R. Michael Bokeno

Education

Ph.D. Purdue University, 1985. Organizational Communication
M.S. Murray State University, 1979. Interpersonal Communication.
B.Sc. Ohio University, 1978. Interpersonal Communication.

Professional Experience

Current: Full Professor (with tenure), Department of Organizational Communication, *BB&T Fellow*, College of Business, Murray State University, Murray, Kentucky. (Associate Professor , 2002-2008; Assistant Professor, 1995-2001).

Taught undergraduate classes in Organizational Development and Communication. Directed masters theses, senior project theses and a range of independent study/directed readings projects at both graduate and undergraduate levels. Maintained program of scholarly research. Assumed substantial departmental, university and community service responsibilities appropriate to a regional, student-centered university.

Graduate Courses Taught

Organizational Democracy
Conflict and Negotiation
Organizations as Complex Systems
Organizational Communication
Organizational Learning
Organizational Change
Employee Empowerment

Editor *Journal of Business and Management Landscapes*

Book Review Editor *Development and Learning in Organizations*

Editorial Boards

Journal of Organizational Change Management
Journal of Business and Public Affairs
Development and Learning in Organizations

Reviewer:
Management Communication Quarterly
Journal of the Philosophy of Management
Journal of Management Studies
Journal of Managerial Issues
Organization Studies
Southern Communication Journal

***The CLIO Endeavor*, Murray, Kentucky.**
Consulting practice offering research, assessment and intervention for organizational and management development and executive education in organizational learning, community-building, collaborative workplaces, empowered participation, developmental leadership and faciltated mentoring programs.

Selected Clientele:

- Wake Forest Baptist Medical Center
- Philip Morris, Inc.
- IBM Center for the Business of Government
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1993-1994: Assistant Professor, LaVerne College of Athens (LaVerne University of California in Athens), Athens, Greece.

Taught twelve sections of Professional Communication to senior business majors.

1991-1993: Editor, Interlingua Publishing, Athens, Greece

Concept revision, research, general editing and rewriting for a variety of general English Language Training and specific professional ELT textbook publications. Supervising editor for *English for Business, Advanced English for Business* and *English for Marketing.*

1991-1994: Management Development Specialist, Athens, Greece.

Provided management development training in communication skills, leadership, and teambuilding for business, finance, medical and engineering/technical professionals.

1985-1990: Organizational Communication and Management Development Consultant, Charlotte, North Carolina.

Assessed training needs, designed, delivered and evaluated management development programs concerning effective communication, conflict management, professional interpersonal behavior, leadership, teambuilding, presentational speaking and technical communication for corporate clients.

1988-1990: Assistant Professor, Winthrop College, Rock Hill, South Carolina.

1985-1988: Assistant Professor, University of North Carolina, Charlotte, North Carolina.

Teaching Interests

While competent to teach a range of foundational theory and skill-development courses in organizational and management communication, I would especially enjoy developing advanced seminars in organizational learning, intervention and change agency, critical organization studies, complexity science, participative management, developmental/ethical leadership and mentoring, along with applied courses that would support these broader emphases such as professional interpersonal behavior, conflict management, team and group dynamics, systems thinking and critical thinking .

Research Interests

My research draws from emerging perspectives on organizational communication, development and change – organizational learning, critical organization study and complexity science – and focuses on the connections among empowerment, personal agency, learning and the functions of human interaction at work to effect democratic organizational change. My applied research engages issues concerning the cultivation of dialogue in executive education and management development contexts, the “unlearning” of control and disciplinary micropractices, and alternative modes of thinking and interaction in adult development. Toward that end, I have piloted an instrument designed to empirically assess perceptions of “dialogic” behavior on the part of leadership personnel; I am also designing an instrument that identifies dialogic dimensions of development in professional relationships. To date, data have been derived from healthcare environments.

Administrative Interests

I feel especially competent to direct or administer programs concerning both academic and workplace learning needs, capabilities and aspiriations of adult learners and working professionals, and would be especially interested in establishing or directing programs requiring substantial interface with working or aspiring professionals in business and corporate environments.

Research and Publications

Publications

Bokeno, R.M. (forthcoming 2010). Learning Leadership. A Review of *The Leaders We Need. Development and Learning in Organizations.*

Bokeno, R.M (forthcoming 2010). Learning Play. A review of *Deep Play* and *Beyond Love and Work*. *Development and Learning in Organizations*

Bokeno, R.M. (2010, forthcoming)). The dark places of wisdom: A review of *The Age of Heretics* (2nd Edition). *Development and Learning in Organizations*

Bokeno, R.M. (forthcoming). Learning in Conflict: The Forgotten Role of Perception. *Development and Learning in Organizations*.

Bokeno, R.M. (2010) Organizational life and culture: too civil for community? *Development and Learning in Organizations, 24*(1), pp. 10-12.

Bokeno, R.M. (2009). Marcuse on Senge: Personal mastery, the child's mind and individual transformation. *Journal of Organizational Change Management*, 22(3), 307-320.

Bokeno, R.M. (2009). Genus: Learning relationships: Mentoring and coaching as communicative interaction. *Development and Learning in Organizations, 23*(1), 5-8.
Highly Commended (Top 3) Article of the Year. Emerald Literati Group, Emerald Publishing Company.

Bokeno, R.M. (2009). An alternative sports metaphor for understanding teamwork as complex: Soccer. *E:CO: Emergence, Complexity and Organization, 11* (2), 79-86.

Bokeno, R.M. (2009). The Importance of Communication Skills. In Bokeno et al (Eds) *Selling Yourself and Your Ideas*. Kendall Hunt.

Bokeno, R.M. (2008). Complexity: An alternative paradigm for teamwork development. *Development and Learning in Organizations, 22*(6), 7-11.

Bokeno. R.M. (2008). Change-agency in twenty-first century management. In Charles Wankel, Ed. *Twenty-first Century Management: A Reference Handbook 2*, pp. 424-434. London: Sage.

Bokeno, R.M. (2007). Dialogue at work? What it is and isn't. *Development and Learning in Organizations, 21*(1), 9-12. * Outstanding Article of the Year for *DLO.*

Bokeno, R.M. (2007). Effective (linear) and emergent (nonlinear) mentoring: a practical context for practicing chaos. *Development and Learning in Organizations, 21*(5), 11-14.

Bokeno, R.M. (2006). History of Public Speaking. In Bokeno et al (Eds) *A Manner of Speaking*, 2nd Edition. Kendall-Hunt.

Bokeno, R.M. (2004). History of Public Speaking. In Bokeno, et al (Eds) *A Manner of Speaking*. Kendall-Hunt.

Bokeno, R.M. (2004). Review of *Who Really Matters: The Core Group Theory of Power, Priviledge and Success*, by Art Kleiner (Currency Doubleday, 2004). *Academy of Management Review 29* (4), 704-707.

Bokeno, R.M. (2003). Guest editor's introduction: Appraisals of organizational learning as emancipatory change. *Journal of Organizational Change Management, 16*(6), 603-618.

Bokeno, R.M. (2003). Speculation on the work of Chris Argyris as "critical" organizational practice. *Journal of Organizational Change Management, 16*(6), 633-649.

Bokeno, R.M. (2002). Communicating other/wise: A paradigm for empowered practice. *Journal of the Philosophy of Management*, 2(1), 11-24.

Bokeno, R.M. & Gantt, V.W. (2000). Dialogic mentoring: Core relationships for organizational learning. *Management Communication Quarterly, 14*(2), 237-270.

Bokeno, R.M. & Bokeno, J.K. (1998). The cultivation of participative change: Management development influences on employee communication practices. *Compendium of Winning Papers from the International Association of Business Communicators (IABC) Research Foundation 1997-1998 Call for Papers Competition,* 37-67. *(2nd prize)

Bokeno, R.M. (1987). The rhetorical understanding of science: An explication and critical commentary. *Southern Speech Communication Journal 52,* 285-311.

Hill, B., Bokeno, M. & Ross, C. (1986). *Public Speaking Skills.* Kendall-Hunt Publishing. Dubuque, Iowa.

Current Research & Working Manuscripts

The landscape of management education (journal article)

Learning Organizational Communication: Complexity and Dialogue for a Change (book manuscript)

Conference Papers

Bokeno, R.M. & Tillson, L.D. (2000). Marcusian moments in graduate education: Engaged in fun. *National Communication Association Conference,* Seattle, Washington.

Bokeno, R.M. & Gantt, V. (2000). Dialogic mentoring: Core relationships for organizational learning. *Southern Speech Communication Association Conference.* New Orleans, Louisiana.

Bokeno, R.M. (1998). Learning to communicate or communicating to learn? An alternative metaphor for the participative organization. *Southern Speech Communication Association Conference.* San Antonio, Texas.

Bokeno, R.M. (1988). Habermas and the technical interest: Some presuppositional implications for the rhetorical study of science. *Eastern Communication Association Conference*. Baltimore, Maryland.

Bokeno, R.M. (1987). Between science and rhetorical epistemology: Some direction for the rhetorical study of science. *SCA Seminar Series, Speech Communication Association Convention.* Boston, Massachusetts.

Bokeno, R.M. (1986). Rhetorical criticism as methodology for critical social social theory. S*ixth International Conference on Culture and Communication.* Philadelphia, Pennsylvania.

Bokeno, R.M. (1986). Persuasion, poetic and the problem of knowledge in the historical narrative. *Popular Culture Association Convention.* Atlanta, Georgia.

Bokeno, R.M. (1985). A reexamination of rhetorical analyses of science. *Speech Communication Association Convention.* Denver, Colorado.

Bokeno, R.M. (1983). A philosophical clarification of the relationships among communication, rhetoric and knowledge. *Fifth International Conference on Culture and Communication.* Philadelphia, Pennsylvania.

Bokeno, R.M. (1982). Historical knowledge: More implications for the epistemological significance of rhetoric. *Speech Communication Association Convention.* Louisville, Kentucky.

Awards & Recognitions

Murray State University Distinguished Researcher Award, 2010.

BB&T Fellow, College of Business, Murray State University, 2009.

Highly Commended (top three) Article of the Year for *Development and Learning in Organizations,* Emerald Publishing Group, 2009.

Outstanding Article of the Year for *Development and Learning in Organizations*, Emerald Publishing Group, 2008.

Second Prize*: Compendium of Winning Papers from the International Association of Business Communicators (IABC) Research Foundation 1997-1998 Call for Papers Competition,* 1998.

Murray State University Board of Regents Award for Teaching Excellence, Departmental Nominee, 2000, 2006.

Honor Certificate for Distinguished Research, Lambda Pi Eta Rho Beta Chapter, Murray State University, 2008.

University & Community Service

University Service

Member, University Strategic Planning Council, Murray State University (2006-)

Member, University Research Policy Board, Murray State University (2005-2008)

Member, Strategic Planning Committee, College of Business and Public Affairs, Murray State University (2005-2006)

Director of Graduate Program, Department of Organizational Communication, College of Business and Public Affairs, Murray State University (1998-2004)

Chair, Graduate Programs Committee, College of Business and Public Affairs, Murray State University (2001-2004)

Chair, Graduate Curriculum Committee, Department of Organizational Communication, Murray State University (2000-2004)

Member, Academic Honesty Committee, College of Business and Public Affairs (2007-2008).

Member, Learning Goals Team, College of Business and Public Affairs, Murray State University (2004)

Chair, Undergraduate Curriculum Committee, Department of Organizational Communication, College of Business and Public Affairs, Murray State University (1998-2000, 2006-2008)

Chair, Department Restructuring Committee (2000)

Chair, Department Search Committees (6; 1998-2006)

Faculty Senator, Murray State University (1998-2000)

Member, Faculty Handbook and Personnel Committee, Murray State University, (1998-2000)

Member, Ft Campbell Roads Scholar Team, Murray State University (2000-2002)

Community Service

Chair, Governance Committee, Site-Based Decision Making Council, Murray Middle School (2002-2003).

Member, Curriculum Committee, Site Based Decision Making Council, Murray Middle School (2002-2003).

President, Murray Calloway County Soccer Association (2002).

Board of Directors, Murray Calloway County Soccer Association (1996-2002).

Board of Directors, Jackson Purchase Futbol Club, Mayfield, Kentucky (2004-2006).

References

Art Kleiner, Editorial Director
Fifth Discipline Fieldbook Project
Editor, *strategy+business*
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Additional references available by request.