

**CLAYTON P. ALDERFER, PhD, ABPP**

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Belle Mead, NJ 08502-4917  
908-281-6548  
Clay@ClayAlderfer.com

**EXPERTISE**

Organizational diagnosis: group and inter-group relations, leadership,  
diversity, family business, corporate governance

**EDUCATION**

1962: Yale University; B.S. with High Honors  
1966: Yale University; Ph.D.

**PROFESSIONAL**

Diploma American Board of Professional Psychology in Consulting Psychology  
American Psychological Association, Fellow, Divisions 9,13,14,49  
Society for Applied Anthropology, Fellow  
American Psychological Society, Fellow  
NTL Institute for Applied Behavioral Science, Member  
Society for Organizational Behavior, Member  
Editor, Journal of Applied Behavior Science, 1990-2003  
Editorial Board, Family Business Review, 1988-2005

**CLIENTS**

S.I. Handling Systems  
Polaroid Corporation  
Tompkins County Trust Company  
I.B.M.  
The Order of Christian Brothers  
New Haven National Bank  
Taft School  
Garon Products  
Proctor & Gamble  
Sellinger School, Loyola College, MD  
Sanitary Group  
Southern New England Telephone Co.  
Connecticut College  
New Haven School System  
New Haven Welfare Department  
Bergman, Horowitz, & Reynolds  
Yale University Police Department  
U.S. Army  
Philo Smith, Inc.  
Duncaster  
National Association of State Treasurers  
Princeton University Department of Public Safety  
Alliance of New York State Arts Councils  
Handleman, Inc.  
Bell Laboratories  
Drug Dependence Institute of the  
Connecticut Mental Health Center  
National Park Police  
Kaplan DeVries  
Martz & Lundy  
Newgrange  
General Sullivan Group  
APA Division 39  
Hillel of Cambridge, MA

Enfield Social Services  
New York City Board of Education  
Weisbart & Cooper  
Tennessee Valley Authority  
Exxon Research & Engineering  
Connecticut General Insurance Corp.  
Scoville Manufacturing Company  
Woodrow Wilson School, Princeton University  
Episcopal Church Worldwide  
School of Business, University of Alberta, Canada  
Borough of Highland Park, NJ  
Phoenix Indian School  
Strato  
Hartford Foundation for Public Giving  
Pepsi Cola Company  
Middlesex Memorial Hospital  
Connecticut Association for Supervision  
and Curriculum Development  
General Electric Company  
British Health Service  
Sacred Heart University  
Rutgers Graduate School of Applied and  
Professional Psychology  
William Alanson White Institute  
City of New York Criminal Justice First  
Coordinating Council  
U.S. Military Academy, West Point  
Hoffmann LaRoche  
Arc of Somerset County, NJ  
Binney & Smith  
Booze, Allen and Hamilton  
National Institutes of Health Clinical Center  
New Jersey EPA  
Slifka Center for Jewish Life at Yale University

## **HONORS & AWARDS**

- 1962: Tau Beta Pi
- 1962: Sylvan Geisman Award
- 1962: Sigma Xi
- 1972: Cattell Award: Division 14 American Psychological Association  
(with J. Richard Hackman)
- 1979: McGregor Award - *Journal of Applied Behavioral Science*  
(with Charleen Alderfer, Robert Tucker, Leota Tucker)
- 1988: Who's Who in America
- 1991: Who's Who in Human Service in America
- 1992: Special Contribution Award from Yale University Organizational Behavior
- 1997: Harry Levinson Award, American Psychological Association
- 1999: Janet Helms Award, Teachers College, Columbia University
- 1999: U.S. Army War College Seminar
- 2004: Grand Canyon North Rim Master Muleteer
- 2004: Special Award as Editor of the *Journal of Applied Behavioral Science*
- 2006: Special Leadership Award Rutgers Graduate School of Applied & Professional Psychology

## **RESEARCH GRANTS & CONTRACTS**

- 1963-1966: N.D.E.A. Doctoral Fellowship
- 1971-1975: Office of Naval Research Contract N00014-67-A0097-0017,
- 1979-1980: Office of Naval Research Contract N00014-79-C0626,
- 1981-1986: Peat, Marwick, & Mitchell Corporate Governance
- 1982-1986: Office of Naval Research Contract N00014-82-C-0715,

## **PERMANENT FACULTY**

- 1966-1968: Assistant Professor, Graduate School of Business and Public Administration,  
Cornell University
- 1968-1992: Assistant, Associate & Full Professor, Department of Administrative Sciences & School of  
Organization & Management, Yale University
- 1992-2006: Professor II, Rutgers Graduate School of Applied and Professional Psychology

## **ADMINISTRATION**

- 1976-79, 81-84: Director of Professional Studies, Yale School of Organization & Management
- 1980-1983: Director of Advanced Management Studies, Yale School of Organization and Management
- 1982-1984: Associate Dean Yale School of Organization and Management
- 1986-1988: Director of Graduate Studies for Organizational Behavior, Yale University Graduate School of  
Arts and Sciences
- 1992-2004: Director of the Doctoral Program in Organizational Psychology, Rutgers Graduate School of  
Applied & Professional Psychology

## **PUBLIC SERVICE**

- 1975-1978: Board of Directors: NTL Institute
- 1989-1992: Board of Directors: New Haven, CT Development and Technical Assistance Center
- 1992-2003: Academic Advisory Committee: Work in America Institute, Inc.

## **TEMPORARY FACULTY**

- University of the West Indies Management
- Cornell University Executive Development
- Cornell University Engineering Continuing Education
- University of Michigan Organization Development
- University of Monterrey, Mexico
- U.S. Army, Fort Ord Organization Effectiveness School
- Yale University Health Care Management
- University of California-Berkeley Museum Management Institute

### **COURSES DESIGNED & TAUGHT**

Organizational Behavior at Cornell University  
Interpersonal Theory and Behavior at Yale University  
Research Methods in Behavioral Science at Yale University  
Organizational Change at Yale University  
Group Relations and Organizational Diagnosis at Yale & Rutgers Universities  
Theory and Design in Experiential Group Methods at Yale University  
Individual Behavior in Organizations at Yale University  
Group and Inter-group Relations in Organizations at Yale University  
Individual and Group Behavior in Organizations at Yale University  
Interpersonal and Group Behavior in Organizations at Yale University  
Personality and Leadership at Yale University  
The Group Psychology of Organizations at Rutgers University  
Interviewing and Observation for Organizations at Rutgers University  
Experiential Group Dynamics at Yale and Rutgers Universities  
Supervision in Organizational Psychology at Rutgers University  
Theoretical Foundations of Organizational Psychology at Rutgers University

### **PUBLICATIONS**

1967

"An Organizational Syndrome," Administrative Science Quarterly, 12, 440-460.

"Convergent and Discriminant Validation of Satisfaction and Desire Measures by Interviews and Questionnaires," Journal of Applied Psychology, 51, 509-520.

1968

"Comparison of Questionnaire Responses with and without Preceding Interviews," Journal of Applied Psychology, 52, 335-340.

"Organizational Diagnosis from Initial Client Reactions to a Researcher," Human Organization, 27, 260-265.

1969

"An Empirical Test of a New Theory of Human Needs," Organizational Behavior and Human Performance, 4, 142-175.

"Job Enlargement and the Organizational Context," Personnel Psychology, 22, 418-426.

1970

"Relatedness Need Satisfaction and Learning Desires in Laboratory Education," Journal of Applied Behavioral Science, 6, 365-368.

With Charles G. McCord, "Personal and Situational Factors in the Recruitment Interview," Journal of Applied Psychology, 54, 377-385.

With Harold Bierman, "Choices with Risk: Beyond the Mean and Variance," The Journal of Business, 43, 341-353.

"Teaching Organizational Change to 'Insiders' and 'Outsiders'," Professional Psychology, 1, 397-401.

With Harold Bierman, "Estimating the Cost of Capital, A Different Approach," Decision Sciences, 1, 40-53.

"Subcultures in Behavioral Science and the Interpretation of Research on Experiential Methods," Proceedings of the Industrial Relations Research Association, 22, 98-108.

"Understanding Laboratory Education," Monthly Labor Review, 93, 18-27.

1971

With Thomas Lodahl, "A Quasi Experiment on the Use of Experiential Methods in the Classrooms," Journal of Applied Behavioral Science, 7, 43-70.

"The Effect of Individual, Group, and Intergroup Relations on Attitudes toward a Management Development Program," Journal of Applied Psychology, 55, 302-311.

1972

- With Ray Ferriss, "Understanding the Impact of Survey Feedback," in H. Hornstein and W. Burke (eds), The Social Technology of Organizational Development, 234-243.
- "Conflict Resolution among Behavioral Scientists," Professional Psychology, 3, 41-47.
- Existence, Relatedness, and Growth: Human Needs in Organizational Settings, Free Press.
- With L. Dave Brown, "Designing an Empathic Questionnaire for Organizational Research," Journal of Applied Psychology, 56, 456-460.

1973

- With Roy Lewicki, "The Tensions between Research and Intervention in Intergroup Conflict," Journal of Applied Behavioral Science, 9, 424-449, 463-468.
- With John Holbrook, "A New Design for Survey Feedback," Education and Urban Society, 5, 437-464.
- With Carl Hammerschlag and David Berg, "Indian Education; A Human Systems Analysis," American Journal of Psychiatry, 130:10, 1098-1102.
- With Benjamin Schneider, "Three Studies of Measures of Need Satisfaction in Organizations," Administrative Science Quarterly, 18, 489-505.

1974

- "The Relevance of Human Intellect and Organizational Power for Organizational Development," in John D. Adams (ed.), Theory and Method in Organization Development: An Evolutionary Process, NTL Institute, 119-138.
- With Robert Kaplan and Ken Smith, "The Effect of Variations in Relatedness Need Satisfaction on Relatedness Desires," Administrative Science Quarterly, 19, 507- 532.

1975

- With L. Dave Brown, Learning From Changing. Sage.

1976

- "Change Processes in Organizations," in M.D. Dunnette (ed.), Handbook of Industrial and Organizational Psychology. Rand-McNally, 1591-1638.
- "Boundary Relations and Organizational Diagnosis," in H. Meltzer and F. R. Wickert (eds.), Humanizing Organizational Behavior, Charles Thomas, 109-133.

1977

- "Group and Intergroup Relations," in Hackman, J.R. and Suttle, J.L., Improving Life at Work, Goodyear, 227-296.
- "Organizational Change and Open Systems Theory," in B.J. Wolman (ed.), International Encyclopedia of Neurology, Psychiatry, Psychoanalysis, and Psychology, New York: Van Nostrand, 8, 137-140.
- "Improving Organizational Communication through Long-Term Intergroup Intervention," Journal of Applied Behavioral Science, 13, 193-210.
- "Organization Development," Annual Review of Psychology, 28, 197-225.
- With D. Berg, "OD as a Profession," Mirvis, P. and D. N. Berg (eds.), Failure in Organization Development and Change, New York, Wiley-Interscience, 89-110.
- "A Critique of Salancik and Pfeffer's Examination of Need-Satisfaction Theories," Administrative Science Quarterly, 1977, 22, 659-669.

1978

- "Reflections on these Advances in Experiential Social Processes," in C.L. Cooper and C.P. Alderfer (eds.), Advances in Experiential Social Processes, Vol. 1, New York: Wiley, 217-221.
- With Edward B. Klein, "Affect, Leadership, and Organizational Boundaries," Journal of Personality and Social Systems, 1, 14-33.
- With C.L. Cooper (ed.) Advances in Experiential Social Processes, Vol. 1, New York: Wiley.

1979

- With Richard A. Guzzo, "Life Experiences and Adults' Strength of Desires in Organizations." Administrative Science Quarterly, 24, 347-360.

1980

- \*\*\*With Charleen Alderfer, Robert Tucker, and Leota Tucker, "Diagnosing Race Relations in Management," Journal of Applied Behavioral Science, 16, 135-166.
- \*\*\*"The Methodology of Organizational Diagnosis," Professional Psychology, 11, 462-485.
- \*\*\*"Consulting to Underbounded Systems," in C.P. Alderfer and C.L. Cooper (eds.), Advances in Experiential Social Processes, Vol. 2, New York: Wiley, 267-295.
- With C. L. Cooper (eds.), Advances in Experiential Social Processes, Vol. 2, New York: John Wiley.

1981

- "Intergroup Relations and Organizational Diagnosis," in H. Meltzer and W. Nord (eds.) Handbook for Humanizing Organizations. New York: Wiley, 355-371.
- "The Marketing Orientation of O.D.," Journal of Applied Behavioral Science, 17, 324-325.
- "Intergroup Relations and Organizational Behavior," in J.R. Hackman et al (eds.), Readings in Organizational Psychology. New York: McGraw-Hill, 408-416.

1982

- With K. K. Smith, "Studying Intergroup Relations Embedded in Organizations," Administrative Science Quarterly, 27, 35-65.
- "Reflections on Polarities and Bias" in A. Glickman (ed.), The Changing Composition of the Work Force: Implications for Future Research and Its Applications. Plenum, 145-151.
- "Problems of Changing White Males' Behavior and Beliefs Concerning Race Relations," in P. Goodman (ed.), Change in Organizations, Jossey-Bass, 122-165.

1983

- With Robert C. Tucker, David Morgan, and Fritz Drasgow "Black and White Cognitions of Changing Race Relations," Journal of Occupational Behavior, 4, 105-136.
- "Comment on Learner Responsibility," Interfaces, 13, 32-34.
- "Social Science Looks at One of Its Formative Leaders," Journal of Applied Behavioral Science, 19, 519-521.
- "Ponies Deserve Recognition," New Haven Journal Courier, September 5, page 13.

1985

- "Taking Our Selves Seriously as Researchers," in D. Berg and K. Smith (eds.), Exploring Clinical Methods for Social Research, Sage, 35-70.

1986

- \*\*\*"The Invisible Director on Corporate Boards," Harvard Business Review, 64, 38-52.

1987

- \*\*\*"An Intergroup Perspective on Group Dynamics," in J. Lorsch (ed.) Handbook of Organizational Behavior, Prentice-Hall, pages 190-222.
- With Jeremy Bacon, "Strong Board Versus Strong CEO: The Dynamics of Corporate Governance," Energy Dialog. Spring 1987, 1-6.

1988

- "Understanding and Consulting to Family Business Boards," Family Business Review, 1 (3), 249-261.
- "Teaching Personality and Leadership," Organizational Behavior Teaching Review, 12(4), 12-33.
- \*\*\*With David A. Thomas, "The Significance of Race and Ethnicity for Organizational Behavior," in Cooper, Cary L. and Robertson, Ian (editors) International Review of Industrial and Organizational Psychology. New York: Wiley, 1- 42.
- With Robert C. Tucker, Charleen Alderfer, and Leota Tucker, "The Race Relations Advisory Group: An Intergroup Intervention," in Pasmore, William A. and Woodman, Richard W. (editors) Research in Organizational Change and Development, Vol. 2. Greenwich: JAI Press, 269-321.

1989

- With David A. Thomas, "The Influence of Race on Career Dynamics: Theory and Research on Minority Career Experiences, in Arthur, M., Hall, D. and Lawrence, B. (editors) Handbook of Career Theory. Cambridge: Cambridge University Press, 133-158.

"Theories Reflective of Personal Experience and Life Development," Journal of Applied Behavioral Science, 25(4), 351-365.

"Commentary on Responsible to Whom and for What," American Journal of Community Psychology, 17(3), 347-354.

#### 1990

"Staff Authority and Leadership in Experiential Groups," In Jack Gillette and Marion McCollom (editors) Group in Context: A New Perspective on Group Dynamics. Reading, MA: Addison-Wesley, 252-275.

"Conditions for Teaching Experiential Group Dynamics," In Jack Gillette and Marion McCollom (editors) Group in Context: A New Perspective on Group Dynamics. Reading, MA: Addison-Wesley, 189-214.

"The Journal of Applied Behavioral Science Looks Forward With A Growing Sense of History: The New Editor's Perspective," Journal of Applied Behavioral Science 26(1), 129-133.

"Reflections on Race and Organizational Behavior," Journal of Organizational Behavior, 11, (6), 493-5.

"Setting Directions for the Journal of Applied Behavioral Science," 26(2), 129-134.

"Organizational Consultation: The State of the Field," the Journal of Applied Behavioral Science, 26(3), 281-284.

"Biography of William F. Whyte," the Journal of Applied Behavioral Science, 26(3), viii.

#### 1991

"Changing Race Relations in Organizations: A Critique of the Contact Hypothesis," Canadian Journal of Administrative Sciences, 8 (2), 80-89.

#### 1992

With Charleen Alderfer, Ella Bell, and Jimmy Jones, "The Race Relations Competence Workshop: Theory and Results," Human Relations, 45 (12), 1259-1291.

\*\*\*"Changing Race Relations Embedded in Organizations: Report on a Long Term Project With the XYZ Corporation," in Susan Jackson (editor). Diversity in the Workplace. New York: Guilford, 138-166.

#### 1993

"On the Varieties of Applied Behavioral Science," Journal of Applied Behavioral Science, 29 (1), 5-8.

"I was Just Standing There and It Jumped Up and Got Me," Journal of Applied Behavioral Science, 29 (3), 293-295.

"On the Changing Nature of Action Research," Journal of Applied Behavioral Science, 29 (4), 389-392

#### 1994

\*\*\*"A White Man's Perspective on the Unconscious Processes Within Black-White Relations in the United States," In Edison J. Trickett, Roderick J. Watts, and Dina Birman (editors) Human Diversity: Perspectives on People in Context. San Francisco, CA: Jossey-Bass, 201-229.

#### 1995

"Editor's Note," Journal of Applied Behavioral Science, 31 (1), 5.

"Applied Behavioral Science and the Entities of Organizations," Journal of Applied Behavioral Science, 31 (3), 256-258.

"Daniel J. Levinson: Scholar and Mentor;" "The Contributions of Daniel J. Levinson," Journal of Applied Behavioral Science, 31 (4), 446-447; 470-474.

"The Feminine in Jungian and American Psychology" (Review of the book Translate this darkness: The life of Christiana Morgan). Contemporary Psychology, 40, (4), 329-30.

#### 1996

"A Field Experiment for Studying Race Relations Embedded in Organizations," Journal of Organizational Behavior, 17(1), 43-57.

"Why Directors Sometimes Do--and Often Do Not--Evaluate CEOs Thoroughly and Thoughtfully," In Peter C. Garrett and Leslie Levy (editors) Directorship : Significant Issues Facing Directors: 1996. Greenwich, CT: Directorship, 4-11 - 4-15.

"The State of the Journal of Applied Behavioral Science: A Report to NTL Members," NTL News & Views, 96 (1), 6-8.

1997

- "Embedded Intergroup Relations and Racial Identity Development Theory," In Chalmer E. Thompson and Robert T. Carter (editors) Applications of Racial Identity Development Theory: Individual, Group, and Organizational Interventions. Hillsdale, NJ: Lawrence Erlbaum, 237-263.
- "Continuous Improvement for JABS," Journal of Applied Behavioral Science, 33 (2), 129-131.
- "The NTL Cohort Policy Research Project," NTL News & Views, 97 (3), 1, 19-20.
- "The Lasting Contributions of Personality and Organization," In Chris Argyris. Personality and Organization. Houston, TX: Worthing Brighton Press.
- "National Culture and the New Corporate Language for Race Relations," In R. T. Carter (editor) Addressing Cultural Issues in Organizations: Beyond the Corporate Context. Newbury Park, CA: Sage, 19-33.

1998

- "Understanding Embedded Intergroup Relations: A Comment on Yammarino and Jung," Journal Of Applied Behavioral Science, 34 (1), 68-75.
- "A Group Psychological Perspective on Multiculturalism: What Will It Take for the High Priests and Priestesses to Change Their Minds," In A. Daly (editor) Workplace Diversity: Issues and Perspectives. Washington, DC: NASW Press, 3-17.
- "Confusion About Psychoanalysis & Organizations," (Review of The personality of the organization: A psycho-dynamic explanation of culture & change by Lionel Stapley. Contemporary Psychology, 43 (2), 66-67.
- "Understanding the Psychological Complexity of 'Divided by Color,'" (Review of the book Divided by color: Racial politics & democratic ideals by Donald R. Kinder and Lynn M. Sanders. Journal of Applied Behavioral Science, 50 (2), 67-77.
- "Group Psychological Consulting to Organizations," Consulting Psychology Journal, 50 (2), 67-77.
- "Remembering Leroy Wells, Jr.," Journal of Applied Behavioral Science, 34 (4), 375-376.
- "[Unpublished] Papers of Leroy Wells, Jr.," Journal of Applied Behavioral Science, 34 (4), 377-417.

1999

- "Henry W. Riecken: Present at the Beginning (Many Times)," Journal of Applied Behavioral Science, 35 (2), 142-144.
- "Police Work & Race Relations," New Jersey Psychologist, 49 (4), 27-29.
- With Yardley Farkdart, "Increasing the Rejection Rate of Management School Journals," Journal of Applied Behavioral Science, 35 (4), 401-408; 414-415.

2000

- "Correction," New Jersey Psychologist, 50 (1), 10.

2001

- "Group Psychology & the Education of Psychotherapists," Contemporary Psychology, 46 (4), 384-86.

2002

- With Andrew F. Simon, "An Empirical Study of Parallel Processes During Organic Questionnaire Administration," Journal of Applied Behavioral Science, 38, (4), 416-435.

2003

- "The Science and Non-Science of Psychologists' Responses to The Bell Curve," Professional Psychology, 34 (3), 287-293.
- \*\*\*With Adrienne D. Sims, "Diversity in Organizations," In W. C. Borman, D. R. Ingen & J. Klimoski (vol. eds.) Comprehensive Handbook of Psychology, volume 12, Industrial and Organizational Psychology, New York, NY: Wiley, 595-614.
- "Dialogue about Diversity Intervention Strategies," Diversity Factor, 11, (3), 1-3.
- "Using Experiential Methods to Teach about Measurement Validity," Journal of Management Education, 27 (4), 520-532.
- "Letter from the Editor," Journal of Applied Behavioral Science, 39 (4), 350-1.

2004

- "Special Issue Editor's Introduction," Journal of Applied Behavioral Science, 40, (1), 5-6.
- "Special Issue Editor's Introduction," Journal of Applied Behavioral Science, 40, (2), 121-123.

With Robert J. Marshak, "Editors' Comments about Research and Publication Ethics," Journalc Of Applied Behavioral Science, 40, 257-259.

In Progress

Intergroup Relations & Organizational Diagnosis: volume of 16 chapters develops and explains the perspective of embedded inter-group relations theory on the practice of organizational diagnosis; currently nine chapters complete; expected date of completion: June 2007.

**PERSONAL**

Born: Sellersville, Pennsylvania (September 1, 1940)

Married: Charleen Frankenfield Alderfer (July 14, 1962)

Children:

Kate Elizabeth Alderfer Candela (born May 7, 1969; Benjamin Paul Alderfer (born May 18, 1972)

Grandchildren:

Madelyn Riley Candela (born June 7, 2000); Abigail Elizabeth Candela (born April 25, 2002); Olivia Grace Alderfer (born November 14, 2003); Claire Jolie Candela (born June 8, 2004)