

KARLENE H. ROBERTS

Degrees

1959	B.A., Stanford University
1959-1960	School of Social Work, Columbia University
1967	Ph.D., Psychology, University of California, Berkeley
2006	Docteur Honoris Causa, Universite Paul Cezanne – Aix-Marseille III

Employment

1961-1967	Acting Instructor, Research Assistant, and Teaching Assistant in Psychology, University of California, Berkeley
1967-1969	Research Associate, Graduate School of Business, Stanford University
1968-1969	Lecturer in Psychology, University of California, Berkeley
1969-present	Instructor to Professor, to Professor in the Graduate School, Walter A. Haas School of Business, University of California, Berkeley
1976-1983	Chairperson, Organizational Behavior and Industrial Relations Group, School of Business Administration, 1976-1983
1985-1987	Associate Dean and Director, Undergraduate School of Business Administration (1985-1987)
1970-1995	Research Psychologist, Institute of Industrial Relations
4/1992-6/1992	Visiting Professor, University of California, Irvine
9/1993-12/1993	Visiting Professor, Hong Kong University of Science and Technology

Consulting

1968-1969	Stanford Research Institute
1970	Bank of America
1972-1973	California State University Programs for Continuing Management Education
1972-1975	U.S. Department of the Navy
1975-1979	Sears Roebuck & Co.

1980	Keynote Address, National Conference of Public Relations Directors, Public Broadcasting System
1980	Keynote Address, Faculty of Dentistry Annual Retreat, University of the Pacific
1981	Keynote Address, Western Classified Advertising Manager's Association Conference
1981-1992	Nation's Food Services
1990	Address to the Annual Meeting of the Charles Lindbergh Fund
1990	Keynote Address, General Electric Annual Fall Customer Service Conference
1990-1992	Academic Advisory Committee, Interaction Associates
1991	Distinguished Speaker Series, Chevron Research & Technology Co.
1994	State of Washington, Office of Marine Safety
1994	California State Lands Commission
1995	Special Consultant, University-wide Education Abroad Program, University of California
1996	Expert Panel on Managing Risk in the Graying Driver Population. U.S. Office of the Secretary of Transportation
1996	U.S. Navy Research Advisory Committee Damage Control and Maintenance Panel - Reporting to the Assistant Secretary of the Navy - Research, Development and Acquisition
1996-1998	Human Factors Quality Management Board for all Navy and Marine Corps Aviation and other activities for the Undersecretary of the Navy for Safety and Survivability
1997	Atomic Energy Control Board of Canada
1999	U.S. Navy Research Advisory Committee Panel on Optimal Surface Ship Manning
2000-2001	S.W.I.F.T. (Society for Worldwide Interbank Financial Telecommunications)
2001	Office of the Undersecretary of Defense, Command, Control, Communication and Intelligence
2001-2002	BP

2003	Columbia Accident Investigation Board
2004	University of California, Office of the President (Livermore and Los Alamos National Laboratories)
2005	Risk Management Association, New York City
2005	Legacy Emanuel Health Center, Portland, OR
2005-2008	Oil and Gas Advisory Council, Maximo, a Division of IBM, Bedford, MA
2007-2009	Association of Space Explorers (the Professional Association of astronauts and cosmonauts) Near Earth Object Committee, Panel on Asteroid Threat Mitigation
2009	Kansai Electric Power Company (KEPCO)
2009-2010	StatOil
2010	Siemens Worldwide
2010 - 2011	DUSEL (Deep Underground Scientific and Engineering Laboratory). Supported by the U.S. Department of Energy and the U.S. National Science Foundation.
2011	Nexen (Canadian based energy company)
2012	United Nations International Atomic Energy Agency
2012	Toyota
2015	Pacific Gas and Electric Company

Additional Activities

Editorial Boards:

Academy of Management Journal (1976-1981)
 Journal of Applied Psychology (1977-87)
 Journal of Vocational Behavior (1974-76)
 Organizational Behavior and Human Decision Processes (1978-87)
 California Management Review (1981-88)
 Academy of Management Executive (1987-89)
 Handbook of Organizational Studies (1993-1995)
 Academy of Management Journal, Special Research
 Forum on the Sociology of Management as a Science (1996)
 Risk Management, An International Review (2001-)
 Clinician in Management (2001-)

Occasional Reviewer:

Academy of Management Review
Administrative Science Quarterly
American Psychologist
Applied Psychology: An International Review
Behavioral Science
California Management Review
Contemporary Psychology
Evaluation and Policy Analysis
Evaluation and Program Planning: An International Journal
Group and Organizational Studies
Human Communication Research
Human Relations
IEE Transactions on Engineering Management
Industrial Crisis Quarterly
Journal of Applied Behavioral Science
Journal of Contingencies and Crisis Management
Journal of Management
Journal of Occupational Psychology
Journal of Organizational Behavior
Management Communication Quarterly
Organization and Environment
Management Science
Organization Science
Organization Studies
Psychological Bulletin
Psychological Reports
Safety Science

Fellow, American Psychological Association (elected 1974)

Fellow, Academy of Management (elected 1986)

Fellow, American Psychological Society

Chairperson, Scientific Affairs Committee, Division of Industrial and Organizational Psychology, American Psychological Association (1975)

Member, Workshop Committee, Division of Industrial and Organizational Psychology, American Psychological Association (1975-77)

National Institute of Education, Research Advisory Panel (1975-79)

Research Review Board, School Capacity for Problem Solving Group, National Institute of Education (1976-79)

Founding Member, International Conference on Information Systems (1978)

Chairperson, Fellowship Committee, Division of Industrial and Organizational Psychology, American Psychological Association (1979)

Chairperson, Organization and Management Evaluation Panel of National Caries Program, National Institute of Dental Research (1979)

Member, Panel to Evaluate National Caries Program, National Institute of Dental Research (1979)

Invited Professor of Communication, Purdue University (September 1979)

Invited Professor, School of Industrial Relations, University of Montreal (December 1980)

Member, Program Committee, Division of Industrial and Organizational Psychology, American Psychological Association (1980-1981)

Program Chairperson, Division of Communication, National Academy of Management (1980-1981)

Member, Scientific Affairs Committee, Division of Industrial and Organizational Psychology, American Psychological Association (1981-1983)

Invited Participant, International Conference on International Business, McGill University (October 1981)

Board of Governors, Academy of Management (1984-1986)

Executive Committee for Survey Research Center, University of California (1983-1985)

Campus-wide Committee on Courses of Instruction, University of California (1984-1985)

Campus Committee on Professional Minors, University of California (1985-1986)

Chairman, Organizational Behavior Division, Academy of Management (1986-1987)

Chancellor's Committee on Military Officer Education (ROTC), University of California (1987-2015)

Graduate Council Committee on the Barbara Weinstock Lectures, University of California (1990-)

Business Management Certificate Advisory Board, University of California Extension (1991-1993)

National Academy of Sciences, National Research Council, Marine Board Committee on Advances in Navigation and Piloting (1991-1993)

Faculty member, Doctoral Consortium, Academy of Management (1978, 1989, 1993)

Various College and University Accreditation Teams, Western Association of Schools and Colleges (approximately one team per year) (1991-1995).

Co-Director, Marine Technology and Management Group, College of Engineering, University of California, Berkeley (1991-1993)

Member, Blue Ribbon Panel for Selecting Outstanding Federal Employees for the Year. San Francisco Bay Area, Federal Executive Board, (1992).

Chair, Scholarly Contributions Award and George R. Terry Book Award Committee, Academy of Management, 1994-1995.

California State Lands Commission (regulator of marine activities in California's waters). Various projects including acting on behalf of CSL to assist Tosco's Richmond, California, Refinery improve safety in petroleum loading and discharge operations after a serious refinery error (1992 - 1997)

National Research Council, National Academy of Engineering, Marine Board Committee on Human Performance, Organizational Systems and Maritime Safety (1995-1997)

U.S. Coast Guard Assistant Commandant for Marine Safety and Environmental Protection (Vice Admiral) Contributed to development and assessment of the USCG's nationwide "Prevention through People" program (1995-1997)

Mineral Management Service - U.S. Department of the Interior (U.S. regulator of oil pipelines and offshore drilling platforms). Various projects including development of an International Human Factors Workshop (1995-1997)

American Bureau of Shipping (Shipping classification society and international marine regulation activities). Various projects (1995-1997)

Berkeley Faculty Association Committee on Indirect Cost (1995-1996)

Berkeley Faculty Association, Board of Directors (1996-2001)

Berkeley Faculty Association, Treasurer (2000-2002)

Berkeley Faculty Association, Chair (2002-2008)

Member, National Center of Excellence for Aviation Operations Research (NEXTOR), University of California, Berkeley; Massachusetts Institute of Technology, University of Maryland, Virginia Polytechnic Institute (1996-1998)

Academy of Management, Pre Convention Panel on Research Methodology, Boston, MA. (1997)

MBA Committee, Haas School of Business (1997)

Chair, Committee on Undergraduate Education, Haas School of Business, (1997-1999)

University of California, Berkeley, Academic Senate Committee on Educational Policy (1997-2003)

Board of Technical Advisors, National Patient Safety Foundation, American Medical Association (1997-1998)

Research Committee, National Patient Safety Foundation, American Medical Association (1997-2014)

Interdisciplinary Committee on Fire Safety, Engineering Science, University of California, Berkeley (1997-2007)

Chair, Graduate Council Committee on the Barbara Weinstock Lectures (1998-)

National Science Foundation Decision Risk and Management Science Group, Research Advisory Panel (1999-2000)

National Research Council, National Academy of Sciences, Standing Committee on Human Factors (1997-2003)

National Advisory Board, Patient Safety Center of Inquiry, Stanford University (1999-2004)

Sunset/Dawn Review Committee for University of California Organized Research Units, (1999-2000)

Consultant to Science Advisory Board, United States Environmental Protection Agency, (2000-2001).

National Research Council, National Academy of Sciences, Institute of Medicine, Committee on Work Environment for Nurses and Patient Safety (2002-2003).

Advisory Panel Human and Organizational Risk Management, Engineering for Complex Systems Program, National Aeronautical and Space Administration (NASA) (2003)

Program Committee, National Research Council, National Academy of Science, Board on Mathematical Sciences and their Application, Enterprise Risk Management Workshop (Supported by the Internal Revenue Service), (Fall, 2003).

Workshop on Research Topics in Program and Project Management, Universities Space Research Association, Center for Program/Project Management, December 9-10, Columbia, MD, (December 9-10, 2003).

American Association of University Professors, Committee on the Economic Status of the Profession (2003-2007).

National Research Council, National Academy of Sciences, Institute of Medicine, Committee on Aerospace Medicine and the Medicine of Extreme Environments and Committee on Review of the Bioastronautics Critical Path Roadmap (NASA), (2004-2005)

Fellow, Center for Program/Project Management Research, University Space Research Association (sponsored by NASA) (2004-2007)

NASA Committee to develop Request for Proposal for NASA's Crew Exploration Vehicle (to replace the space shuttles) (2005)

U.S. Department of Homeland Security Center for the Study of High Consequence Event Preparedness and Response Merit Review Panel (2005)

National Research Council, National Academy of Engineering, Committee on Core Competencies for Federal Facilities Asset Management (2005-2006)

National Research Council, National Academy of Engineering, Bureau of Reclamation Security Study (2007-2008)

University of California, Berkeley, Academic Senate Committee on Student Affairs (2006-2011)

High Reliability Organizations Series Editor, Stanford University Press, (2008-)

Board, Young Entrepreneurs at Haas (YEAH), Haas School of business, University of California, Berkeley (2006 - 2014)

Cal Discoveries: America's Historic Atlantic Shores Cruise, (September 28 – October 2, 2009), Faculty member.

Academy of Management, Practice Impact Award, 2011

Steering Committee, 8th HSE Forum in Energy, Doha, Qatar, October, 2012

Co-Coordinator, Symposium on High Reliability Organizing," Owen School of Management, (2011-2012).

National Academy of Science, National Research Council National Transportation Research Board, Marine Board (2012-)

National Academy of Science, National Research Council, Board on Chemical Sciences and Technology, Committee on Establishing and Promoting a Culture of Safety in Academic Laboratory Research (2013).

National Academy of Science, National Research Council Marine Board Committee on Safety in the Offshore Industry (2014 - 2015)

Grants and Awards

National Science Foundation Institutional Small Grant (1971)

Department of Health, Education and Welfare Small Grant (1972)

Subcontract from Department of Health, Education and Welfare Small Grant to Stanford University Physician's Assistant Training Program (1972)

Office of Naval Research (1972-1975)

Institute for International Studies Research Grant (1973)

American Psychological Association James McKeen Cattell Sabbatical Supplementary Award (1975-1976)

International Business Machine Postdoctoral Fellow (1977-1978)

Employment and Training Administration, Department of Labor (1977-1979)

Subcontract, Applied Social and Behavioral Sciences Section, National Science Foundation (1979-1981)

Office of Naval Research (1985-1986)

National Science Foundation (1987-1991)

Brookhaven National Laboratory Contract (1989-1993)

Charles A. Lindbergh Foundation (1990)

California Sea Grant (1993-1994)

U.S. Department of Transportation (1994-1995)

Federal Aviation Administration (1996-1998)

Primatech, Specialists in Risk, Safety, and Reliability (1996)

Under Secretary of the Navy for Safety and Survivability (1997)

Institute for Industrial Relations (1999)

Global Aviation Information Network, FAA (through UCB NEXTOR) (1999)

National Science Foundation (2001-2004)

National Aeronautics and Space Administration (2004-2007)

France Telecom (2004-2006)

National Science Foundation, Human and Social Dynamics (2006-2010)

National Science Foundation, Engineering Directorate (2008-2011)

Books

Graham, W.K., and K.H. Roberts (Eds.). (1972) Comparative Studies in Organizational Behavior. New York: Holt, Rinehart and Winston.

Roberts, K.H., and D.H. Rost. (1973) "Grundfragen Empirischer-Pedagogischer Forschungs-Hinweise zum Verständnis und zur Kritik Erfahrungswissenschaftlicher Untersuchungen in der Erziehungswissenschaft," GFPE Materialien, 5, Frankfurt A.M. (Criteria of Empirical Educational Research: Aspects of Understanding and Criticism.)

Porter, L.W., and K.H. Roberts (Eds.). (1977) Communication in Organizations. Middlesex, England: Penguin.

Roberts, K.H., C.L. Hulin, and D.M. Rousseau. (1978) Toward an Interdisciplinary Science of Organizations. San Francisco: Jossey-Bass.

Roberts, K.H., and L. Burstein (Eds.). (1980) New Directions in Methodology: Aggregation Issues in Organizational Science. San Francisco: Jossey-Bass.

Jablin, F., Putnam, L., Roberts, K.H., and L.W. Porter (Eds.). (1987) Handbook of Organizational Communication. Beverly Hills, CA: Sage. Recipient, 1988 Outstanding Research Publication Award from the Organizational Communication Division of the Speech Communication Association.

Roberts, K.H., and D. Hunt. (1991) Organizational Behavior. Boston: PWS Kent.

Roberts, K.H. (Ed.). (1993) New Challenges to Understanding Organizations. New York: Macmillan.

Ramanujam, R. and Roberts, K.H. (in preparation) Handbook of Organizational Reliability.

Other Publications

Fitzgerald, D., and K.H. Roberts. (1964) "Semantic Profiles and Psychosexual Interests as Indicators of Identification," Personnel and Guidance Journal, 44(8), 802-806. Also in Proceedings of the American Psychological Association, Los Angeles, California.

Roberts, K.H. (1967, 1972) International Research Related to Organizational Behavior: An Annotated Bibliography. Brussels: European Research Group on Management. Revised, Graduate School of Business, Stanford University.

Miles, R.E., K.H. Roberts, and L.V. Blankenship. (1968) "Organizational Leadership, Satisfaction and Productivity: A Comparative Analysis," Academy of Management Journal, 11, 401-414. Partially reproduced in J.C. Likert and R. Likert (Eds.), (1975) New Ways of Managing Conflict. New York: McGraw-Hill.

Webb, E.J., and K.H. Roberts. (1969) "Unconventional Uses of Content Analysis in Social Science." In G. Gerbner, O.R. Holsti, K. Krippendorff, W.J. Paisley, and P.J. Stone (Eds.), The Analysis

of Communication Content: Developments in Scientific Theories and Computer Techniques.
New York: Wiley, 319-339.

Roberts, K.H. (1969) "Understanding Research: Some Thoughts on Evaluating Completed Educational Projects." Bethesda, MD: National Cash Register, Educational Resources Information Clearinghouse Document Reproduction Service.

Roberts, K.H. (1970) "On Looking at an Elephant: An Evaluation of Cross-Cultural Research Related to Organizations," Psychological Bulletin, 74, 327-350. Also in T.D. Weinsall (Ed.), (1979) Culture and Management. Middlesex, England: Penguin.

Roberts, K.H. (1971) "Leadership Sift in Organizations." In H.C. Kindgren, D. Byrne, and F. Lindgren (Eds.), Current Research in Psychology: A Book of Readings. New York: John Wiley, 431-435. Also in Proceedings of the American Psychological Association, (1970) 5, Miami, FL.

Roberts, K.H., G.A. Walter and R.E. Miles. (1971) "A Factor Analytic Study of a Job Satisfaction Items Designed To Measure Maslow Need Categories," Personnel Psychology, 1971, 24, 205-220. Also in Proceedings of the American Psychological Association, (1970) 5, Miami, FL.

Roberts, K.H., and F. Savage. (1973) "Twenty Questions: A Management Strategy for Utilizing Various Measures of Job Satisfaction," California Management Review, 15, 82-89. Also in H.G. Heneman and D.G. Schwab (eds.), (1978) Perspectives on Personnel/Human Resource Management. Homewood, IL: Richard D. Irwin.

Logan, N., C.A. O'Reilly, and K.H. Roberts. (1973) "Job Satisfaction among Part-Time and Full-Time Workers," Journal of Vocational Behavior, 3, 33-42.

O'Reilly, C.A., and K.H. Roberts. (1973) "Job Satisfaction among Whites and Non-Whites: A Cross-Cultural Approach," Journal of Applied Psychology, 57, 295-299.

Roberts, K.H. (1973) "A Symposium: Cross-National Organizational Research," in K.H. Roberts and C.C. Snow (eds.), Industrial Relations, 12, entire.

Roberts, K.H. (1974) "A Thousand Ways: A Flexible Design for Behavioral Research in Multinational Organizations," in R. Holton and S.P. Sethi (Eds.), Management of the Multinationals. New York: Free Press, 368-376.

O'Reilly, C.A., and K.H. Roberts. (1974) "Information Filtration in Organizations: Three Experiments," Organizational Behavior and Human Performance, 11, 253-265.

Roberts, K.H., and C.A. O'Reilly. (1974) "Failures in Upward Communication in Organizations: Three Possible Culprits," Academy of Management Journal, 17, 205-215. Also in Society for Technical Communication, Anthology of Readings in Communication (1977).

Roberts, K.H., and C.A. O'Reilly. (1974) "Measuring Organizational Communication," Journal of Applied Psychology, 59, 321-326. Instrument also reported in: J.D. Cook, S.J. Hepworth, T.D. Wall, and P. Warr, (1981) (Eds.) The Experience of Work: A Compendium and Review

- of 249 Measures of Work and their Use (New York: Academic Press); J.L. Price and C. Mueller, (1986) Handbook of Organizational Measurement (Boston: Pitman, revised edition).
- O'Reilly, C.A., G.E. Bretton, and K.H. Roberts. (1974) "Professional Employees' Preference for Upward Mobility: An Extension," Journal of Vocational Behavior, 5, 139-146.
- Roberts, K.H., and D.H. Rost. (1974) Analyse and Bewertung Empirischer Untersuchungen. Weinham, West Germany: Beltz.
- Roberts, K.H., C.A. O'Reilly, G.E. Bretton, and L.W. Porter. (1974) "Organizational Communication and Organizational Theory: A Communication Failure?" Human Relations, 27, 501-524. Also in L.W. Porter and K.H. Roberts (eds.), (1977) Communication in Organizations. Middlesex, England: Penguin.
- O'Reilly, C.A., and K.H. Roberts. (1975) "Individual Differences in Personality, Position in the Organization, and Job Satisfaction," Organizational Behavior and Human Performance, 14, 144-150.
- Porter, L.W., and K.H. Roberts. (1976) "Organizational Communication," in M.D. Dunnette (Ed.), Handbook of Industrial and Organizational Psychology. Chicago: Rand-McNally, 1553-1589. Also in H. Tosi and W.C. Hamner (eds.), (1986) Organization Behavior and Management. Columbus, Ohio: Grid, 4th edition.
- O'Reilly, C.A., and K.H. Roberts. (1976) "Relationships among Components of Credibility and Communication in Work Units," Journal of Applied Psychology, 61, 99-102.
- Roberts, K.H., N. Cerruti, and C.A. O'Reilly. (1976) "The Effect of Training Designed to Increase Organizational Communication in Work Units," Nursing Research, 25, 197-200. Also in G. Wieland (Ed.), (1981) Improving Health Care Management. Ann Arbor, MI: Health Administration Press.
- Smith, F.J., K.H. Roberts, and C.L. Hulin. (1976) "Ten Year Job Satisfaction Trends in a Stable Organization," Academy of Management Journal, 19, 462-468.
- Roberts, K.H. (1977) "Communications in Organizations," in B. Wolman (Ed.), International Encyclopedia of Neurology, Psychiatry, Psychoanalysis and Psychology. New York: Van Nostrand Reinhold. Winner, Dartmouth Medal by the American Library Association.
- Folkins, C., C.A. O'Reilly, K.H. Roberts, and S. Miller. (1977) "Physical Environment and Job Satisfaction," Community Mental Health Journal, 13, 24-30.
- O'Reilly, C.A., and K.H. Roberts. (1977) "Task Group Structure, Communication, and Effectiveness in Three Organizations," Journal of Applied Psychology, 62, 674-681.
- Miller, S., C.A. O'Reilly, K.H. Roberts, and C. Folkins. (1978) "Factor Structure and Scale Reliabilities of the Adjective Check List across Time," Journal of Consulting and Clinical Psychology, 46, 189-191.

- Roberts, K.H., and C.A. O'Reilly. (1978) "Organizations as Communication Structures: An Empirical Approach," Human Communication Research, 4, 283-293.
- O'Reilly, C.A., and K.H. Roberts. (1978) "Supervisor Influence and Subordinate Mobility Aspirations as Moderators of Consideration and Initiating Structure," Journal of Applied Psychology, 63, 96-102.
- Roberts, K.H., and C.A. O'Reilly. (1979) "Some Correlates of Communication Roles in Organizations," Academy of Management Journal, 22, 42-57.
- Stafford, S.B., and K.H. Roberts. (1980) "Exporting: U.S. Influence," The Exporter, 7 (11), 17-18.
- Roberts, K.H., and W.H. Glick. (1981) "The Job Characteristics Approach to Job Redesign: A Review and Critique," Journal of Applied Psychology, 66, 193-217. Also in C.L. Cooper (Ed.) (1991) Industrial/Organizational Psychology, (vols. 1 & 2) in the series International Library of Critical Writings in Psychology. Cheltenham, Glos, UK: Edward Elgar.
- Roberts, K.H., W.H. Glick, and N.L. Rotchford. (1982) "A Frame of Reference Approach to Investigating Part- and Full-Time Workers," International Review of Applied Psychology, 32, 327-344.
- Rotchford, N.L., and K.H. Roberts. (1982) "Part Time Workers as Missing Persons in Organizational Research," Academy of Management Review, 7, 228-234.
- Roberts, K.H., and N. Boyacigiller., (1983) "Survey of Cross National Organizational Researchers: Their Views and Opinions," Organizational Studies, 4 (4), 375-386.
- Beckenstein, A., L. Gabel, and K.H. Roberts. (1983) "A Manager's Guide to Antitrust Compliance," Harvard Business Review, September-October. Also in Legal Issues in Doing Business, (1983) Harvard University.
- Roberts, K.H., and N. Boyacigiller. (1984) "Cross National Organizational Research: The Grasp of the Blind Men." In B.M. Staw and L.L. Cummings (eds.), Research in Organizational Behavior. Greenwich, CT: JAI Press, 6, 423-475. Abridged version in T. Weinshall (ed.), Societal Culture and Management. Berlin: de Gruyter, 1993.
- Roberts, K.H. (1984) "Organizational Communication." In F. Kast and J. Rosenzweig (eds.), Modules in Management. Chicago: SRA Associates.
- Glick, W.H., and K.H. Roberts. (1984) "Hypothesized Interdependence, Assumed Independence," Academy of Management Review, 9, 722-735.
- Blair, R., K.H. Roberts, and P. McKechnie. (1985) "Vertical and Network Communication in Organizations: The Present and the Future." In R. McPhee and P. Thompkins (eds.), Organizational Communication: Traditional Themes and New Directions. Beverly Hills, CA: Sage, 55-78.

- Boeker, W., R. Blair, M.F. Van Loo, and K.H. Roberts. (1985) "An Analysis of the Effectiveness of Organizational Initiatives Designed to Facilitate the Advancement of Women in Management," California Management Review, 27, 147-157.
- Euske, N., and K.H. Roberts. (1987) "Evolving Perspectives in Organizational Theory: Implications for Communication Research." In F. Jablin, L. Putnam, K.H. Roberts, and L.W. Porter (eds.), Handbook of Organizational Communication. Beverly Hills, CA: Sage, pp. 41-69.
- Rochlin, G.I., T.R. La Porte, and K.H. Roberts. (1987) "The Self-Designing High-Reliability Organization: Aircraft Carrier Flight Operations at Sea," Naval War College Review, 40, 76-90.
- Roberts, K.H., and S.B. Sloane. (1988) "An Aggregation Problem and Organizational Effectiveness." In B. Schneider and D. Schoorman (Eds.), Facilitating Organizational Effectiveness. Lexington, MA: Lexington Press, 125-144.
- Roberts, K.H., and G. Gargano. (1989) "Managing Interdependencies in High Reliability Organizations." In M.A. Von Glinow and S. Morman (Eds.), Managing Complexity in High Technology Organizations, New York: Oxford University Press, 147-159.
- Roberts, K.H., and D.M. Rousseau. (1989) "Research in Nearly Failure Free High Reliability Organizations: Having the Bubble." IEEE Transactions on Engineering Management, 36, 132-139.
- Roberts, K.H. (1989) "New Challenges to Organizational Research: High Reliability Organizations." Industrial Crisis Quarterly, 3, 111-125.
- Roberts, K.H., W. Glick, P. Weissenberg, D. Whetton, J.L. Pearce, A. Bedeian, H. Miller, and R. Klimoski. (1989) "Reflections on the Field of Organizational Behavior." Journal of Management Systems, 2, 25-39.
- Roberts, K.H. (1990) "Some Characteristics of One Type of High Reliability Organization." Organization Science, 1, 160-176.
- Roberts, K.H. (1990) "Managing High Reliability Organizations." California Management Review, 32, 101-113.
- Roberts, K.H. (1992) "Structuring to Facilitate Migrating Decisions in Reliability Enhancing Organizations." In L. Gomez-Mehia and M.W. Lawless (Eds.), Advances in Global High-Technology Management: Top Management and Executive Leadership in High Technology (Vol. II). Greenwich, CT: JAI Press, 171-192.
- Roberts, K.H. (1993) "Some Aspects of Organizational Culture and Strategies to Manage Them in Reliability Enhancing Organizations." Journal of Managerial Issues, 5, 165-181.
- Roberts, K.H. (1993) "Introduction," in K.H. Roberts (Ed.), New Challenges to Understanding Organizations. New York: Macmillan, 2-8.

- Creed, W.E.D., S.K. Stout, and K.H. Roberts. (1993) "Organizational Effectiveness as a Theoretical Foundation for Research on Reliability Enhancing Organizations." In K.H. Roberts (Ed.), New Challenges to Understanding Organizations. New York: Macmillan, 40-53.
- Roberts, K.H., and W.H. Moore. (1993) "Bligh Reef Dead Ahead: The Grounding of the Exxon Valdez." In K. H. Roberts (Ed.), New Challenges to Understanding Organizations. New York: Macmillan, 157-167.
- Roberts, K.H., and W.E.D. Creed. (1993) "Epilogue." In K. H. Roberts (Ed.), New Challenges to Understanding Organizations. New York: Macmillan, 168-172.
- Roberts, K.H., and C. Libuser. (1993) "From Bhopal to Banking, Organizational Design Can Mitigate Risk" Organizational Dynamics, 21, 15-26.
- Weick, K.E., and K.H. Roberts. (1993) "Collective Mind and Organizational Reliability: The Case of Flight Operations on an Aircraft Carrier Deck," Administrative Science Quarterly, 38, 357-381. Also in M.D. Cohen, and L.S. Sproull (Eds.) (1996) Organizational Learning. Thousand Oaks, CA: Sage, 330-358.
- Roberts, K.H. (1994) "Organizational Behavior." In V.S. Ramachandran (ed.), Encyclopedia of Human Behavior. San Diego, CA: Academic Press, (vol. 3) 367-376.
- Roberts, K.H. (1994) "Functional and Dysfunctional Organizational Linkages." In C. Cooper and D.M. Rousseau (Eds.) Trends in Organizational Behavior. (vol. 1) Sussex, England: John Wiley and Sons, 1-11.
- Roberts K.H., S.K. Stout, and J.J. Halpern. (1994) "Decision Dynamics in Two High Reliability Military Organizations." Management Science, 40, 614-624.
- Roberts, K.H., and M. Grabowski. (1994) "Human Systems in the Marine Industry." In National Academy of Science, Marine Navigation and Piloting: Minding the Helm. Washington, D.C.: National Academy Press.
- Roberts, K.H., D.M. Rousseau, and T.R. La Porte. (1994) "The Culture of High Reliability: Quantitative and Qualitative Assessment Aboard Nuclear Powered Aircraft Carriers." Journal of High Technology Management Research, 5, 141-161.
- Klein, R.L., G.A. Bigley, and K.H. Roberts. (1995) "Organization Culture in High Reliability Organizations: An Extension." Human Relations, 48, 771-793.
- Grabowski, M., and K.H. Roberts. (1996) "Human and Organizational Errors in Large Systems." IEEE Transactions on Systems, Man, and Cybernetics, 26, 2-16.
- Roberts, K.H. and M. Grabowski. (1996) "Organizations, Technology, and Structuring." In S.R. Clegg, C. Hardy, and W. Nord (Eds.) Handbook of Organization Studies. (Winner, 1997 George R. Terry Book Award, Academy of Management.) London: Sage, 409-423. Also in S.R. Clegg, C. Hardy, and W.R. Nord (Eds.) (1999) Managing Organizations: Current Issues. Thousand Oaks, CA: Sage, 159-173.

- Roberts, K.H. (1996) "A Non-Linear Life." In D. Cyr and B. Horner-Reich (Eds.) Scaling the Ivory Tower: Stories of Women in Business. Chicago: Praeger, 161-172.
- Bea, R.G. and K.H. Roberts. (1996) "Human and Organization Factors in Designs, Construction and Operation of Offshore Platforms." Journal of Petroleum Technology. Society of Petroleum Engineers. Richardson, TX.
- Mannarelli, Thomas, K.H. Roberts and R.G. Bea. (1996) "Learning How Organizations Mitigate Risk." Journal of Contingencies and Crisis Management, 4, 83-92.
- Bea, R., and K.H. Roberts. (September, 1996) "Crisis Management and the Near Miss." Surveyor (Quarterly Publication of the American Bureau of Shipping), 20-23.
- Roberts, K.H. (1997) "In Their Own Words." In R. Field Human Behavior in Organizations: A Canadian Perspective. Toronto: Prentice Hall Canada. (2nd Edition)
- Grabowski, M., J.R. Harrald, and K.H. Roberts, (1997) "Decision Support and Organizational Forms in a High Velocity Environment: Responses to Catastrophic Oil Spills." In M. Grabowski and W.A. Wallace (Eds.) Advances in Expert Systems for Management: Evaluation and Value in Knowledge Based Systems. Greenwich, Ct: JAI Press.
- Grabowski, M., and K.H. Roberts, (1997) "Risk Mitigation in Large Scale Systems: Lessons from High Reliability Organizations." California Management Review, 39, 152-162.
- Roberts, K.H. "Lessons from Other Industries." In R.G.Bea, R.D. Holdsworth & C. Smith (Eds.) (1997) Proceedings of the 1996 International Workshop on Human Factors in Offshore Operations. NY: American Bureau of Shipping.
- Roberts, K.H. (1998) "Having the Bubble." In A. Bedeian (Ed.) Management Laureates: A Collection of Autobiographical Essays. Greenwich, CT: JAI Press. 5, pp. 207-242.
- Roberts, K.H. (1998) "The Cross Cultural Design and Management of High Reliability Organizations and Systems of Organizations: Conceptual Help from the Triandis Review." In J.C. Cheng & R.B. Petersen (Eds.) Advances in International Comparative Management, 12. Greenwich, CT: JAI Press, pp. 67-76.
- Hee, D.D., R.G. Bea, B.D. Pickrell, K.H. Roberts, B. Williamson. (1999) "Safety Management Assessment System (SMAS): A Process for Identifying and Evaluating Human and Organization Factors in Marine Operations with Field Test Results." Reliability, Engineering and System Safety Journal, 65, #2, pp. 125-140.
- Roberts, K.H. (1999) "Five Ingredients for Patient Safety." Ambulatory Outreach, Fall, 1999, pp. 10-13.
- Grabowski, M. and K.H. Roberts. (1999) "Risk Mitigation in Virtual Organizations." Organization Science, 10, 704-721. Also in Journal of Computer Mediated Communication, 1998, 3, 4.

- Roberts, K.H. (2000) "The Real World: Blooming Buzzing Confusion." In National Research Council, Transportation Research Board Risk Management in the Marine Transportation System Washington, DC: National Academy Press.
- Roberts, K.H. and Moore, W. (2000) "Managing Risk: High Reliability Organizations." Gard News, 160.
- Roberts, K.H. and R.G. Bea (2001) "When Systems Fail." Organizational Dynamics, 29, 179-191.
- Roberts, K.H. and Bea, R.G. (2001) "Must Accidents Happen: Lessons from High Reliability Organizations." Academy of Management Executive, 15 (August) 70-79.
- Bogner, M.S. and Roberts, K.H. (2001) "Ergonomics and Cognitive Factors." In L. Zipperer and S. Cushman (Eds.) Lessons in Patient Safety: A Primer. Chicago: National Patient Safety Foundation of the American Medical Association, 55-56.
- Bigley, G.A., and K.H. Roberts (2001) "Structuring Temporary Systems for High Reliability," Academy of Management Journal, 44, 1281-1300.
- Roberts, K.H. (2002) "Catastrophic Organizational Errors: Their Cause and Prevention" In N.J. Smelser and P.B. Baltes (Eds.) International Encyclopedia of the Social and Behavioral Sciences. Amsterdam: Pergamon, 16, 10946-6.
- Roberts, K.H. and C.T. Tadmor (2002) "Lessons Learned from Non-Medical Industries: The Tragedy of the USS Greeneville," Quality and Safety in Health Care, 11, 355-357.
- Roberts, K.H. (2003) "HRO Has Prominent History," Anesthesia Patient Safety Foundation Newsletter. (The Official Journal of the Anesthesia Patient Safety Foundation) 18, 13-14.
- Roberts, K.H. (2003) Guidelines. In J. Ivancevich (Ed.) Guidelines for Excellence in Management Mason, OH: South-Western-Thompson
- Waller, M.J., and Roberts, K.H. (2003) "High Reliability and Organizational Behavior: Finally the Twain Must Meet," Journal of Organizational Behavior, 7, 813-814.
- Roberts, K.H., P. Madsen, and V. Desai (2004) "Bridging Levels, Variables and Methodologies." In F.J. Yammarino and A.E. Dansereau (Eds.) Research in Multi Level Issues: An Annual Series Oxford: Elsevier, 69-78. Also in Science Direct.
- Roberts, K.H., K. Yu, and D. Van Stralen (2004) "Patient Safety as an Organizational Systems Issue: Lessons from a Variety of Industries." In B. Youngberg and M. Hatlie (Eds.) Patient Safety Handbook. Sudbury. MA: Jones and Bartlett, 169-186.
- Roberts, K.H., V. Desai, and P. Madsen (2004) "Organization Reliability, Flexibility, and Security." In E. Kossek and S. Lambert (Eds.) Work and Life Integration. Mahwah: NJ: Erlbaum, 85-102.

- Roberts, K.H. (2004) Organizational Behavior. In N. Nicholson, P. Audia and M. Pillutla (Eds.) Blackwell Encyclopedic Dictionary of Management: Organizational Behavior Oxford, England: Blackwell (2nd edition), 157-158.
- Roberts, K.H. (2005) "An Interview with Karlene Roberts" The European Management Journal 23, 93-97.
- Roberts, K.H., P. Madsen, V. Desai, and D. Van Stralen (2005) "A Case of the Birth and Death of a High Reliability Healthcare Organization," Quality and Safety in Health Care, 14, 216-220.
- Roberts, K.H., Madsen, P., and Desai, V. (2005) "The Space Between in Space Transportation: A Relational Analysis of the Failure of STS 107," In M. Farjoun and W. Starbuck (Eds). Organization at the Limit: Lessons from the Columbia Disaster, Malden, MA: Blackwell, 81-98.
- Wong, D., Desai, V., Roberts, K.H. and Ciavarelli, A. (2005) "Measuring Organizational Safety and Effectiveness at NASA." Engineering Management Journal, 17, 18-26.
- Desai, V. Roberts, K. H. and Ciavarelli, A. (2006) "The Relationship between Safety Climate and Recent Accidents: Behavioral Learning and Cognitive Attributions." Human Factors, 48, 639-650.
- Madsen, P., Desai, V., Roberts, K.H., and Wong, D (2006) "Designing for High Reliability: The Birth and Evolution of a Pediatric Intensive Care Unit." Organization Science, 17, 239-248. (Winner of the Emerald Management Citation of Excellence 2006). Reprinted in Borkowsky, N. Ed. (2008) Organizational Behavior, Theory and Design in Health Care . Boston: Jones and Bartlett
- Roberts, K.H., V. Desai, and P. Madsen (2006) "Reliability Enhancement and Demise at Back Bay Medical Center's Children's Hospital." In P. Carayon (Ed) Handbook of Human Factors and Ergonomics in Health Care and Patient Safety Mahwah, NJ: Erlbaum., 249-258.
- Roberts, K.H., Madsen, P., and Desai, V. "Organizational Sense-Making during Crisis." (2007) In C. Pearson, C. Roux-Dufort, and J. Clair (Eds.) The International Handbook of Organizational Crisis Management London: Sage, 107-122.
- Grabowski, M., Ayalasmayajula, P., Merrick, J., Harrald, J.R., and Roberts, K.H. (2007) "Leading Indicators of Safety in Virtual Organizations." Safety Science, 45, 1013-1043.
- Farber, D.S., Bea, R.G., Roberts, K.H., Wenk, E., and Inkabi, K. (2007) "Reinventing Flood control" Tulane Law Review, 81, 1085-1127.
- Roberts, K.H. and Wong, Daniel (2007) "Outsourcing and Temporary Workers." In S. Rogelberg (Ed.) Encyclopedia of Industrial/Organizational Psychology London: Sage, 593-594.
- Van Stralen, D.W., Calderon, R.C., Lewis, J.F., and Roberts, K.H. (2008) "Changing a Pediatric Sub Acute Facility to Increase Safety and Reliability." In J.D. Blair, M.T. Fottler and G.T. Savage (Eds.) Patient Safety in Health Care Management: Advances in Health Care Management, West Yorkshire, England: Emerald 7, 251-274

- Roberts, K.H., Desai, V., and Yu, Kuo (2008) "Decision Making in High Reliability Organizations." In Starbuck, W., and Hodgkinson, G (Eds.) Oxford Handbook of Organizational Decision Making, London: Oxford., 194-210.
- Roberts, K.H. (2008) "Fair Winds and a Following Sea," Currents, a publication of the American Steamship Owners Mutual Protection and Indemnification Association, May, 17-18.
- Bea, R.G., Farber, D., Foster, H., Mitroff, I., and Roberts, K.H. (2009) "A New Approach to Risk: The Implications of E3." Risk Management, 11, 30-43.
- Roberts, K.H. (2009) "Managing the Unexpected: Six Years of HRO Literature Reviewed," Journal of Contingencies and Crisis Management, 17, 50-54.
- Roberts, K.H. (2009) "Saving the Earth, One Asteroid at a Time. Natural Hazards Observer, 34, (no. 2), 11-15.
- Hare, A.J., and Roberts, K.H. (2010) "Applying High Reliability Organization Theory to Crisis/Hostage Negotiation." In E. Rogan and F. Lanceley (Eds.) Contemporary Theory, Research, and Practice in Crisis/Hostage Negotiation. Cresskill, N.J: Hampton Press.
- Roberts, K.H. (2010) "After the Dust Settles." Oil, Gas, Energy Law Intelligence Special Issue on Gas Spills (www.ogel.org/)
- Roberts, K.H. (2010) "Improving Major Risk Management in the Oil and Gas Industry" Exploration and Production: Oil and Gas Review
- Martelli, P. and Roberts, K.H. (2011) "A Primer for High Reliability Organizing for Radiology," In T. Pawlicki, B. Dunscombe, A.J. Mundt. And P Scalliet (Eds) Quality and Safety for Radiotherapy. Florence, KY: Routledge, Taylor, and Francis, 101-104.
- Grabowski, M. and Roberts, K.H. (2011) "HRVOs: Co Adaptive Technology and Organizational Structure in Tsunami Warning Systems" ACM Transactions on Computer and Human Interaction (TOCHI), 18, 1-23.
- Roberts, K.H. and Martelli, P. (2011) "A Variegated Approach to Organizational Safety." In R.J. Burke, S. Clarke and C.L. Cooper (Eds.) Occupational Health and Safety: Psychological and Behavioral Challenges. Burlington, VT: Gower.
- Desai, V., Madsen, P, and Roberts, K.H. (2012) "High Reliability Organizations (HROs) in Healthcare." In P. Carayon (Ed.) Handbook of Human Factors and Ergonomics in Health Care and Patient Safety (2nd edition) Mahwah, NJ: Earlbaum, 173-184.
- Martelli, P., Stimmler, M.K. and Roberts, K.H. (2012) "Organizational Behavior." In V.S. Ramachandran (Ed.) Encyclopedia of Human Behavior. Amsterdam: Elsevier.

- Bush, N., Martelli, P., and Roberts, K.H. (2012) "Failure of High Reliability in Finance." In P. Shrivastava, and M. Statler (Eds) Managing the Global Financial Crisis: Creativity, Reliability and Sustainability. Palo Alto CA: Stanford University Press.
- Vidal, R. and Roberts, K.H. (2014) "Observing Elite Firefighting Teams: The Triad Effect." Journal of Contingencies and Crisis Management 22, 18-28.
- Roberts, K.H. (2015) "Organizational Errors – Catastrophic" In J.D. Wright (Ed.) International Encyclopedia of the Social and Behavioral Sciences (Second edition) Waltham, MA: Elsevier.
- Roberts, K.H. and Schulman, P. (August 20, 2014) "On the Future of Regulating for Public Safety." Op Ed San Francisco Chronicle
- Roberts, K.H. (in press) "Outsourcing and Temporary Work" In Rogelberg, S.J. (Ed.) Encyclopedia of Industrial Organizational Psychology (Second edition) Thousand Oaks, CA: Sage.
- Roberts, K.H. (in press) "A Tribute to Lyman W. Porter." In Rogelberg, S.J. (Ed.) Encyclopedia of Industrial Organizational Psychology (Second edition) Thousand Oaks, CA: Sage.
- Roberts, K.H., LaPorte, T. Rochlin, G. and Weick, K.E. (in press) "Organizational Reliability: Looking Back Looking Ahead." In R. Ramanujam and K.H. Roberts (Eds) Handbook of Organizational Reliability, Redwood City, Ca: Stanford University Press.
- Ramanujam, R. and Roberts, K.H. (in press) "Introduction" In R. Ramanujam and K.H. Roberts (Eds) Handbook of Organizational Reliability, Redwood City, Ca: Stanford University Press.

Presentations

- Roberts, K.H., and L.T. Pinfield. "Offshoot International Organizational Research," Proceedings of the American Psychological Association, 1968, 3, 734.
- Nicosia, F., and K.H. Roberts. "Organizational Buying," Pacific American Association for Public Opinion Research, Pasadena, CA, Spring 1971.
- Roberts, K.H. "Developing a Strategy for Research on Organizational Communication: Is There Help from the Organizational Theorists?" Proceedings of the American Psychological Association, 7, Honolulu, HI, August 1972.
- Roberts, K.H., and G.E. Bretton. "Organizations as Information Processing Systems" Midwestern Psychological Association, Chicago, IL, May 1973.
- Roberts, K.H. "Past and Present as Prologue," Proceedings of the American Psychological Association, 1973, 8, Montreal, Canada (invited symposium).
- O'Reilly, C.A., and K.H. Roberts. "Communication: A Way of Viewing Organizations," Proceedings, p. 63, National Meetings of the Academy of Management, Seattle, WA, August 1974.

- O'Reilly, C.A., and K.H. Roberts. "Interpersonal Communication and Objective and Perceptual Assessment of Performance," Proceedings, pp. 375-379, National Meetings of the Academy of Management, Orlando, FL, August 1977.
- Roberts, K.H., and C.A. O'Reilly. "Organizational Communication: Some Instrumentation and Aggregation Problems," National Meetings of the Academy of Management, Orlando, FL, August 1977 (invited symposium).
- Roberts, K.H., and W.H. Glick. "Cross-Situational Replicability of Instrumentation," Meetings of the International Congress of Applied Psychology, Munich, Germany, August 1978 (invited symposium).
- Glick, W.H., and K.H. Roberts. "Inconsistencies in Specification of Theories and Data Analytic Procedures," Proceedings of the American Psychological Association, 1978, 13, Toronto, Canada (invited symposium).
- Roberts, K.H. "Communication as an Aspect of Job Effectiveness," TIMS/ORSA International Meetings, Honolulu, HI, 1979, (invited symposium).
- Roberts, K.H., and W.H. Glick. "Missing Persons in Cross-National Research: Part Time Workers," National Meetings of the Academy of Management, Atlanta, GA, August 1979 (invited symposium).
- Glick, W.H., and K.H. Roberts. "Proximal and Distal Environmental Influences on Individuals," Proceedings of the American Psychological Association, 1979, 14, New York, NY, (invited symposium).
- Roberts, K.H. "Introducing Research Findings into the Classroom," Organizational Behavior Teaching Conference, University of Southern California, Los Angeles, CA, June 1980.
- Roberts, K.H., and N. Boyacigiller. "Issues in Cross National Management Research: The State of the Art," Invitational Conference on International Business, McGill University, Montreal, Canada, 1981.
- Boyacigiller, N., and K.H. Roberts. "The Cross National Study of Control: Substantive and Methodological Issues," Symposium, Annual Meetings of the Academy of Management, New York, NY, August 1982.
- Roberts, K.H., N. Boyacigiller, A. Beckenstein, and L. Gabel. "An Information Processing Approach to the Development of Compliance Programs," National Meetings of the Academy of Management, New York, NY, 1982.
- Roberts, K.H. "A Network Perspective on Organizational Communication," National Meetings of the International Communication Association, San Francisco, CA, 1984 (invited symposium).
- Roberts, K.H. "Power: As Represented in Porter's Division of Industrial and Organizational Psychology Presidential Address." Address, Annual Meetings of the American Psychological Association, 1984.

- Roberts, K.H., and S.B. Sloane. "An Aggregation Problem and Organizational Effectiveness," Office of Naval Research Conference on Organizational Effectiveness, University of Maryland, College Park, MD, May 1985.
- La Porte, T.R., and K.H. Roberts. "Research on Hyper-Complex Organizations," Fourth Policy Science Institute, University of California, Berkeley, CA, May 1985.
- Roberts, K.H., and S.B. Sloane. "Decision Making in Hyper-Complex Organizations: The Case of the U.S.S. Carl Vinson," Institute for Social and Policy Studies, Department of Sociology, Yale University, New Haven, CT, April 1985.
- La Porte, T.R., and K.H. Roberts. "Studies of Complex 'High Reliability' Organizations: Some Preliminary Findings." Symposium, Annual Meetings of the Academy of Management, Chicago, IL, August 1986.
- Roberts, K.H. "Decision Making on a Nuclear Aircraft Carrier: A Reliability Perspective." The Second Annual Texas Conference on Organizations, University of Texas, April 1987.
- Roberts, K.H. "Challenges to Theory Posed by High Reliability Organizations." National Meetings of the Academy of Management, Anaheim, CA, August 1987 (invited symposium).
- Roberts, K.H. "Conceptual Challenges to Organizational Research: The High Reliability Organization." Symposium, Annenberg School of Communication, University of Southern California, Los Angeles, CA, March 1989.
- Roberts, K.H. "Decision Making in High Reliability Organizations." Second Annual Conference on High Technology Organizations, Boulder, CO, January 1990.
- Roberts, K.H. "Avoiding Error: Experiences for High Reliability Organizations." Invited Symposium, Anderson School of Management, University of California, Los Angeles, CA, April 1990.
- Roberts, K.H., J.J. Halpern and S. Stout. "Organizational and Cognitive Factors Influencing Decision Making in a High Reliability Organization." Annual Meeting TIMS/ORSA, Las Vegas, NV, May 1990.
- Roberts, K.H. "A Conversation with Karlene Roberts." National Meetings of the Academy of Management, San Francisco, CA, August 1990.
- Roberts, K.H. "Research on Reliability Seeking Organizations." Council for the Advancement of Science Writing's 28th Annual New Horizons of Science Briefing, Philadelphia, PA, October 1990.
- Roberts, K.H., and W.E.D Creed. "Organizational Effectiveness in Reliability Enhancing Organizations." Annual Meetings of the Academy of Management, Miami, FL, August 1991 (invited symposium).

- Roberts, K.H. "Organizational Research in the Year 2000: High Reliability Organizations." Annual Meetings, American Psychological Association, San Francisco, CA, August 1991 (invited symposium).
- Roberts, K.H. "Managing in High Reliability Organizations." Berkeley Business Club, Berkeley, CA, September 1991.
- Roberts, K.H. "Designing and Managing High Reliability Organizations." Distinguished Speakers Series, Chevron Research and Technology Company, San Ramon, CA, October 1991.
- Roberts, K.H. "The Maturing of Research on Reliability Enhancing Organizations: Extension of the Work to Commercial Marine and Banking Organizations." Symposium, Anderson School of Business, University of California, Los Angeles, CA, November 1991.
- Roberts, K.H. "Shaping the Future: Understanding the Present." Keynote Speech, 32nd Airport Management Short Course, University of California Institute of Transportation Studies and University Extension in Cooperation with California Association of Airport Executives, Monterey, CA, January 1992.
- Haber, S.B., M.T. Bourrier, and K.H. Roberts. "Outage Management: A Case Study. Fifth Annual IEEE Conference on Human Factors in Nuclear Power." Monterey, CA, June 1992.
- Roberts, K.H. Panelist, "Technological Innovation of Economic Development in Asian Pacific Region." Asian Regional Leadership Symposium. Hong Kong, October 1993.
- Roberts, K.H. "Managing and Structuring High Risk, High Technology Organizations." Second Forum on Information Technology Management, Managing Technological Change. School of Business and Management, Hong Kong University of Science and Technology, Hong Kong, November, 1993.
- Moore, W.H., R.G. Bea, and K.H. Roberts. "Improving the management of human and organization errors (HOE) in tanker operations." Ship Structure Symposium '93. Arlington, VA, November, 1993.
- Roberts, K.H., and M. Grabowski. "Some Requirements for Designing and Managing Reliable Complex Systems." PSAM II. An International Conference Devoted to the Advancement of System-based Methods for the Design and Operation of Technological Systems and Processes. San Diego, CA, March 1994.
- Roberts, K.H. "Functional and Dysfunctional Organizational Linkages." High Consequence Operations Safety Symposium. Sandia National Laboratory, Albuquerque, NM, July, 1994.
- Roberts, K.H. and W.H. Moore. "New Developments in Safety Management for the Maritime Industry: The International Safety Management Code." High Consequences Operations Safety Symposium, Sandia National Laboratory, Albuquerque, NM, July, 1994.
- Roberts, K.H. "A Model for Managing Risk." Annual Meeting of the States/ British Columbia Oil Spills Task Force. Juneau, AK: July, 1994.

- Klein, R., G.A. Bigley, and K.H. Roberts. "Culture as a Mechanism of Control in High Reliability Organizations: An extension." Annual Meetings of the Academy of Management, Dallas, TX, August 1994.
- Libuser, C. and K.H. Roberts. "Is your Bank a Bhopal or Citicorp Waiting to Happen?" Credit Risk Management Conference, Mexico City, September, 1994.
- Roberts, K.H. "Reducing Human and Organizational Error in Oil Spills." California State Lands Commission. Oil Spill Prevention Symposium, Long Beach, CA, September, 1994.
- Roberts, K.H., G.A. Bigley, and R. Klein. "Organizational Culture in Nuclear Power Generation and Air Traffic Control." First International Conference on HF Nuclear Power Operation. Berlin, Germany, November, 1994.
- Moore, W.H. and K.H. Roberts. "Safety Management for the Maritime Industry: The International Safety Management Code." 1995 International Oil Spill Conference: Achieving and Maintaining Preparedness. Long Beach, CA, February-March, 1995.
- Bea, R.G. and K.H. Roberts. "Evaluation of Human and Organization Factors in the Design, Construction, and Operation of Offshore Platforms." Offshore Technology Conference, Houston, TX, May, 1995.
- Moore, W.H., R.G. Bea, M. Grabowski and K.H. Roberts. "Managing Human and Organizational Error through the Life Cycle of Offshore Marine Systems." Fourteenth International Conference on Offshore Mechanics and Arctic Engineering (OMAE 1995). Copenhagen, Denmark, June 1995.
- Roberts, K.H. and R.G. Bea. "Organization Factors in Quality and Reliability of Marine Systems." Fourteenth International Conference on Offshore Mechanics and Arctic Engineering (OMAE 1995). Copenhagen, Denmark, June 1995.
- Grabowski, M. and K.H. Roberts. "Risk Mitigation and Risk Mitigation in Waterways Systems." Annual Meeting of the Academy of Management, Vancouver, BC, August 1995.
- Bea, R.G. and K.H. Roberts. "Management of Rapidly Developing Crises: A Multi-Community Study." American Petroleum Institute Sixth Crisis Seminar, Crisis Management - Emergency Response and Risk Communication, Houston, TX, September, 1995.
- Roberts, K.H. Invited Participant, Special Conference on Organizational Research in Asian Countries. Hong Kong, January, 1996.
- Roberts, K.H. "The Human Element: A Community Comparison. Foreign Vessel Industry Seminar, U.S. Coast Guard. Alameda, CA, January, 1996.
- Roberts, K.H. "Risk Mitigation in Systems of Organizations: Lessons from High Reliability Organizations." Crew Resource Management Best Practices Seminar, Boeing Commercial Airplane Group, Seattle, WA, January-February, 1996.

- Roberts, K.H. "Ship Safety." Naval Research Advisory Committee Panel on Ship Maintenance and Damage Control, Arlington, VA, May, 1996
- Roberts, K.H. "Best Practices in Crisis Management." Crisis, Planning, Management, and Communication Symposium, Strategic Research Institute, Denver CO, May, 1996.
- Roberts, K.H. "Unusual Confrontations: Negotiations that Involve Secret Societies." Annual Meeting of the Academy of Management, Cincinnati, OH, August, 1996.
- Bea, R.S., & K.H. Roberts. "From the Titanic to the Estonia: Management of Rapidly Developing Crises." Annual Meeting of the Academy of Management, Cincinnati, OH, August, 1996.
- Roberts, K.H. "Social Integration within Teams." Annual Meeting of the Academy of Management, Cincinnati, OH, August, 1996.
- Bea, R, G., S. Stoutenberg, K.H. Roberts, T. Mannarelli, and P. Jacobson. "High Reliability Tanker Loading and Discharge Operations at the Chevron Wharf, Richmond, California." Ships Structure Committee (SSC), Society for Naval Architects and Marine Engineers (SNAME), Arlington, VA, November 18-20, 1996.
- Roberts, K.H. "Lessons From Other Industries." (Keynote Address) International Workshop on Human Factors in Offshore Operations, New Orleans, LA, December 16-18, 1996.
- Bea, R.G. and Roberts, K.H. "Managing Rapidly Developing Crises: Real-Time Prevention of Marine System Accidents." Sixteenth International Conference on Offshore Mechanics and Arctic Engineering. Yokohama, Japan, April 13-18, 1997.
- Roberts, K.H. "High Risk and Risk Mitigation in Pediatric Medicine and on Aircraft Carriers." Grand Rounds Pediatric Medicine, Loma Linda University, October 24, 1997.
- Roberts, K.H. Invited Participant, Workshop on Patient Safety, National Patient Safety Foundation of the American Medical Association, Chicago, IL, December 14, 1997.
- Roberts, K.H. "Risk Mitigation in Pediatrics and Aboard Aircraft Carriers." Advances in Pediatric Acute Care symposium. Sunrise Hospital Foundation, Las Vegas, NV, February 21, 1998.
- Roberts, K.H. "Analytic tools for studying flight crew human error". 20th Annual Industrial Liaison Program Conference, National Center for Excellence in Aviation Operations Research, Berkeley, Ca., March 12, 1998.
- Roberts, K.H. & G.A. Bigley. "Untying a Gordian Knot: Different Perspectives in High Reliability Organizations Research". Invited presentation MESO Organizations Studies Groups 1998 Annual Meeting, Arizona State University, Tempe, AZ; Decision Sciences Group, Carnegie-Mellon University; School of Business, University of Cincinnati, March 18, 1998.

- Libuser, C.B. and K.H. Roberts. "Risk Mitigation through Organizational Structure". Paper presented at the Annual Meetings of the Academy of Management, San Diego, CA, August 1998.
- Roberts, K.H. and D. Van Stralen. "Walking the Talk and Talking the Walk in Medical Settings: The Case of Kids". Symposium, Annual Meetings of the Academy of Management, San Diego CA, August, 1998.
- Hee, D.D, K.H. Roberts, R.G. Bea, and R.B. Williamson. "Safety Management Assessment System (SMAS)". PSAM4 International Conference on Probabilistic Safety Assessment and Management, Grand Hyatt Hotel, New York City, Sept. 13-18, 1998.
- Roberts, K.H. Invited Panelist, "What are your Choices - When Failure is not an Option". SIBOS Annual Meeting of Society for Worldwide Interbank Financial Telecommunication (S.W.I.F.T.), Helsinki, Sept. 22, 1998.
- Roberts, K.H. Invited Panelist, "Enhancing Patient Safety and Reducing Errors in Health Care. A Multidisciplinary Conference sponsored by American Association for the Advancement of Science, Annenberg Center for Health Sciences, Joint Commission on Accreditation of Healthcare Organizations, National Patient Safety Foundation of the AMA, U.S. Department of Veteran's Affairs at Annenberg Center for Health Sciences, Rancho Mirage, CA, November 8, 1998.
- Hee, D.D., R.G. Bea, K.H. Roberts and R.B. Williamson. "Safety Management Assessment System (SMAS) Applied to Construction." Second International Conference on Implementation of Safety and Health on Construction Sites. Honolulu, HI, March 24-27, 1999.
- Roberts, K.H. "Applications of Research Findings in Risk Mitigation to the Marine Industry." Marine Board of the National Academy of Science and National Transportation Research Board Special Meeting, Irvine, CA, March 29-30, 1999.
- Roberts, K.H. "The Big Five: Key Factors in Improving Patient Safety." National Patient Safety Foundation (American Medical Association) Southern California Regional Forum, Los Angeles, CA, April 29, 1999.
- Roberts, K.H. "Managing in the New Millenium: Knowledge Creation in Virtual Organizations". Knowledge Management Seminar, Robert A. Smith School of Business, University of Maryland, May 3, 1999.
- Roberts, K.H. (Discussant) Symposium on "Errors in Organizations: New Perspectives". Annual Meetings of the Academy of Management. Chicago, August 10, 1999.
- Roberts, K.H. " A Tribute to Harry Triandis: Cross Cultural Design and Management of High Reliability Organizations." Annual Meetings of the Academy of Management. Chicago, August 10, 1999.

- Roberts, K.H. "Risk in Worldwide Construction, Telecon, and Television." Address to senior managers BOUYGUES GROUP (Construction, Telecommunication and Telecom management, 97 billion franc business), INSEAD. Fontainebleau, March 2000.
- Roberts, K.H. "National and Organizational Cultures" Training Program for National Institute of Development Administration (NIDA), Bangkok, Thailand. Held at the University of California, Berkeley, May 22, 2000.
- Roberts, K. H. "Developing a Research Agenda for Waterways Environmental Protection," Science Advisory Board Diffusion Workshop Environmental Protection Agency (EPA), Washington, D.C. June 28, 2000.
- Roberts, K.H. Invited panel on "New Challenges for Human Factors and Medical Systems." Annual Meetings of the Human Factors and Ergonomics Society, San Diego, August 3, 2000.
- Roberts, K.H. "Exploring the History of the Academy of Management – The decade of the eighties." Invited symposium, Annual Meetings of the Academy of Management, Toronto, Canada, August, 7, 2000.
- Bigley, G.A. and K. H. Roberts. "Structuring Temporary Systems for High Reliability." Annual Meetings of the Academy of Management, Toronto, Canada, August, 9, 2000.
- Roberts, K.H. "Risk Mitigation in the Commercial Marine Industry." Keynote Address, Annual Seminar, High Reliability Organizations: Risk and the Marine Industry, Gard Services AS, Oslo, Norway, August, 22, 2000.
- Ciavarelli, A., Figlock, R., and Roberts, K.H. "Assessing Organizational Safety Risk Using Questionnaire Survey Methods. Eleventh International Symposium on Aviation Psychology, Columbus, Ohio, March 2001.
- Roberts, K.H. "Reliability Enhancement in Oil Refineries. Refinery Availability Task Force, BP Amoco, San Pedro, California, March 2, 2001.
- Roberts, K.H. "Brief Description of and New Findings from High Reliability Organizations Research," Wright Patterson Air Force Base, Ohio, April 16, 2001.
- Roberts, K.H. "Human and Organizational Factors that can Enhance Reliability in the Maritime Industry." Ships Structure Committee, Society for Naval Architects and Marine Engineers, Washington, D.C. June 7, 2001.
- Roberts, K.H. "Sense Making to Achieve High Reliability Organization Operations" Keynote Address, Mini-Symposium on Sensemaking, Office of the Undersecretary Secretary of Defense Command, Control, Communication and Intelligence (C3I), Washington, D.C. October 23-25, 2001
- Roberts, K.H., and Bea R. S. "Managing High Reliability Operations in BP/Amoco." Presentation to the Group Vice-Presidents BP/Amoco, London, England, January 9, 2002.

- Roberts, K.H. "The Al Queda Organizational Structure and its Weaknesses." Workshop for the Office of the Secretary of Defense, Washington, D.C. January 22-23, 2002
- Roberts, K.H. "The Research on High Reliability Organizations," Presentation to the Bay Area Section of the American Nuclear Society, Berkeley, California, February 7, 2002.
- Roberts, K.H. "The Dimensions and Criteria for Defining Sensemaking Success and Failure." Workshop for the Office of the Secretary of Defense, Washington, D.C., June 25-26, 2002.
- Tadmor, C. and K.H. Roberts. "Structural Failure and the Development of an Organizational Breakdown: The Tragedy of the USS Greeneville. Annual Meetings of the Academy of Management, Denver, August 12, 2002.
- Roberts, K.H. "The Coordination of Complex Tasks at the Interstices of the Healthcare Industry. Annual Meetings of the Academy of Management, Denver, August 12, 2002.
- Roberts, K.H. "Developing Highly Reliable Systems in the Healthcare Industry." National Academy of Science, Institute of Medicine Committee on Patient Safety Data Standards, Washington, D.C., September 23, 2002.
- Roberts, K.H. "Developing Highly Reliable Systems in the Healthcare Industry." National Academy of Science, Institute of Medicine Committee on Nursing and Patient Safety, Washington, D.C., November, 19, 2002.
- Roberts, K.H. "High Reliability Organizations." Presentation to the Columbia Accident Investigation Board (CAIB), Houston, May 7, 2003
- Roberts, K.H. "Organizational Resilience." Managing Work-Life Integration in Organizations Conference, Center for Creative Leadership, Greensboro, NC, May 13, 2003.
- Roberts, K.H. "Research on High Reliability Organizations," National Science Foundation, Arlington, VA, May 20, 2003.
- Fottler, M.D., R.C. Ford, and K.H. Roberts "Differentiating the Healthcare Product through the Creation of High Reliability Organizations: Concepts, Challenges, and Future Research. World Marketing Congress, Perth, Australia, 2003.
- Roberts, K.H. "High Reliability Organizations Research: Strange Bedfellows." High Reliability Organizations Conference, Loma Linda University Medical School, September 10-11, 2003
- Roberts, K.H. High Reliability Organizations: A Model. High Reliability Organizations Conference, Loma Linda University Medical School, September 10-11, 2003
- Roberts, K.H. "New Challenges to Understanding System Safety." University of Linkoping and the Swedish Nuclear Power Inspectorate. Workshop on System Safety, Fredensborg, Herrgard, Vimmersby, Sweden, October 6-7, 2003

- Roberts, K.H. "Getting from Here to There: How Can an Organization Mitigate Risk?" National Academy of Science/ Internal Revenue Service Workshop on Enterprise Risk Management, Washington, D.C. January 14-15, 2004
- Roberts, K.H. "High Reliability Organizations." Federal Aviation Administration, Washington, D.C. January 16, 2004
- Roberts, K.H. "Reliability Enhancement and Risk Mitigation in Organizations." University of California President's Council on the National Laboratories Environment, Safety, and Health Panel. Oakland, CA: January 28, 2004.
- Roberts, K.H. "Theory and Practice in the Study of High Reliability Organizations." Canadian Nuclear Safety Commission. Toronto, Canada, March 30, 2004.
- Roberts, K.H. "High Reliability Organizations Theory from a Societal Perspective." Workshop, Stavenger University, Stavenger, Norway, April 19-22, 2004
- Roberts, K.H. "Regulators and Regulatees: A Systems Perspective on High Reliability Organizational Performance." Universite de Technologie de Compeigne, Paris, France, April 28, 2004.
- Roberts, K.H. "High Reliability Organizations Research and its Practical Application." Shell Chemicals Health Safety and Environmental Leadership Group, Houston, TX: May 21, 2004.
- Roberts, K.H. "Organizational Design for Highly Reliable Performance." Workshop for Organizational Design, New York University, (Supported by NASA and NSF) New York City, June 4-6, 2004.
- Roberts, K.H. "Keynote Address" Swiss Re's 5th Conference for Global Accounting Firms, Zurich, Switzerland, October 14, 2004.
- Roberts, K.H. "Keynote Address." American Society for Healthcare Risk Management of the American Hospital Association annual conference. Orlando, FL: October, 19, 2004.
- Roberts, K.H. "High Reliability Organizations" Risk Management Association, New York City, January 14, 2005
- Roberts, K.H. "High Reliability Organizations Research at NASA" Semi Annual Principal Investigators and Fellows Meeting, Center for Program/Project Management Research, Universities Space Research Association, Columbia, MD, January 19, 2005
- Roberts, K.H. "Managing a High Reliability Organization." Legacy Emanuel Health Center, Portland, OR, February 11, 2005
- Roberts, K.H. "Managing in High Reliability Organizations." NASA Program/Project Manager Master's Forum, San Francisco, February 17, 2005
- Roberts, K.H. "High Reliability Organizations." Semi Annual Oil and Gas Advisory Council, MRO Software, Hampshire, U.K. March 31, 2005

- Roberts, K.H. "High Reliability Organizations" Risk Management Association, New York City, June 3, 2005
- Roberts, K.H., Desai, V., Madsen, P., and Wong, D. "Managing High Reliability in Healthcare Systems." Annual Meetings of the Academy of Management, Honolulu, August 8, 2005.
- Roberts, K.H. "High Reliability Processes in the National Laboratories." Department of Energy Workshop, Oak Ridge, TN, September 14-15, 2005
- Roberts, K.H. (chair) Symposium: "High and Low Reliability Organizations Come in Many Forms." (with Philippe Baumard, Robert Bea, Vinit Desai, David Gaba, and Peter Madsen) Annual meetings of the Decision Sciences Institute, San Francisco, CA, November 21, 2005
- Roberts, K.H. "A Conversation with Agency for Healthcare Research and Quality (AHRQ)" (networked with 19 hospitals and clinics), February 22, 2006
- Roberts, K.H. "So What's a High Reliability Organization?" Government/University/ Research/Roundtable, National Academy of Science, National Research Council, February, February 17, 2006
- Roberts, K.H. "High Reliability in Crisis Situations" "Risking House and Home," 7th Annual Berkeley Conference on Housing and Urban Policy, Haas School of Business, University of California, Berkeley, March 24, 2006.
- Roberts, K.H. "Implementation of High Reliability Practices in Organizations" First Annual Workshop on Implementing High Reliability Principles, Ontario, CA, April 3, 2006.
- Roberts, K.H. "Risk in non Healthcare Areas" Preventing Disasters and Minimizing their Consequences, Harvard Graduate School of Public Health, Cambridge, MA, April 27, 2006.
- Roberts, K.H. "Designing Research in High Reliability Organizations" Stat Oil Managers Meeting, Stavanger, Norway, June 8, 2006.
- Roberts, K.H. "The History of HRO Research with Emphasis on Government Organizations" Second Annual Conference on Public Sector Management, European Federation of Management Development, University Paul Cezanne Aix-Marseille III, June 16, 2006.
- Roberts, K.H., "Assessing and Implementing High Reliability at NASA" Center for Program/Project Management Research, National Aeronautical and Space Administration (NASA), Columbia, MD, June 26, 2006.
- Roberts, K.H. "Discussion of High and Low Reliability Organizations, San Mateo County, California Probation Officers, August 18, 2006.
- Roberts, K.H. "Words on How to Achieve High and Low Reliability Organizations." Prevention First, Biennial Symposium, California State Lands Commission, Long Beach, Ca. September 12, 2006)

- Roberts, K.H. “Human Factors and High Reliability Organizations Theory,” Invited Symposium, Human Factors and Ergonomics Society Meeting, San Francisco, CA, October 18, 2006.
- Roberts, K.H. and Desai, V. “Overcoming Barriers to Adopting Telehealth Technology,” Center for Health Policy, University of California, Berkeley, October 31, 2006.
- Roberts, K.H. “High Reliability Organizations: Update and Impact,” Oil and Gas Advisory Board, Maximo, A Division of IBM. Houston, TX, November 29, 2006.
- Bea, R. and Roberts, K.H. “Lessons from Failure in Engineered Systems,” U.S. Chemical Safety and Hazards Board, Washington D.C., December 6, 2006.
- Roberts, K.H. “High Reliability Organizations and Effective Warnings,” Swiss Federal Institute of Technology, Second Strategic Foresight and Warning Seminar, Zurich, Switzerland, January 20, 2007.
- Ciavarelli, A. and Roberts, K.H. “Organizational Safety Effectiveness Survey (OSES) Quick Look Results, NASA, Goddard, December 5, 2006.
- Roberts, K.H. and Ciavarelli, A. “Enhancing Safety Culture at NASA” Galveston, TX, February 7, 2007.
- Roberts, K.H. and Ciavarelli, A. “Safety Culture at NASA.” Second Annual Workshop on High Reliability Organizations Implementation Efforts. Normandy, France, May 28, 2007
- Roberts, K.H. “Managing High Reliability Organizations, School of Veterinary Medicine, University of California, Davis, December 7, 2007
- Roberts, K.H. “High Reliability Organizations: Elements of Successful Implementation of Disaster Prevention Policies” Prevention of Disasters and their Consequences in Greece: Building Partners to Mitigate the Effects of Forest Fires. Athens, Greece, April 2, 2008.
- Roberts, K.H. “Comments and Perspective.” Resilience to Crises III: Building Resilient and Shared Knowledge Processes,” French National Assembly, UK Defence Academy, the Prometheus Foundation, NATO Public Diplomacy Division, Paris, France April 6, 2008.
- Roberts, K.H. “Reliably Dealing with the Unexpected.” Association of Chief Executive Officers, 19th Annual Congress, Athens, Greece, May 15, 2008.
- Roberts, K.H. “Research to Policy and Practice, Interdisciplinary Approaches to Assessing Risk.” Hazards Workshop, National Hazards Center, University of Colorado, July 12 – 14, 2008.
- Roberts, K.H. “Organizational Culture and High Reliability Organizing.” Board of Directors, Interstate Natural Gas Association of America (INGAA), Boston, MA, July 23, 2008.

- Roberts, K.H. (chair, Professional Development Workshop) “Weak Signals? But I Thought They Were Noise,” Annual Meetings, Academy of Management, Anaheim, California, August 2008.
- Roberts, K.H. (chair, Professional Development Workshop) “Confronting Risk: Examining its Acceptability, Short Sightedness, Blind Sightedness, and Prevention.” Annual Meetings, Academy of Management, Anaheim, California, 2008.
- Yu, K., and Roberts, K.H. “Improving Team Effectiveness.” Annual Meetings, Academy of Management, Anaheim, California, August 2008.
- Roberts, K.H., and Starbuck, W. (chair, symposium) “What Shapes the Effectiveness of Decision Making During Crises and Hazardous Situations,” Annual Meetings, Academy of Management, Anaheim, California, August 2008.
- Roberts, K.H. “High Reliability Organizations,” Ocean Studies Board, Committee on Tsunami Warning and Preparedness, National Academies, Irvine, California, December 9, 2008.
- Roberts, K.H. “Introduction to High Reliability Organizations,” StatOil Workshop, Berkeley, California, March 31, 2009.
- Roberts, K.H. “A Two Day Educational Event with Sidney Dekker” National Transportation and Safety Board, Washington, D.C. April 8-9, 2009.
- Roberts, K.H. “Companies Can Improve Performance through Reliability, Resiliency, and Sustainability” Expert Hearing on the Human Factor, Swiss Re Centre for Global Dialogue, Ruschlikon, Switzerland, April 19, 2009.
- Roberts, K.H. “Mitigating the Effects of an Asteroid Attack on Earth,” Testimony to the National Research Council Space Studies Board: Committee on Near Earth Objects, Woods Hole Research Center, Falmouth, Massachusetts, June 24, 2009.
- Roberts, K.H. “High Reliability Theory and Practice for the Asian Commercial Nuclear Power Industry.” Institute for Nuclear System Safety (KEPCO) Miahama, Japan, June 29, 2009.
- Roberts, K.H. “Introduction and basics of High Reliability Organizing” StatOil/Hydro, Stavanger, Norway, November 24, 2010
- Roberts, K.H. “Change management in High reliability Organizations” International Research Institute, Stavanger (IRIS) Norway, November 25, 2009.
- Roberts, K.H. “The Codification of Naturalistic High Reliability. Workshop on High Reliability Organizations, New Orleans. Louisiana, January 8, 2010.
- Roberts, K.H. “Developing the Field of High Reliability Organizing,” Testimony before the National Transportation Safety Board (NTSB) regarding the Metrolink Accident, in June, 2009., Washington, D.C.: February 25, 2010.

- Yu, Kuo (Frank) and Roberts, K.H. ‘Justifying Decisions: How Discretion Enhances Resilience under Risk and Uncertainty,’ Annual Meetings, Academy of Management, Montreal, August 9, 2010.
- Yu, Kuo (Frank) and Roberts, K.H. “Counterfactual and Prefactual Thinking Processes in Sense-making Under Risk and Uncertainty. Annual Meetings, Academy of Management, Montreal, August 10, 2010.
- Roberts, K.H. “High Reliability Organizations and High Reliability Systems of Organizations, Keynote Address, ONS Safety Lunch, Stavanger, Norway, August 26, 2010.
- Roberts, K.H. “Overview: Developing the Field of High Reliability Organizing,” StatOil, Stavanger, Norway, August 27, 2010.
- Roberts, K.H. “High Reliability Organizations and Leadership.” Workshop on Leadership. Supported by the Norwegian Petroleum Safety Authority and Stavanger University, August 31, 2010.
- Roberts, K.H. “High Reliability Organizations and High Performance, Chartris Aerospace Insurance Services, Van Nuys, California, September 21, 2010.
- Roberts, K.H. “The Art of Averting Crises: Organizational Readiness in a Complicated Environment.” The University of Southern Denmark, March 22, 2011.
- Roberts, K. H. “High Reliability Organizations (HROs) and Leadership” Task Force Zero: Annual Offshore Safety Conference Esbjerg, Denmark, March 23, 2011.
- Roberts, K.H. “The Art of Averting Crises: Organizational Readiness in a Complicated Environment.” DONG Energy, Naerum, Denmark, March 24, 2011.
- Roberts, K.H. “High Reliability Organizations and High Performance.” Panel Discussion: Managing Oil and Gas Risk in the Arctic Offshore: Emerging Perspective. International Arctic Research Center, Anchorage, AK, May 3, 2022.
- Roberts, K.H. “The Art of Averting Crises: Organizational Readiness in a Complicated Environment.” Risk Seminar, Institute of Social and Economic Research, University of Alaska, Anchorage, May 5, 2011, Fairbanks, May 6, 2011,
- Roberts, K.H. “High Reliability Organizations and High Performance” Conoco Phillips, Houston, October 28, 2011.
- Roberts, K.H. “Building a Safe Organization in Complex Times” Executive Summit, National Safety Council, Philadelphia, October 31, 2012.
- Roberts, K.H. “High Reliability Organizations and Resilience Engineering: A Conversation with Erik Hollnagel.” MINES (formerly Ecole de Mines de Paris), Paris, November 16, 2011.

- Roberts, K.H. “Cross Disciplinary versus Interdisciplinary Reliability Research. Vanderbilt/Berkeley Workshop on High Reliability Research,” Owen School of Business, Vanderbilt University, Nashville, May 4, 2012.
- Roberts, K.H. “High Reliability Organizations and High Performance,” Energy Facility Contractors Group (EFCOG). Washington, D.C. June 7, 2012.
- Roberts, K.H. “High Reliability Organizations: What Do We Know,” United Nations International Atomic Energy Agency, Vienna, Austria, June 25, 2012
- Roberts, K.H. Keynote address, “High Reliability Organizations,” Board of Directors, California Public Utilities Commission, and Pacific Gas and Electric Company, June 26, 2012.
- Roberts, K.H. “Routines in Hot Situations” Symposium, Annual Meetings of the Academy of Management, Boston, August 6, 2012.
- Roberts, K.H. “Disastrous Consequences,” Prevention First, 2012, California State Lands Commission, Long Beach, CA, October 23, 2012.
- Roberts, K.H. “Why Are so Many Accidents Not Unique?” Keynote Address. United Nations International Atomic Energy Agency, Vienna, Austria, May 21, 2013
- Roberts, K.H. Safety Culture Panel. Sixth Annual Continuous Improvement Conference and Devonway Users Group (CI6) San Francisco, CA, September 10, 2013
- Roberts, K.H. Moderator, “Future of High Reliability Organizations,” McDevitt Information Systems Grand Challenges Research Symposium, Lemoyne College, September, 12, 2013
- Roberts, K.H. Providing Trustworthy Healthcare in a Safe Situation.” Korean Healthcare Congress, Seoul, Korea, November 15, 2013
- Roberts, K.H. “High Reliability Organizations.” Korean Healthcare Congress, November 15, 2013
- Roberts, K.H. “Workforce Attraction in a Complicated World – panel” International Association of Drilling Contractors Asia Pacific – 2014, Singapore, April 3, 2014
- Roberts, K.H. “Organizational Culture, Safety Management Systems (SMS) and High Reliability Organizing (HRO). Pipeline and Hazardous Materials Safety Administration, U.S. Department of Transportation, October 30, 2014.
- Roberts, K.H. and Mitroff, I. (chairs) “From Knowledge Translation to Practice Based Knowing: Knowing as Relating. (Professional Development Workshop) Annual Meetings of the Academy of Management, Vancouver, B.C. August 8, 2015
- Roberts, K.H., Mitroff, I., and Starbuck, W. (chairs) “Anticipatory Governance Approaches to Weak Signals: Reliability, Resilience, Renewal Based Practices.” (Professional Development Workshop). Annual Meetings of the Academy of Management, Vancouver, B.C. August 9, 2015.

Roberts, K.H. (Discussant) "Oversight or Oversight? Lessons Learned About and Governing Organizations Facing Disaster." Annual Meetings of the Academy of Management, Vancouver, B.C. August 11, 2015.

Book Reviews

The Motivated Working Adult, by R.C. Hackman, in Contemporary Psychology, 1970, 15, pp. 169-170.

Studies in Managerial Process and Organizational Behavior, by J.H. Turner, A.C. Filley and R.M. House, in Personnel Psychology, 1973, 26, 208-211.

Breakthrough: Women into Management, by R. Loring and T. Wells, in Personnel Psychology, 1973, 26, 310-313.

Communication and Organizational Behavior: Text and Cases, by W.V. Haney, in Personnel Psychology, 1973, 26, 427-430.

Job Enrichment for Results: Strategies for Successful Implementation, by R.W. Walters, in Personnel Psychology, 1976, 29, 127-130.

Negotiations: Varieties, Contexts, Processes, and Social Order, by A. Strauss, in Contemporary Psychology, January 1979, 24.

Assessment of Managers, by B.M. Bass, P.C. Burger, R. Doktor and G. Garrett, in Contemporary Psychology, 1981, 26, 277-278.

Program Implementation: The Organizational Context. Contemporary Evaluation Research, Vol. 5, by Ann Scheirer, in Contemporary Psychology, 1982, 27, 564.

The General Managers, by John Kotter, in Administrative Science Quarterly, 1984, 29, 161-163.

Effective Leadership for Women and Men, by Jerome Adams and Janice Yoder, in Contemporary Psychology, 1986, 31, 709.

The Politics of Management: Exploring the Inner Workings of Public and Private Organizations, by Douglas Yates, in Contemporary Psychology, 1987, 32, 563.

Normal Accidents: Living with High Risk Technologies, by Charles Perrow, in Academy of Management Review, 1989, 14, 285-289. (Review essay).

Women and Information Technology, edited by M.J. Davidson and C.L. Cooper, in Contemporary Psychology, 1990, 35, 704-705.

The Meaning of Work and Technological Options, edited by Veronique De Keyser, Thoralf Quale, Bernard Wilpert and S. Antonio Ruiz Quintanilla, in Contemporary Psychology, 1990, 35, 966-967.

Management in Western Europe: Society, Culture and Organization in Twelve Nations, edited by David Hickson, in Organization Studies, 1995, 16, 161-163.

The Launch of STS 51-1, The Challenger Launch Decision: Risky Technology, Culture, and Deviance at NASA, by Diane Vaughan, in Administrative Science Quarterly, 1997, 42, 405-410.

Corporate Warriors: The Rise of the Privatized Military Industry by P.W. Singer in Administrative Science Quarterly, 2003, 48, 703.

12/14