990-93: Researched the changing roles and attitudes of middle managers and professional staff in situations of rapid corporate change. Interviewed middle managers in a wide range of industries on what works and does not work in restructuring to deal with the current competitive pressures.

1988-90: Co-director of a project, funded by the Department of Labor, conducting joint training in alternative forms of negotiation for union and management representatives, and researching the effects on actual bargaining.

1986-87: Under a grant from the Twentieth Century Fund, conducted research for a book on the future of employee representation.

1985-86: Project Director for a study, funded by the Department of Labor, of a Quality of Work Life effort in the City of Boston.

1983: While at the Communications Workers, was principal designer and author of a study of the QWL process at AT&T.

Education:

Ph.D.: Harvard University, Department of Sociology, 1981.

M.A.: Harvard University, Department of Sociology, 1974.

M.A.T.: (Master of Arts in Teaching): Harvard Graduate School of Education, 1971.

B.A.: Harvard College, 1971.

Publications:

"The Evolution Of Stakeholder Regimes: beyond neo-corporatism." In Blyton, *et al. Handbook of Industrial and Employment Relations*. London: Sage, forthcoming.

"Strength in networks: Employment rights organisations and the problem of co-ordination." with Françoise Carré. *British Journal of Industrial Relations* Special Issue, "New Actors in Industrial Relations," forthcoming (2006).

"Organizations, movements, and networks." *New York Law School Review*, 50 2 (2006): 313-36.

The Firm as a Collaborative Community: Reconstructing Trust in the Knowledge Economy. Edited, with Paul Adler. Oxford University Press, 2006.

(Includes the following co-authored chapters:)

"Introduction," with Paul Adler

"Towards collaborative community," with Paul Adler

"A note on leadership for collaborative communities," with Michael Maccoby

"The strategic fitness process," with Nathaniel Foote

"La négociation quotidienne et le règlement officiel des disputes dans les entreprises [Everyday negotiations and formal dispute-resolution in business enterprises]" (with Lavinia Hall). *Négociations*, May 2004.

Agents of Change: crossing the post-industrial divide (with Michael Maccoby, Rafael Ramirez, and Pierre-Eric Tixier). Oxford University Press, 2003.

Published in French as *La Métamorphose Des Géants*, Éditions d'Organisation, January 2004.

"From Workplace Participation to Co-Management: The Expanding Arena of Labor-Management Partnerships" (with Saul Rubinstein). *Negotiations and Change: From the Workplace to Society* (Thomas Kochan and David Lipsky, eds), Cornell University Press, January 2003.

"Negotiating Identity" (with Lavinia Hall). In *Negotiations and Change: From the Workplace to Society* (Thomas Kochan and David Lipsky, eds), Cornell University Press, 2003.

"Living With Flexibility." In Hurd, Richard; Katz, Harry; and Turner, Lowell. *Rekindling the Movement: Transforming the Labor Movement in the 1990s and Beyond*. Cornell University Press, 2001.

"Participatory unionism." *Labor Studies Journal* 25,4 (Winter 2001): 3-18.

"Response to Adler, 'Market, Hierarchy, and Trust'." *Organization Science*, 2000.

"HR strategy and contingent work: dualism vs. true mobility." In Carré, Françoise; Ferber, Marianne; Golden, Lonnie; and Herzenberg, Stephen A. (eds) *Nonstandard Work: the nature and challenge of changing employment arrangements*. Industrial Relations Research Association, 2000

"Statement of Charles Heckscher" in Century Foundation Task Force on the Future of Unions. *What's Next for Organized Labor*. NY: The Century Foundation Press, 1999.

"Can labour-management cooperation deliver jobs and justice?" (Heckscher, Charles and Schurman, Sue). *Industrial Relations Journal* 28,4 (December 1997): 323-330.

"The changing social contract for white-collar workers." in *Perspectives on Work*, The Industrial Relations Research Association's 50th Anniversary Magazine, 1997.

"Introduction" to the second edition of *The New Unionism*, Cornell University Press, 1996.

"Les théories des relations industrielles: l'émergence d'un nouveau cadre conceptuel aux Etats-Unis." in Murray, Gregor; Morin, Marie-Laure; and Da Costa, Isabel (eds): *L'Etat des Relations Professionnelles: traditions et perspectives de recherche*. Quebec: Presses de l'Université Laval et Presse de l'Université Octares, 1996.

"Le chercheur en tant qu'intervenant: une perspective américaine" ("The Researcher As Intervenor: An American Perspective"). *Revue Internationale de PsychoSociologie*, 3,4 (Spring, 1996): 73-86.

"The Failure of Participatory Management." *Across the Board* 54 (Nov/Dec 1995): 16-21.

- White-Collar Blues: management loyalties in an age of corporate restructuring.* N.Y.: Basic Books, 1995. (also published in Japan and Korea)
- “Beyond contract bargaining: partnerships, persuasion, and power.” *Social Policy* 25,2 (Winter 1994): 19-29.
- The Post-Bureaucratic Organization: new perspectives on organizational change.* (Heckscher, Charles and Donnellon, Anne, editors). Newbury Park, CA: Sage, 1994.
 (Includes the following chapters solely- or co-authored:)
 “Introduction” (with Lynda Applegate)
 “Defining the Post-Bureaucratic Type”
 “Transformational Processes” (with Russ Eisenstat and Thomas Rice)
 “Lakeville Chemical Plant”
- “Le contrat social en pleine évolution [The evolving social contract at work].” in Bernier, Colette et al, eds. *La négociation collective du travail.* Sainte-Foy: Les Presses de l'Université Laval, 1993.
- “Associational movements and employment rights: an emerging paradigm?” (Heckscher, Charles and Palmer, David). *Research In The Sociology of Organizations*, v. 12 (1993).
- “Foreword.” in Abrahamsson, Bengt. *Why Organizations? How and why people organize.* Newbury Park, CA.: Sage, 1993.
- “Mutual gains and beyond: two levels of intervention” (Heckscher, Charles and Hall, Lavinia). *Negotiation Journal*, July 1994: 235-248. (Revised version of “Two levels of mutual-gains intervention.” *Industrial Relations Research Association, Proceedings of the 44th Annual Meeting.* January 3-5, 1992: 160-178.)
- “Skill and Structure in Collective Bargaining.” in Lavinia Hall, ed. *Negotiation.* Sage, 1992.
- “Can Democracy Build Competitiveness?” *The World and I*, October 1991: 523-534.
- “Can Business Beat Bureaucracy?” *The American Prospect* 5 (Spring 1991): 114-128.
- Joint Training In Negotiation as a Strategy for Encouraging More Cooperative Approaches to Collective Bargaining.* (Friedman, Ray; Heckscher, C; et al.) Washington, D.C.: US Department of Labor, 1990.
- “Universities and the New Unionism.” *Proceedings of the 17th Annual Conference of the National Center for the Study of Collective Bargaining in Higher Education and the Professions.* Baruch College, Joel M. Rogers, Ed. April 1989.
- The New Unionism: Employee Involvement in the Changing Corporation.* N.Y.: Basic Books, 1988; 2nd edition, with new introduction, Cornell University Press, 1996. (Also published in Spain, Japan, and Korea).

- “Crisis and Opportunity for Labor.” *Labor Law Journal*, August 1987: 465-470
- “Multilateral Negotiation and the Future of American Labor.” *Negotiation Journal*, April 1986. (Reprinted in Breslin, J. William and Rubin, Jeffrey Z. eds . *Negotiation Theory and Practice*. Cambridge, MA: Program on Negotiation, 1991.)
- “Workers and Technology in Telecommunications” (with Ronnie J. Straw). *QWL Focus*, 1984.
- “QWL: New Working Relationships” (with Ronnie J. Straw). *Labor Studies Journal*, Winter 1984.
- “Worker Participation and Management Control.” *Journal of Social Reconstruction* 1,1 (1980).
- “Parsons' Theory of Organizations.” In Akio Tanosaki (ed.), *Parsons' Social Theory*. Tokyo: Seisin Seibo, 1976.

Reviews

- Clawson, Dan. *The Next Upsurge*. In *Relations Industrielles / Industrial Relations* 59,1 (2004).
- Boeri, et al. *The Role of Unions in the Twenty-First Century: A Study for the Fondazione Rodolfo Debenedetti*. In *British Journal of Industrial Relations*, 41, 1 (Mar 2003): p. 135.
- Hyman, Richard. *Understanding European Trade Unionism: between market, class, and society*. In *British Journal of Industrial Relations* 40,3 (Sept 2002): 603-605.

Professional positions

- Member, Editorial Board, *Negotiation Journal*
- Member, Editorial Board, *Négociations*
- Member, Board of Directors, *Working Today*
- Member, Board of Directors, Institute for Work Democracy

Teaching cases

Citibank Esolutions (2001)

(published by Harvard Business School Case Services):

- IBM: the Values Jam (with Lynda Applegate; 2005)*
- Lakeville Chemical Plant (A), (B), and teaching note*
- Pacific Bell and the CWA (A), (B), (C), and teaching note*
- The Clerical and Technical Workers' Organizing Campaign at Harvard University (A), (B), and teaching note*

The Reading Works at AT&T (A), (B), and teaching note
Paul Cronan and the New England Telephone Company (A), (B), (C), (D), and teaching note
The Portman Hotel (with teaching note)
Santa Clara County Transportation Agency (A), (B), and teaching note
People Express Supplement
The Changing Organization of Blue-collar Work: from Taylorism to employee involvement
Organized Labor and Public Policy
Note on Post-Bureaucratic Organization
Note on Employees' Legal Rights
Note on the US Airline Industry

Selected professional presentations (recent, unpublished):

- “Organizing the soloists.” Plenary address to the IT Forum- Tools to anticipate and manage change in ICT. Barcelona, Spain. June 2006.
- “Collaborative community.” Co-Chair and lead presenter at conference at the Harvard Business School, December 2005.
- “Strength in Networks.” Presentation to conference on New Actors in Industrial Relations, London School of Economics, September 2005.
- “Collaborative community.” Chair and lead presenter at showcase session at the Academy of Management, August 2005.
- “Collaborative enterprise.” Presentation to the Human Resources Planning Society, San Francisco, June 2005.
- “Collaborative community.” Presentation to Centre de Sociologie des Organisations, Paris, May 2005.
- “Working Today.” Conference on “Organizing Professionals in the 21st Century.” AFL-CIO Department of Professional Employees, Washington, DC, March 15, 2005.
- “Organizations, Movements, and Networks.” Prepared for conference on “Next Wave Organizing and Activism,” New York Law School, January 2005.
- “Stakeholder regimes and industrial democracy.” The Industrial Relations Research Association, panel on industrial democracy, January 2004.
- “Developing organizational capability” (« Le développement des capacités organisationnelles »). Presentation to Fédération des Travailleurs et travailleuses de Québec, Le Collège FTQ-Fonds, January 16, 2003.
- “Network structures and strategic orientations.” Presentation to the Academy of Management, Organization and Change Division, August 2002.

“The future of industrial relations.” Presentation to New Zealand Department of the Treasury, July 2002.

“Partnerships old and new.” Keynote presentation to New Zealand Public Service Association, July 2002.

“Post-industrial relations.” Panel presentation to the Academy of Management, August 2001

“Changing organizations.” Presentation to MIT Industrial Relations seminar, October 2001.

Selected outside service (recent):

1999- : chair of internet technology task force, IRRA.

1997-1998: member of Twentieth Century Fund task force on the Future of American Labor.

July 1995: member of state of New Jersey task force on Total Quality initiative in state government.

June 1995: seminar series for leaders of Federal "Reinventing Government" initiative, Washington, DC.

1994: series of meetings with State of New Jersey Judiciary (Chief Justice and administrators) concerning judicial reorganization process.

Selected Rutgers University service:

Representative to Rutgers University Senate, 2005-

Member, SMLR PhD Policy Committee, 2003-

Member, Rutgers Social Sciences Area Committee, 1999-

Member, Academic Appeals Committee, SMLR, 1996-

Member, Planning / Advisory Committee, SMLR, 1992-

Joint faculty member at the Rutgers Graduate School of Applied Psychology.

Member, Workforce Development Coordinating Council, 1999-2004.

Chair, Labor Studies and Employment Relations, 1992-8.

Member, Rules and Procedures Committee, SMLR, 1994-5.

Chair, Appointments and Promotions Committee, SMLR, 1994-5.

Coordinator, SMLR strategic planning process, 1992-3.

August 2006