

## List of Publications:

### Books:

(1) R. H. Kilmann, K. W. Thomas, D. P. Slevin, R. Nath, and S. L. Jerrell (Eds.), Producing Useful Knowledge for Organizations. New York: Praeger, 1983.

Reprinted in 1994 by Jossey-Bass, San Francisco.

(2) K. W. Thomas and N. C. Roberts (Eds.), Troubled Waters: A Sourcebook of Cases in Organization and Management. Monterey, CA: Naval Postgraduate School.

(3) K. W. Thomas, Intrinsic Motivation at Work: Building Energy and Commitment. San Francisco: Berrett-Koehler, 2000.

Spanish translation published, 2001; German and Korean translations in press.

Book reviewed in Personnel Psychology, Vol .54, No. 3 (Autumn, 2001).

(4) K. W. Thomas, Introduction to Conflict Management: Improving Performance Using the TKI. Palo Alto, CA: Consulting Psychologists Press, 2002.

### Chapters in Books:

(1) K. W. Thomas, R. E. Walton, and J. M. Dutton, "Determinants of Interdepartmental Conflict," in M. Tuite, R. Chisholm, and M. Radnor (Eds.), Interorganizational Decision Making (pp. 45-69). Chicago: Aldine, 1972.

(2) K. W. Thomas, "Conflict and Conflict Management, " in M. D. Dunnette (Ed.), Handbook of Industrial and Organizational Psychology (pp. 889-935), Chicago: Rand McNally, 1976.

(Invited review of the state of the conflict literature).

Reviewed in Administrative Science Quarterly, Vol. 22, 1977, pp. 151-170). (See, especially, p. 158).

Portion reprinted in J. Veiga and J. Yanouzas (Eds.), The Dynamics of Organization Theory, New York: West Publishing, 1979.

Regarded as a classic in the field. Featured as one of three classics in a special issue of the Journal of Organizational Behavior on "Conflict and Negotiation in Organizations," Vol. 13, No. 3 (May 1992).

(3) K. W. Thomas, "Conflict Management in Industry," in B. Wolman (Ed.), International Encyclopedia of Psychiatry, Psychology, Psychoanalysis, and Neurology (Vol. III, pp. 330--333).

- (4) K. W. Thomas, "Conflict," in S. Kerr (Ed.), Organizational Behavior (pp. 151-181). Columbus, OH: Grid Publications, 1979.  
Reprinted in D. Nadler, M. Tushman and N. Hatvany (Eds.), Managing Organizations: Readings and Cases. Boston: Little, Brown, 1982.  
Reprinted in H. Tosi and W. Hamner (Eds.), Organizational Behavior and Management: A Contingency Approach. Chicago: St. Clair, 1984.
- (5) K. W. Thomas, "Manager and Mediator: A Comparison of Third Party Roles Based Upon Conflict Management Goals," in G. B. Bomers and R. B. Peterson (Eds.), Conflict Management and Industrial Relations (pp. 141-157). Boston: Kluwer-Nijhoff Publishing, 1982.
- (6) R. H. Kilmann, D. P. Slevin, and K. W. Thomas, "The Problem of Producing Useful Knowledge," in R. H. Kilmann, K. W. Thomas, D.P. Slevin, R. Nath and S. L. Jerrell (Eds.), Producing Useful Knowledge for Organizations (pp. 1-21). New York: Praeger, 1983.
- (7) K. W. Thomas and R. H. Kilmann, "Where Have the Organizational Sciences Gone: A Survey of the Academy of Management Membership," in R. H. Kilmann, K. W. Thomas, D. P. Slevin, R. Nath and S. L. Jerrell (Eds.), Producing Useful Knowledge for Organizations (pp. 69-81). New York: Praeger, 1983.
- (8) D. W. Jamieson and K. W. Thomas, "The Social Power Inventory," in J. Litterer and R. J. Lewicki (Eds.), Dynamics of Bargaining: Readings, Cases and Role-Plays. Homewood, IL: R. D. Irvin, 1984.
- (9) K. W. Thomas and W. G. Tymon, Jr., "Structural Approaches to Conflict Management," in R. Tannenbaum, N. Margulies, and F. Massarik (Eds.), Human Systems Development (pp. 336-366). San Francisco: Jossey-Bass, 1985.
- (10) K. W. Thomas, "Psychological Resources for Collaboration: Empowerment as a Conflict-Management Intervention," in A. Larocque, Y. Bordeleau, R. Boulard, B. Fabi, V. Larouche, and A. Rondeau (Eds.), Technologies Nouvelles et Aspects Psychologiques (New Technologies and Their Psychological Aspects). Quebec: Presses de L'Universite du Quebec, 1987.
- (11) K. W. Thomas, "Norms as an Integrative Theme in Conflict and Negotiation: Correcting our 'Sociopathic' Assumptions," in M. A. Rahim (Ed.), Managing Conflict: An Interdisciplinary Approach. New York: Praeger, 1988.  
(Resulted from invited keynote address at first meeting of the International Association for Conflict Management.)
- (12) K. W. Thomas, "Conflict and Negotiation Processes in Organizations," pp. 651-717 in Volume 3 of M. D. Dunnette and L. M. Hough (Eds.), Handbook of Industrial and Organizational Psychology, Second Edition. Palo Alto, CA: Consulting Psychologists Press.

(A major invited review of the literature for a prestigious reference work.)

(13) K. W. Thomas and W. G. Tymon, Jr., "The Elements of Team Empowerment," in G. M. Parker (Ed.), Handbook of Best Practices for Teams, Vol. 1, 291-295. Amherst, MA: HRD Press, 1996.

(14) K. W. Thomas and W. G. Tymon, Jr., "Stress Resiliency Profile: A Measure of Interpretive Styles that Contribute to Stress," in C. P. Zalaquett and R. J. Wood (Eds.), Evaluating Stress: A Book of Resources, 343-352. Lanham, MD: The Scarecrow Press, 1997.

### **Refereed Journal Articles:**

(1) M. Pilisuk, P. Skolnick, K. Thomas, and R. Chapman, "Boredom vs. Cognitive Reappraisal in the Development of Cooperative Strategy," Journal of Conflict Resolution, Vol. 11, 1967, 110-116.

(2) L. G. Cooper and K. W. Thomas, "Divergent Perceptions of Disagreement," Behavioral Science, Vol. 19, 1974, 336-343.

(3) D. W. Jamieson and K. W. Thomas, "Power and Conflict in the Student-Teacher Relationship," Journal of Applied Behavioral Science, Vol. 10, 1974, 321-336.

Reprinted in G. S. Belkin (Ed.), Perspectives in Educational Psychology. Dubuque, IA: Wm.

C. Brown, 1979.

Reprinted in G. P. Cross, J. H. Names, and D. Beck (Eds.), Conflict and Human Interaction.

New York: Kendall/Hunt Publishing, 1979.

(4) K. W. Thomas and R. H. Kilmann, "The Social Desirability Variable in Organizational Research: An Alternative Explanation for Reported Findings," Academy of Management Journal, Vol. 18, 1975, 741-752.

(5) R. H. Kilmann and K. W. Thomas, "Interpersonal Conflict-Handling Behavior as Reflections of Jungian Personality Dimensions," Psychological Reports, Vol. 37, 1975, 971-980.

(6) K. W. Thomas and W. H. Schmidt, "A Survey of Managerial Interests with Respect to Conflict," Academy of Management, Vol. 19, 1976, 315-318.

(7) T. R. Ruble and K. W. Thomas, "Support for a Two-Dimensional Model of Conflict Behavior," Organizational Behavior and Human Performance, Vol. 16, 1976, 143-155.

(8) K. W. Thomas, "A Satire: The Phenomenology of the Confirmed Thinker, or 'Catch-22 in a T-Group,'" Academy of Management Review, Vol. 2, 1977, 303-308.

Reprinted in D. Robey and S. Altman, Organization Development: Progress and Perspectives.

New York: MacMillan, 1982.

Reprinted in E. Dale (Ed.) , Readings in Management: Landmarks and New Frontiers, Fourth

Edition. New York: McGraw-Hill, 1988.

(9) K. W. Thomas, "Toward Multi-Dimensional Values in Teaching: The Example of Conflict Behaviors," Academy of Management Review, Vol. 2, 1977, 484-490.

Contains a table of when to use five conflict modes that has been reprinted in numerous texts.

(10) R. H. Kilmann and K. W. Thomas, "Developing a Forced-Choice Measure of Conflict Behavior: The 'MODE' Instrument," Educational and Psychological Measurement, Vol. 37, 1977, 309-325.

(11) K. W. Thomas and L. R. Pondy, "Toward an 'Intent' Model of Conflict Management Among Principal Parties," Human Relations, Vol. 30, 1977, 1089-1102.

Reprinted in G. P. Cross, J. H. Names and D. Berk (Eds.) , Conflict and Human Interaction.

New York: Kendall/Hunt Publishing, 1979.

(12) R. H. Kilmann and K. W. Thomas, "Four Perspectives on Conflict Management: An Attributional Framework for Organizing Descriptive and Normative Theory," Academy of Management Review, Vol. 3, 1978, 59-68.

Reprinted in J. Kelly and V. Baba (Eds.), The New Management Scene. Englewood Cliffs, NJ: Prentice-Hall, 1982.

(13) K. W. Thomas and R. H. Kilmann, "Comparison of Four Instruments Measuring Conflict Behavior," Psychological Reports, Vol. 42, 1978, 1139-1145.

(14) K. W. Thomas, "Conflict and The Collaborative Ethic: An Introduction," special sub-issue on "Conflict and the Collaborative Ethic," California Management Review, Vol. 21, 1978, 56-60.

(15) K. W. Thomas, D. W. Jamieson, and R. K. Moore, "Conflict and Collaboration: Some Concluding Observations," special sub-issue on "Conflict and the Collaborative Ethic," California Management Review, Vol. 21, 1978, 91-95.

(16) L. W. Walker and K. W. Thomas, "Beyond Expectancy Theory: An Integrative Motivational Model from Health Care," Academy of Management Review, Vol. 7, 1982, 187-194.

(17) K. W. Thomas and W. G. Tymon, Jr., "Necessary Properties of Relevant Research: Lessons from Recent Criticisms of the Organizational Sciences," Academy of Management Review, Vol. 7, 1982, 345-352.

(18) L. B. Boone, B. A. Velthouse, and K. W. Thomas, "Superior-Subordinate Perceptions of Power in Use," Journal of Management Systems, Vol. 2, 1990, 77-86.

(19) K. W. Thomas and Betty A. Velthouse, "Cognitive Elements of Empowerment: An 'Interpretive' Model of Intrinsic Task Motivation," Academy of Management Review, Vol. 15, 1990, 666-681.

(20) K. W. Thomas, "Conflict and Conflict Management: Reflections and Update," Journal of Organizational Behavior, Vol. 13, 1992, 265-274.

(21) K. W. Thomas and W. G. Tymon, Jr., "Does Empowerment Always Work: Understanding the Role of Intrinsic Motivation and Personal Interpretation," Journal of Management Systems, Vol. 6, No. 2, 1994, 1-13.

(22) G. F. Thomas, W. G. Tymon, Jr., and K. W. Thomas, "Communication Apprehension, Interpretive Styles, Preparation, and Performance in Oral Briefing," Journal of Business Communication, Vol. 31, 1994, 311-326.

(23) K. W. Thomas and W. G. Tymon, Jr., "Interpretive Styles that Contribute to Stress: Two Studies of Managerial and Professional Employees," Anxiety, Stress, and Coping, Vol. 8, 1995, 235-250.

(24) K. W. Thomas, E. Jansen, and W. G. Tymon, Jr., "Navigating in the Realm of Theory: An Empowering View of Construct Development," Research in Organizational Change and Development, Vol. 10, 1997, 1-30.

(25) K. W. Thomas and W. G. Tymon, Jr., "Bridging the Motivation Gap in Total Quality," Quality Management Journal, Vol. 4, No. 2, 1997, 80-96.

#### Nonrefereed Journal Articles:

(1) K. W. Thomas, "Conflict Resolution on the Road to a Utopian Future," Contemporary Psychology, Vol. 24, 1979, 705-707. (Invited review of R. Likert and J. Likert, New Ways of Managing Conflict, New York: McGraw-Hill, 1976).

(2) K. W. Thomas, "The Conflict-Handling Modes: Toward More Precise Theory," Management Communication Quarterly, Vol. 1, 1988, 430-436. (Invited commentary piece for special issue on "Communication and Conflict Styles in Organizations.")

(3) K. W. Thomas and W. G. Tymon, Jr., "Author's Response," Quality Management Journal, Vol. 4, No. 4, 1997, pp. 6,7. (Invited contribution to inaugurate a new journal section on "Discussion, Dialogue, Debate.")

(4) K. W. Thomas, "Intrinsic Motivation and How It Works," Training, Vol. 37, No. 10, October, 2000, 130-135.

(5) K. W. Thomas, "Unlocking the Mysteries of Intrinsic Motivation," OD Practitioner, Vol. 32, No. 4, 2000, 27-30. (Invited contribution to mirror my upcoming presentation at the O D Network Annual Conference.)

### **Published Proceedings:**

(1) K. W. Thomas, "Issues in Management of Conflict," Management of Conflict: Implications for Community Relations and the World of Work, Proceedings of the Fifteenth Annual Research Conference in Industrial Relations, Institute of Industrial Relations, UCLA, 1974, 5-20. (Invited keynote address.)

(2) K. W. Thomas, "Worker Interests and Managerial Interests: The Need for Pluralism in Organization Development," Proceedings of the 29th Meeting, Industrial Relations Research Association, 1977, 338-344. (Invited paper.)

(3) K. W. Thomas, L. W. Boone and B. A. Velthouse, "An Investigation of the Effect of Gender on Managers' Use of Power," HRMOB Proceedings, annual national conference of the Association of Human Resources Management and Organizational Behavior, 1986, Vol. 2, 216-220.

(4) L. W. Boone, B. A. Velthouse and K. W. Thomas, "Superior-Subordinate Perceptions of Power in Use," HRMOB Proceedings, annual national conference of the Association of Human Resources Management and Organizational Behavior, 1987, Vol. 1, 281-285.

(5) K. W. Thomas, W. G. Tymon, Jr., and B. A. Velthouse, "An 'Interpretive' Perspective on Empowerment: A Program of Research and Applications." In A. M. Herd and W. P. Ferris (Eds.), Empowerment in the Workplace and Classroom: Proceedings of the Twenty-Eighth Annual Meeting of the Eastern Academy of Management, 1991.

(6) G. F. Thomas, K. W. Thomas, and T. B. Williams, "Communication Apprehension and Performance in Oral Briefings: Identifying Dysfunctional Patterns," Proceedings of the 56th Annual Convention of the Association for Business Communication, 1991.

(7) W. G. Tymon, Jr., K. W. Thomas, and J. L. Hatton, "Bridging the Motivation Gap in Total Quality Initiatives: The Role of Empowerment in a Better Future," Proceedings of the Thirty-First Annual Meeting of the Eastern Academy of Management, 1994, 191-194.

(8) K. W. Thomas, G. F. Thomas, and S. P. Hocevar, "Values Implicit in the Word 'Empowerment': Historical Analysis and an Interview Study in a U.S. Organization," Proceedings of the 6th International Conference on Work Values and Behavior, Istanbul, Turkey, 1998, 347-351.

(9) K. W. Thomas, "Making Work Rewarding: Building Intrinsic Motivation," Proceedings of the 19th Organization Development World Congress, Harare, Zimbabwe, 1999.

(10) K. W. Thomas, "Unlocking the Mysteries of Intrinsic Motivation in Self-Managing Workplaces," Proceedings of the 2000 OD Network Annual Conference, Atlanta, October, 2000.

### **Research/Training Instruments:**

(1) K. W. Thomas and R. H. Kilmann, The Thomas-Kilmann Conflict Mode Instrument. Tuxedo, New York: Xicom, Inc., 1974. (A self-assessment measure of interpersonal conflict-handling behaviors: a research and training instrument, with interpretive and diagnostic materials for managers. Published by Consulting Psychologists Press, Palo Alto, CA, as of 1999.)  
Reviewed in Group and Organization Studies, Vol. 1, 1976, 249-251.  
Reviewed in J. Pfeffer, R. Heslin, and J. Jones, Instrumentation in Human Relations Training, Second Edition. LaJolla, CA: University Associates, 1976.  
Interpretive and diagnostic material reprinted in D. W. Cole (Ed.), Conflict Resolution Technology. Chesterland, OH: Organization Development Institute, 1983.  
Instrument reprinted in part in J. Gordon, A Diagnostic Approach to Organizational Behavior. Boston: Allyn & Bacon, 1983.  
Reviewed in D. F. Womack, "Assessing the Thomas-Kilmann Conflict MODE Survey," Management Communication Quarterly, Vol. 1, 1988, 321-349.  
This instrument has sold approximately 3,000,000 copies.

(2) K. W. Thomas, Power Base Inventory. Tuxedo, New York: Xicom, Inc., 1985. (A self-assessment measure of the use of six sources of managerial power with subordinates: a research and training instrument with interpretive and diagnostic materials for managers.)  
Second edition by K. W. Thomas and Gail F. Thomas, 1991. Published by Consulting Psychologists Press, Palo Alto, CA, as of 1999.

(3) K. W. Thomas and W. G. Tymon, Jr., Stress Resiliency Profile. Tuxedo, New York: Xicom, Inc., 1992. (A self-assessment measure of cognitive habits that contribute to stress,

with interpretive materials. Published by Consulting Psychologists Press, Palo Alto, CA, as of 1999.)

(4) K. W. Thomas and W. G. Tymon, Jr., Empowerment Inventory. Tuxedo, New York: Xicom, Inc., 1993. (A self-assessment measure of intrinsic task rewards, with interpretive materials. Published by Consulting Psychologists Press, Palo Alto, CA, as of 1999.)

### **Materials in Other Media:**

(1) I. H. Millgate, R. Olson, W. H. Schmidt and K. W. Thomas, "Management of Conflict Training Program." New York: Xicom Inc., 1974. (Eight-hour training package with participant workbooks, leader's manual, theory inputs, filmed conflict episodes, and exercises.)

(2) R. Olson, W. H. Schmidt and K. W. Thomas, "Management of Conflict." New York: Xicom Inc., 1975. (Thirty-five minute training film for managers.)

(3) Dealing with Conflict, CRM Films, 1992. (Twenty-five minute training video. I served as technical advisor and as on-screen expert for this video, which is built around my model of conflict-handling modes.)

Winner of Silver Telly Award, 1993.

### **Technical Reports:**

(1) B. J. Roberts, K. W. Thomas, and M. E. Davis, 1989 Naval Avionics Center Civilian Personnel Department Profile, Technical Report NPS-54-90-017, Naval Postgraduate School, July 1990.

(2) B. J. Roberts, K. W. Thomas, and M. E. Davis, 1990 Naval Avionics Center Scientist and Engineer Profile, Technical Report NPS-54-90-010, Naval Postgraduate School, July 1990.

(3) B. J. Roberts, K. W. Thomas, and M. E. Davis, An Analysis of the Factors Affecting the Career Orientation of Federal Civilian Engineers, Technical Report NPS-54-90-015, Naval Postgraduate School, July 1990.

(4) C. Applegate, S. P. Hocevar, and K. W. Thomas, Total Quality Management in Ten Exemplary Department of Defense Organizations: Lessons Learned, Innovative Practices, and Quality Measurements, Technical Report NPS-AS-92-003, Naval Postgraduate School, November 1991.

(5) S. P. Hocevar, C. Applegate, and K. W. Thomas, Self-Ratings of Eight Factors of Quality Management at Naval Avionics Center, Technical Report NPS-AS-92-006, Naval Postgraduate School, December 1991.

(6) S. P. Hocevar, G. F. Thomas, K. W. Thomas, N. B. Moore, and F. J. Barrett, Developing High Performing Self-Managed Teams at NAWC-ADI, Technical Report NPS-SM-94-004-PR, Naval Postgraduate School, October 1994.

(7) K. W. Thomas, Leadership and Retention in TPU's: A Framework, Technical Report NPS-SM-95-006, Naval Postgraduate School, August 1995.

(8) K. W. Thomas and B. Barrios-Choplin, Effective Leadership in TPU's: Findings from Interviews at 16 Units, Technical Report NPS-SM-96-002, Naval Postgraduate School, July 1996.

(9) K. W. Thomas and E. Jansen, Intrinsic Motivation in the Military: Models and Strategic Importance, Technical Report NPS-SM-96-001, Naval Postgraduate School, September 1996.