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*William D. Hamilton Collegiate Professor
of Complex Systems, Information, & Public Policy*

PERSONAL INFORMATION

Date of Birth March 22, 1945
Place of Birth Sheridan, Wyoming, USA
Nationality United States
Marital Status Married to Hilary U. Cohen
Children Rachel E. Cohen, b. 1973; Amy C. Cohen, b. 1975

EMPLOYMENT AND EDUCATION

2001– **William D. Hamilton Collegiate Professor, Complex Systems, Information and Public Policy, The University of Michigan, Ann Arbor, Michigan, USA.**

1995– **Co-Director, Interdepartmental Committee on Organization Studies (ICOS), University of Michigan.**

1998–2001 **Professor of Information, Public Policy, & Political Science, University of Michigan.**

1996–1998 **Founding faculty member and Professor School of Information, University of Michigan.**

1995–1998 **External Faculty Member, Santa Fe Institute.**

1985–1998 **Professor of Political Science and Public Policy, Department of Political Science and School of Public Policy, University of Michigan..**

1994–1997 **Associate Director and co-founder, Collaboratory for Research on Electronic Work (CREW), University of Michigan.**

1994–1995 **Visiting Faculty Member, Santa Fe Institute, Santa Fe, New Mexico.**

1986–1989 **Special Assistant for Information Technology to the Dean of the College of Literature, Science and the Arts, University of Michigan.**

1985 **Visiting Professor, Institute of Public Administration and Organization, University of Bergen, Norway (winter and spring terms).**

1979–1985 **Associate Professor, Department of Political Science, and Research Scientist, Institute of Public Policy Studies, University of Michigan.**

1982–1984 **Consultant, Xerox Palo Alto Research Center.**

1981–1982 **Visiting Professor, Graduate School of Business, Stanford University.**

1973–1979 **Assistant Professor, Department of Political Science, and Research Scientist, Institute of Public Policy Studies, University of Michigan.**

1977 **Visiting Professor, Institute of Sociology, University of Bergen, Norway (Winter term).**

1976 **Gastdocent, Graduate School of Management, Delft, The Netherlands (Fall).**

1972–1973 **Postdoctoral Fellow, Stanford University, under grants from the National Science Foundation and the Social Science Research Council for additional training in mathematics.**

1972 **Ph.D. University of California, Irvine, in Social Science.**

- 1970–1971 **Research Assistant to James G. March** under a grant from the Ford Foundation to develop research and teaching in the field of organization theory in Norway and Denmark.
- 1969–1970 **Research Assistant, University of California, Irvine, to James G. March** under a grant from the Carnegie Corporation for studies of American college and university presidents.
- 1966–1969 **Research Assistant, University of California, Irvine, to Lewis A. Froman, Jr.** conducting experimental studies of bargaining behavior under grants from the National Science Foundation.
- 1966 **B.A. Stanford University, in History with Honors in the Social Sciences.**

BOOKS & EDITED VOLUMES

- 1999 ***Harnessing Complexity: Organizational Implications of a Scientific Frontier***, (with Robert Axelrod), New York: The Free Press. Published in French, translation by Jan-Luc Fidel, Paris, Editions Odile Jacob, 2001. Published in Japanese, translation by Haruo Takagi, with a new forward, Tokyo, Diamond Sha, 2003 .
- 1995 ***Organizational Learning***, based upon the 1991 special issue of *Organization Science*, with additional material, (coedited with Lee S. Sproull), Thousand Oaks, CA: Sage Publications.
- 1991 ***Organizational Learning: Papers in Honor of (and by) James G. March***, a special issue of *Organization Science*, (coedited with Lee S. Sproull, volume 2, number 1.
- 1986 ***Leadership and Ambiguity: The American College Presidency, 2nd Edition***, Boston, MA: Harvard Business School Press, (with James G. March). Also published in Chinese translation by China Ocean University Press, Qingdao, China, 2006. .
- 1974 ***Leadership and Ambiguity: The American College Presidency***, (with James G. March), New York: McGraw-Hill.

JOURNAL ARTICLES & BOOK CHAPTERS

- forthcoming 2009 **Is it the 'Same'? Observing the Regeneration of Organizational Character at Camp Poplar Grove**, (with Jeremy Birnholtz and Susannah Hoch), in *Organizational Routines: Advancing Empirical Research*, Markus C. Becker and Nathalie Lazaric (eds), Northhampton MA: Edward Elgar.
- 2009 **Reading Dewey: Some Implications for the Study of Routine**, *The Oxford Handbook of Sociology and Organization Studies: Classical Foundations*, Paul Adler (ed), ch. 20, 444-463.
- 2009 **Social Closeness Increases Salivary Progesterone in Humans**, *Hormones and Behavior*, 56, 1: (June 2009), 108-111, (with Stephanie L. Brown, Barbara L. Fredrickson, Michelle M. Wirth, Michael J. Poulin, Elizabeth A. Meier, Emily D. Heaphy & Oliver C. Schultheiss), DOI: 10.1016/j.yhbeh.2009.03.022.
- 2008 **Learning with Regret**, *Science*, 319:1052, (22 Feb), DOI: 10.1126/science.1155477.
- 2007 **Beyond Distributed Cognition: Enlarging our conceptual foundations to better support virtual organization**, *Virtuality and Virtualization*, Crowston, K., S. Sieber and E. Wynn (eds), New York: Springer Science, 11–13.
- 2007 **The Fourth Organization Studies Summer Workshop: “Embracing Complexity: Advancing Ecological Understanding in Organization Studies”**, *Organization Studies*, 28, 947–949.
- 2007 **Reading Dewey: reflections on the study of routine**, *Organization Studies*, 28: 773–786, DOI: 10.1177/0170840606077620.
- 2007 **The Garbage Can Model**, *International Encyclopedia of Organization Studies*, Stewart Clegg and James R. Bailey, (eds), Thousand Oaks, CA: SAGE Publications (with James G. March and Johan P. Olsen).
- 2007 **Organizational Character: on the regeneration of Camp Poplar Grove**, *Organization Science*, 18/2, 315–332, with Jeremy P. Birnholtz and Susannah Hoch, DOI: 10.1287/orsc.1070.0248.

- 2007 **Comment: Beyond Boundedly Rational Individuals — Remarks on “Behavioral Organizational Economics”**, *Behavioral Economics and Its Applications: Proceedings of the Yrjö Jahnsson Foundation 50th Anniversary Conference*, Peter Diamond & Hannu Vartiainen (eds.), Princeton University Press, Princeton New Jersey, 281–290.
- 2007 **Administrative Behavior: laying the foundations for Cyert and March**, *Organization Science*, 18/3: 503–506, DOI: 10.1287/orsc.1070.0275.
- 2006 **What’s Different is Routine: Comments on “Toward a Neo-Schumpeterian Theory of the Firm” by Sidney Winter**, *Industrial and Corporate Change*, 15/2, 387–390, <http://icc.oxfordjournals.org/cgi/reprint/dt1001?ijkey=igYTnll31PzzfkK&keytype=ref>.
- 2006 **Standardized Observations of Cross-Cover Events in Hospitalized Patients: What goes “bump” in the night?**, *Poster, Society of Hospital Medicine National Conference*, Washington D.C., (with Wesorick D.W., Fleming A., Hsu R., Kim C., Lee F., Lim S., Mangrulkar R., Parekh V., Thompson M., Yakel E., Kramer M.).
- 2005 **Tags, Interaction Patterns and the Evolution of Cooperation**, *Perspectives on Adaptation, Evolution and Complex Adaptive Systems*, M. Mitchell, L. Booker, S. Forrest, R. Riolo (eds.), Oxford University Press, (with Rick L. Riolo and Robert Axelrod).
- 2004 **Must there be human genes specific to prosocial behavior?, a response to Henrich, Joseph, “Cultural Group Selection...”**, *Journal of Economic Behavior and Organization*, 53: 49–51, (with Rick L. Riolo and Robert Axelrod).
- 2003 **Institutions and Organizations, Editor’s Introduction to the Special Issue in Honor of James March**, *Industrial and Corporate Change*, 12: 647–652, (with Giovanni Dosi, Daniel Levinthal, and Mie Augier).
- 2003 **Preface to the Japanese Edition**, *Harnessing Complexity: Organizational Implications of a Scientific Frontier*, Tokyo: Diamond Publishing Co, (with Robert Axelrod; Translation by Takao Terano).
- 2002 **Beyond Geography: Cooperation with Persistent Links in the Absence of Clustered Neighborhoods**, *Personality and Social Psychology Review*, 6: 341–346, (with Robert Axelrod and Rick L. Riolo).
- 2002 **Behavioural evolution (Communication arising): Does similarity breed cooperation?**, *Nature*, 418 (1 Aug): 500, (with Rick L. Riolo and Robert Axelrod), doi:10.1038/418500a.
- 2001 **Evolution of Cooperation without Reciprocity**, *Nature*, 414 (22 Nov): 441–443, (with Rick L. Riolo, and Robert Axelrod).
- 2001 **The Role of Social Structure in the Maintenance of Cooperative Regimes**, *Rationality and Society*, 13(1): 5–32, (with Rick L. Riolo and Robert Axelrod).
- 2000 **Chaos Control**, *CIO Magazine*, (June 1), (with Robert Axelrod, an excerpt of *Harnessing Complexity*).
- 1999 **Preface to the Organization Science Special Edition on Complexity**, *Organization Science*, 10(3), (May-June): 373–376.
- 1999 **The Emergence of Social Organization in the Prisoner’s Dilemma: How Context-Preservation and Other Factors Promote Cooperation**, *Santa Fe Institute Working Paper*, 99-01-002, (Rick L. Riolo and Robert Axelrod), <http://www.santafe.edu/research/publications/workingpapers/99-01-002.pdf>.
- 1998 **Complexity and Adaptation In Community Information Systems: Implications for Design**, *Community Computing and Support Systems*, Toru Ishida (ed.), Heidelberg: Springer Verlag, Lecture Notes in Computer Science, #1519, (with Robert Axelrod), presented as a keynote talk at the Kyoto University Workshop on CommunityWare, June 1998.
- 1998 **Foreword**, *Simulating Organizations: Computational Models of Institutions and Groups*, (eds.) Michael Prietula, Kathleen M. Carley, Les Gasser, Cambridge MA: AAAI/MIT Press.

- 1996 **Contemporary Issues in Research on Routines and Other Recurring Action Patterns of Organizations**, *Industrial and Corporate Change*, 5(3): 653-698, (with Roger Burkhart, Giovanni Dosi, Massimo Egidi, Luigi Marengo, Massimo Warglien and Sidney Winter). Reprinted in Riccardo Viale (ed.), *Cognitive Economics*, Torino, Italy: La Rosa Editrice, pp. 123–174. Reprinted in *Knowledge, Learning and Routines*, Lazaric, N. and E. Lorenz (eds.), Cheltenham, UK: Edward Elgar Publishing, 2003; Reprinted Dosi, G., D. Teece and J Chytry, (eds), *Understanding Industrial and Corporate Change*, Oxford: Oxford University Press, 2005. Available as Santa Fe Institute Working Paper, <http://www.santafe.edu/research/publications/workingpapers/95-11-101.pdf>.
- 1996 **Aligning Simulation Models: A Case Study and Results**, *Computational and Mathematical Organization Theory*, 1(2):123–141, (with Robert Axtell, Robert Axelrod, and Joshua Epstein). Reprinted in Axelrod, Robert, *The Complexity of Cooperation: Agent-Based Models of Competition and Cooperation*, Princeton, NJ: Princeton University Press, 1997. Available at <http://deepblue.lib.umich.edu/handle/2027.42/44707>.
- 1995 **Introduction**, *Organizational Learning*, (with Lee Sproull) in *Organizational Learning*, Thousand Oaks, CA: Sage Publications, 1995 .
- 1995 **Organizational Learning of Routines: A Model from the Garbage Can Family**, *Proceedings of the Venice Conference on the Logic of Organizational Disorder*, Massimo Warglien (ed.), Berlin: de Gruyter.
- 1994 **Organizational Routines Are Stored as Procedural Memory: Evidence From a Laboratory Study**, *Organization Science*, 5(4) (Dec): 554–568 , (with Paul Bacdayan). Reprinted in *Cognition Within and Between Organizations*, J.R. Meindl, et al. editors, Thousand Oaks CA: Sage Publications, 1996..
- 1992 **Can Two Heads Learn Better Than One?: Results from a Computer Model of Organizational Learning**, *Artificial Intelligence in Organization and Management Theory: Models of Distributed Activity*, Michael Masuch and Massimo Warglien (eds.), The Hague, The Netherlands: Elsevier,.
- 1991 **Individual Learning and Organizational Routine: Emerging Connections**, a review essay in *Organizational Learning: Papers in Honor of (and by) James G. March*, *Organization Science*, 2(1): 145–149.
- 1989 **Stabilità e mutamento in sistemi di procedure operative standard**, *Studi Organizzativi*, 3(3–4) (Luglio–Dicembre).
- 1987 **Intelligent Information-Sharing Systems**, *Communications of the ACM*, 30(5) (May): 390–402, (with T. Malone, K. Grant, F. Turbak, and S. Brobst).
- 1986 **Artificial Intelligence and The Dynamic Performance of Organizational Designs**, *Ambiguity and Command: Organizational Perspective on Military Decision Making*, 53–71, J.G. March and R. Weissinger-Baylon (eds), Marshfield, MA: Pitman Publishing, Inc..
- 1985 **Research Needs and the Phenomena of Decision Making and Operations**, *IEEE Transactions on Man, Machine and Cybernetics*, 15(6) (Nov), (with G. Huber et al.).
- 1984 **Coping with Complexity: The Adaptive Value of Changing Utilities**, *American Economic Review*, 74(1) (Mar): 30–42, (with R. Axelrod).
- 1984 **Conflict and Complexity: Goal Diversity and Organizational Search Effectiveness**, *American Political Science Review*, 78 (Jun): 435–451.
- 1983 **Book Review: Computers and Politics**, by W.H. Dutton et al., *Knowledge*, 4(3) (Mar): 466–469.
- 1982 **The Power of Parallel Thinking**, *Journal of Economic Behavior and Organization*, 2: 285–306.
- 1982 **Quantitative Methods**, *The New Educational Programs in Public Policy: The First Decade*, J.P. Crecine (ed.), 79–99, Greenwich, CT: JAI Press, Inc, (with D. Relles et al.).
- 1978 **Toward Applicable Social Choice Theory: A Comparison of Social Choice Functions Under Spatial Model Assumptions**, *American Political Science Review*, 72: 1341–1356, (with John Chamberlin).

- 1978 **Linear Inequality Method of Establishing Certain Social Choice Conjectures**, *Public Choice*, 33(2): 1341–1356, (with John Chamberlin). Also, Institute of Public Policy Studies, Discussion Paper No. 98, September 1976.
- 1976 **Reply to Argyris**, *Administrative Science Quarterly*, 21 (Sep): 376–377.
- 1973 **Book Review: Organizational Growth Through Decisionmaking by B. Rome and S. Rome**, *American Political Science Review*, 67(3) (Sep): 997–998.
- 1972 **A Garbage Can Model of Organizational Choice**, *Administrative Science Quarterly*, 17(1) (Mar): 1–25, (with James G. March and Johan P. Olsen), Variousy reprinted including: Ackoff, R.L., (ed.) *Systems & Management Annual*, New York: Petrocelli Books, 1974, Nelson, D., and J. Quick, *Organizational Behavior: Foundations, Realities, Challenges*, 4th ed., Mason OH: South-Western College Publishing, 2002, Czarniawska, B. (ed.), *Organization Theory*, Cheltenham, UK: Edward Elgar Publishing, 2005 .
- 1970 **Compromise and Logroll: Comparing the Efficiency of Two Bargaining Processes**, *Behavioral Science*, 15(2) (Mar): 180–183, (with Lewis A. Froman, Jr.).
- 1969 **Threats and Bargaining Efficiency**, *Behavioral Science*, 14(2) (Mar): 147–153, (with Lewis A. Froman, Jr.), Reprinted in Marlowe, L., (ed.) *Basic Topics in Social Psychology*, Boston: Holbrook Press, 1972.

OTHER WRITING

- 2008 **Handoffs in Hospitals: A review of the literature on information exchange while transferring patient responsibility or control**, <http://hdl.handle.net/2027.42/61498>, the University of Michigan Deep Blue permanent archive.
- 2009 **Video Study of Communication During Handovers: Do ICU Physicians Use SBAR?**, *Canadian Healthcare Safety Symposium*, (an abstract submitted with Roy Ilan, Eva To & Curtis LeBaron; available from author).

CURRENT RESEARCH INTERESTS

- Aims** Contributing to a coherent theory of the behavior of organized actors that has solid foundations in the contemporary psychology of learning, emotions, perception and memory. The aim is to advance beyond criticizing unwarranted assumptions of rationality – whether bounded or not – and to begin providing positive components of an alternative view that can illuminate phenomena such leadership behavior, organizational regeneration, goal change, the dynamics (and rigidities) of organizational routines, and the functions of symbols in organizational settings. These and a host of other phenomena are evident to most observers, but lie largely outside the scope of existing rigorous theories. Empirical materials for the work include both field and laboratory studies and frequently are drawn from studies of routines and other recurring organizational action patterns, such as handoffs occurring at shift changes in hospitals.
- Methods** New conceptual methods also must be developed to guarantee intellectual rigor. These include formal theoretical tools, such as computer simulation and new mathematical approaches, including some that may exploit topology. New methods are also needed for observations that can be related to new theories. These might include video analysis of recurring organizational action patterns and utilizing new methods of neuropsychological observation.

RECENT RESEARCH FUNDING

- 1 May 2007 **Handoffs In Hospitals: Research For The Design Of Better Practices**, *Sponsor: Robert Wood Johnson Foundation*, Role: Principal Investigator, Total: \$398,526.
- 31 July 2009
- 1 Feb 2004 **Health-Promoting Effects of Positive Emotions**, *Sponsor: Health and Human Services, Department of-National Institutes of Health*, Role: Co-principal investigator, Total: \$1,666,975.
- 31 Dec 2005
- 1 Aug 2001 **An Assessment Project for Application Service Providers Focused on Nonprofits**, *Sponsor: Mott, Charles Stewart, Foundation*, Role: Co-principal investigator, Total: \$82,947.
- 31 Jan 2003

1 Sep 2000 **Exploration of New Approaches to Sustainable Infrastructure for Information Shar-**
31 Aug 2003 **ing**, *Sponsor: National Science Foundation*, Role: Principal Investigator, Total: \$49,999.
12 Feb 1997 **Self-Organizing Social Structures**, *Sponsor: Intel Corporation*, Role: Co-principal inves-
31 Mar 2001 tigator, Total: \$174,500.