

Curriculum Vitae

Karl J. Kraye, Ph.D.
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Current Employment

President, Creative Communication Network, Dallas, Texas, 1998-present.

Education

Ph.D., University of Oklahoma, Communication, 1982.

M.A., University of Houston, Speech Communication, 1978.

B.A., University of Texas at Arlington, Speech Communication, 1976.

Teaching Experience

Adjunct Professor, College of Business, University of Texas at Arlington, 2015-present

Adjunct Professor, College of Business, University of Dallas, 1998-present.

Adjunct Professor, Wade College, 2012-2014.

Adjunct Professor, Dallas County Community College District, 2004-present.

Adjunct Professor, University of Phoenix, 2006-2008.

Training Manager, Training Services, Dr Pepper/Seven Up Companies, Inc., 1995-1997.

Program Manager, Training Services, Dr Pepper/Seven-Up Companies, Inc., 1987-1995.

Assistant Professor, Department of Speech Communication, Texas Christian University, Fort Worth, Texas, 1983-1987.

Assistant Professor, Department of Speech Communication, Auburn University, Auburn, Alabama, 1981-1983.

Publications

Books and Articles

Lee, W., & Kraye, K.J. (2004). An integrated model of organizational change Performance Improvement, 43 (7), 22-26.

Lee, W., & Kraye, K.J. (2003). Organizing change: An inclusive, systemic approach to maintain productivity and achieve results. San Francisco: Jossey Bass-Pfeiffer.

- Krayer, K.J. (2002). Communicating with productive conflict: How leaders can induce productive conflict in groups for success. *The Communication Path*. Tyler: Marocom Publishing, 61-69.
- Krayer, K.J. (2001). Leaders as community builders: How to help people 'connect' with each other. *The Leadership Path*. Tyler: Marocom Publishing, 41-58
- Krayer, K.J. (1999). A customer service trifecta: Situational leadership, quality and satisfaction. In J.J. Phillips & F.C. Ashby (Eds.) *In Action: Effective Leadership Programs*. Alexandria, Virginia: American Society for Training and Development, 31-44.
- Krayer, K.J. (1996). Make multimedia training decisions wisely. *Journal of Interactive Instruction Development*, 9, 11-13.
- Krayer, K.J. (1994). Why 'feeling good' isn't good enough. *Workforce Training News*, 2, 24-25.
- Behnke, R.R., Fowler, E., & Krayer, K.J. (1990). Verbal intelligence and social maturity as predictors of reading achievement in children. *MENSA Research Journal*, 28, 17-20.
- Krayer, K.J. (1988). Exploring group maturity in the classroom: Some differences in behavioral, affective and performance outcomes between mature and immature groups. *Small Group Behavior*, 19, 259-272.
- Krayer, K.J. (1988). Group maturity. In R.S. Cathcart & L.A. Samovar (Eds.) *Small Group Communication: A reader* 5th Ed. (pp. 306-316). Dubuque, Iowa: William C. Brown.
- Krayer, K.J. (1988). Whither applied interpersonal communication research: A practical perspective for practicing practitioners. *Southern Speech Communication Journal*, 53, 339-343.
- O'Hair, D., Cody, M.J., Goss, B., & Krayer, K.J. (1988). The effect of gender, deceit orientation and communicator style on macro-assessments of honesty. *Communication Quarterly*, 36, 77-93.
- Krayer, K.J. (1987). Simulation methods for teaching the performance appraisal interview. *Communication Education*, 36, 276-283.
- O'Hair, D., Krayer, K.J., O'Hair, M.J., & Southward, G.M. (1987). Physician communication and patient compliance. *The Journal of Compliance in Health Care*, 2, 125-129.
- Krayer, K.J. (1986). Implementing team learning through participative methods in the classroom. *College Student Journal*, 20, 157-161.
- Krayer, K.J. (1986). Training intervention strategies for reducing role conflict and role ambiguity. *Training and Development Journal*, 40, 49-52.
- Krayer, K.J., Johnson, C.E., & Behnke, R.R. (1986). A cybernetic approach to shaping group maturity in the classroom. *Reading Improvement*, 23, 266-268.

- Krayer, K.J., Behnke, R.R., & Sumners, S.J. (1986). An evaluation of the Nielsen, Levy and TV Guide methods for classifying television programs. *Communication Research Reports*, 3, 105-109.
- Krayer, K.J., & Westbrook, L. (1986). The relationship between communication load and job satisfaction. *World Communication*, 15, 85-99.
- Fiechtner, S.B., & Krayer, K.J. (1986). Variations in dogmatism and leader-supplied behavior in task-oriented groups. *Group and Organization Studies*, 11, 403-418.
- Krayer, K.J., & Fiechtner, S.B. (1984). Measuring group maturity: The development of a process-oriented variable for small group communication research. *Southern Speech Communication Journal*, 50, 78-92.
- Krayer, K.J. & Bacon, C.C. (1984). Communication ambiguity in job-related messages. *Communication Research Reports*, 1, 88-90.
- Krayer, K.J., O'Hair, M.J., O'Hair, H.D., & Furio, B. (1984). Applications of cognitive restructuring in the treatment of communication apprehension: Perceptions of task and context coping statements. *Communication*, 13, 67-80.
- Watson, W.E., & Krayer, K.J. (1980). Three levels of communication apprehension: A value profile. *Southern Speech Communication Journal*, 40, 61-71.
- Krayer, K.J. (1980). Ernst Cassirer: Symbolic forms, rhetoric and culture. *Journal of the Oklahoma Speech Communication Association*, 3, 30-47.

Book Reviews

- Krayer, K.J. (1985). Organizational Communication by G.M. Goldhaber. *Southern Speech Communication Journal*, 50, 298-299.

Published Workbooks

- Krayer, K.J. (1985). Basic speech communication. Edina, Minnesota: Bellwether Press.
- Krayer, K.J. (1982). Applied speech communication. Minneapolis, Minnesota; Burgess.

Convention Papers and Unpublished Documents

- Krayer, K.J. (2016). Simple statistics for quality initiatives. Presented to the American Society for Quality, Fort Worth, Texas.
- Krayer, K.J. (2016 / 2010). Organizing change for productivity and results. Presented to the American Society for Quality, Fort Worth, Texas.
- Krayer, K. J. (2011). "If you keep on doing what you've always done....You're going to get less than you've always gotten! Keynote address to Texas chapter – Fall Conference – Las Colinas, Texas.

- Ritcheske, G., & Kraye, K.J. (2010). Unlocking innovation in your organization: Transferable Skills. Paper presented to the Regional Conference of the American Society for Quality, Fort Worth, Texas.
- Lee, W., & Kraye, K.J. (2003). Maintaining productivity with organizational change. Presented to the International Conference of the American Society for Training and Development, San Diego, California.
- Kraye, K.J. (2002). Managers can train: Unleash your internal resources – A systematic program to provide managers with tools, techniques, and methods to train and develop direct reports for productivity and success. Presented to the International Conference of the American Society for Training and Development, New Orleans, Louisiana.
- Kraye, K.J. (2000). Simple statistics for performance management systems. Presented to the Southwest Human Resources Conference and Exposition, Fort Worth, Texas.
- Lee, W., & Kraye, K.J. (2000). Structured change: A systematic approach to organizational alignment. Presented to the International Conference on Work Teams, Dallas, Texas.
- Kraye, K.J. (1997). Administering successful multimedia training centers. Presented to the International Conference of the American Society for Training and Development, Washington, D.C.
- Kraye, K.J. (1997). Evaluating four levels of multimedia training. Presented to the Performance Measurements in Training Conference of the International Productivity and Quality Center, Atlanta, Georgia.
- Kraye, K.J. (1996). Writing training objectives to the bottom line. Presented to the International Conference of the American Society for Training and Development, Orlando, Florida.
- Kraye, K.J. (1995). Writing training objectives to the bottom line. Presented to the International Conference of the American Society for Training and Development, Dallas, Texas.
- Kraye, K.J. (1995). Public speaking in business: How training makes a difference. Paper presented at the Southwest Association for Business Communication and Southwest Academy of Management Conference, Houston, Texas.
- Kraye, K.J. (1995). Issues in corporate communication consulting. Paper presented at the Southwest Association for Business Communication and Southwest Academy of Management Conference, Houston, Texas.
- Kraye, K.J., & O'Hair, H.D. (1994). Communication skills development in leadership training. Paper presented at the Southwest Association for Business Communication and Southwest Academy of Management Conference, Dallas, Texas.

- Krayer, K.J. (1993). Problems in contemporary training and development in contemporary organizations. Paper presented to the Western States Communication Association, Albuquerque, New Mexico.
- Krayer, K.J., O'Hair, H.D., & O'Hair, M.J. (1993). Facilitating transferable skills in business communication contexts. Paper presented at the Southwest Association for Business Communication Conference, New Orleans, Louisiana.
- O'Hair, H.D., & Krayer, K.J. (1988). Reconciliation strategies in interpersonal communication relationships: A discovery and link to disengagement methods. Paper presented to the International Communication Association, Montreal, Canada.
- Krayer, K.J. (1987). Organizational communication relationships in WSCA: A network analytic perspective. Paper presented to the Western Speech Communication. Salt Lake City, Utah.
- Krayer, K.J., & O'Hair, H.D. (1987). A conversational analysis of reconciliation strategies in interpersonal relationships. Paper presented to the Western Speech Communication. Salt Lake City, Utah.
- Krayer, K.J. (1986). Exploring group maturity in the classroom: Some differences in behavioral, affective and performance outcomes between mature and immature groups. Paper presented to the Western Speech Communication Association, Tuscon, Arizona.
- Krayer, K.J., Behnke, R.R., & Sumners, S.J. (1986). A reliability analysis of the Nielsen, Levy, and TV Guide methods for classifying television programs. Paper presented to the Western Speech Communication Association, Tuscon, Arizona.
- Krayer, K.J. (1985). Gender differences in organizational communication: Another look. Paper presented to the Southern Speech Communication Association, Winston-Salem, North Carolina.
- O'Hair, H.D., & Krayer, K.J. (1985). A three-dimensional model of patient compliance with physician communication. Paper presented to the Southern Speech Communication Association, Winston-Salem, North Carolina.
- Fiechtner, S.B., & Krayer, K.J. (1985). Instructor response to poor student communication performance: An attributional interpretation. Paper presented to the Southern Speech Communication Association, Winston-Salem, North Carolina.
- Krayer, K.J., & Bacon, C.C. (1985). Supervisory integrativeness and ambiguity relationships with subordinate communication satisfaction and understanding of communication rules. Paper presented to the Southwest Division of the Academy of Management, New Orleans, Louisiana.
- Fiechtner, S.B., & Krayer, K.J. (1984). An empirical test of Hersey and Blanchard's life cycle theory. Paper presented to the Speech Communication Association, Chicago, Illinois.

- O'Hair, H.D., & Kraye, K.J. (1984). Cultural differences as predictors of patient preferences for physician communication behavior. Paper presented to the International Communication Association, San Francisco, California.
- Kraye, K.J., & Fiechtner, S.B. (1984). Conversational correlates of leadership emergence in small groups: A structural, functional and topic-change interaction analysis. Paper presented to the Southern Speech Communication Association, Baton Rouge, Louisiana.
- Kraye, K.J., & Westbrook, L. (1984). Communication load as a determinant of differences in job satisfaction. Paper presented to the Southwest Division of the Academy of Management, San Antonio, Texas.
- Kraye, K.J. (1983). The application of language behavior analyses to communication in organizations. Paper presented to the Speech Communication Association, Washington, D.C.
- Kraye, K.J. (1983). Linking groups and organizations through participative decision-making: Communication in quality circles. Paper presented to the Alabama Speech Communication Association and Theatre Association, Montgomery, Alabama.
- Brown, S.H., & Kraye, K.J. (1983). Affective and performance outcomes as a result of the match between leader communication style and group maturity. Paper presented to the Western Speech Communication Association, Albuquerque, New Mexico.
- Kraye, K.J., Bacon, C.C., Westbrook, L., & Couchman, R. (1993). A personal characteristics profile of conflict management styles. Paper presented to the Western Speech Communication Association, Albuquerque, New Mexico.
- Kraye, K.J., & Bacon, C.C. (1983). Communication ambiguity in job-related messages as a determinant of role ambiguity. Paper presented to the Southwest Division of the Academy of Management, Houston, Texas.
- Kraye, K.J., & Brown, S.H. (1983). Measuring group maturity in organizations: Conceptual and scale development for communication research. Paper presented to the Southwest Division of the Academy of Management, Houston, Texas.
- Kraye, K.J. (1983). Communication equity and conversation in marital dyads: A structural, functional and topic-change analysis of public conversation. Paper presented to the Southern Speech Communication Association, Orlando, Florida.
- Brown, S.H., & Kraye, K.J. (1983). The measurement of group maturity: Developing a process-oriented variable for small group communication research. Paper presented to the Southern Speech Communication Association, Orlando, Florida.

- Krayer, K.J., Cherry-O'Hair, M.J., O'Hair, H.D., & Furio, B. (1983). Instructional implications for cognitive restructuring treatment of communication apprehension: Preferences and perceived usefulness of task and context coping statements. Paper presented to the International Communication Association, Dallas, Texas.
- Bacon, C.C., & Krayer, K.J. (1983). Communication predictors of communication satisfaction and understanding of communication rules. Paper presented to the International Communication Association, Dallas, Texas.
- Krayer, K.J., & Barker, L.L. (1982). Intrapersonal communication in the basic 'hybrid' course. Paper presented to the Speech Communication Association, Louisville, Kentucky.
- Krayer, K.J., & Roach, D.A. (1982). Communication equity and communication apprehension: An application to intimate relationships. Paper accepted by the Behavioral Science Interest Group of the Western Speech Communication Association, Denver, Colorado.
- Krayer, K.J., & Brown, S.H. (1982). Toward an integration and measurement of group maturity: Implications for small group communication research. Paper accepted by the Behavioral Science Interest Group of the Western Speech Communication Association, Denver, Colorado.
- Krayer, K.J. (1982). Communication integration, role conflict and role ambiguity in health settings: A theoretic perspective. Paper presented to the Southwest Division of the Academy of Management, Dallas, Texas.
- Krayer, K.J., & Watson, W.E. (1981). Alternative approaches to the treatment of communication apprehension: New developments through multi-behavioral strategies. Festschrift in honor of Wayne N. Thompson, University of Houston (Festschrift withdrawn after refereed acceptance).
- Brown, S.H., & Krayer, K.J. (1981). Variations in dogmatism and leader-supplied information: Determinants of perceived behavior in task-oriented groups. Paper presented to the Speech Communication Association, Anaheim, California.
- Krayer, K.J. (1981). Dialect-based perception of teaching ability in the Southwest. Paper presented to the Western Speech Communication Association, San Jose, California.
- Krayer, K.J., & Cooley, R.E. (1981). On the nature of sociolinguistics: The pursuit of scientific communication goals. Paper presented to the Western Speech Communication Association, San Jose, California.
- Bacon, C.C., & Krayer, K.J. (1980). The relationship between role ambiguity and communication ambiguity: An exploratory study. Paper presented to the Western Speech Communication Association, Portland, Oregon.
- Krayer, K.J., Fogel, D.S., & Wilmeth, L.G. (1979). The analysis of speech habits. Unpublished manuscript, University of Houston, ERIC Ed 170 817.

Wilbanks, C.L., & Kraye, K.J. (1979). Homiletic rhetoric in the Enlightenment: The development of a stylistic analysis. Paper presented to the Nebraska Speech Communication Association, Kearney, Nebraska.

Bacon, C.C., & Kraye, K.J. (1979). Communication related determinants of role ambiguity: A job-related message analysis. Paper presented to the Oklahoma Speech Communication Association, Oklahoma City, Oklahoma.

Kraye, K.J. (1978). The relationship of dialect to the perception of teaching ability in the Southwest. Paper presented to the Texas Speech Communication Association, Arlington, Texas.

Kraye, K.J., Fogel, D.S., & Wilmeth, L.G. (1978). Dimensions of speech competence: A model for assessing requirements for the classroom teacher. Illinois Schools Journal (Journal withdrawn after refereed acceptance).

Kraye, K.J., & Fogel, D.S. (1978). Models for speech competence for the classroom teacher. Paper presented to the Southern Speech Communication Association, Atlanta, Georgia.

Professional Responses to Convention Panels

Critique of the "Top three in Organizational Communication" panel. Paper presented to the Western Speech Communication Association, Salt Lake City, Utah, 1987.

Critique of the "Advances in Organizational Communication Research" panel. Paper presented to the Southern Speech Communication Association, Baton Rouge, Louisiana, 1984.

Critique of the "Women and Managerial Effectiveness" panel. Paper presented to the Southern Speech Communication Association, Orlando, Florida, 1983.