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J. BRIAN WOODWARD, Ph.D.

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## Personal Data:

Birthplace: Leamington, Ontario  
Birthdate: June 3, 1950  
Citizenship: Canadian

## Education:

1. **The University of Western Ontario**  
Graduated with a degree of Bachelor of Arts (Honours) in Psychology, 1973.
2. **The University of Calgary**  
Graduated with degree of Master of Science in Educational Psychology, 1976.
3. **The University of Calgary**  
Graduated with degree of Doctor of Philosophy in Educational Psychology, 1978.

## Summary of Professional Experience

As Associate Executive Director with Foresight Canada (2007 to present) designed and participated in a range of foresight projects mostly with Alberta Agriculture, Canadian Food Inspection Agency, Alberta Environment and Agriculture and Agri-Food Canada.

As Senior Faculty (since 1991) and Director, Leadership Learning Lab (2003-2005), The Banff Centre, established research programs and operational processes for Lab and designed and delivered new programming at the Executive level. Led and mentored

design teams in the development of customized programs for specific client organizations and in the adoption of new learning methods.

President and Chief Consultant with The Corporate Corner (1994-2001), a company established in 1994 to directly address leadership development and work-related issues experienced by individuals, groups, and organizations. The areas of management development, career development, employee selection, succession planning, leadership and management assessment, executive mentoring, personal performance coaching, decision-making, group problem-solving, and adult training and development are included.

President and Chief Consulting Organizational Psychologist with Janus Associates Ltd. (1978 to 1994).

Founded Janus Associates as a psychological consulting firm. It began in 1978 and when the company was sold in 1994 it showed consisted revenues exceeding three and an half million dollars. The company employed thirty psychologists and support staff, providing a variety of psychological and organizational consulting services to individuals and companies. Dr. Woodward sold this company and started a new consulting organization, The Corporate Corner, specializing in organizational and leadership development.

### **Areas of Knowledge and Professional Experience**

Systems Thinking/Systems Design	Complexity/Systems Mapping
Scenario Development	Multi-Stakeholder Engagements
Executive Leadership Development	Foresight and Futures
Career Development and Assessment	Career Transition
Career Performance System Design	Transformational Learning
Managerial Decision-Making	Microworld Technology
Simulations for Learning	Decision Profiling
Occupational Stress and Psychological Assessment	Organizational Role Analysis
Simulation Design and Development	Leadership Behaviour
Software Development for Decision-Making	Program Evaluation
Manager and Employee Development Assessment	Group Decision-Making
Managerial and Executive Assessment and Performance Coaching	Group Facilitation
Team Building and Team Systems Building	Organizational and Team Effectiveness

### **Partial List of Client Organizations**

Suncor	Alberta Eco-Trust
Agriculture and Agri-Food Canada	Alberta Agriculture
Canada Food Inspection Agency	The Banff Centre
Environment & Sustainable Res. Devel.	Biotechnica Canada
Crown Cork and Seal	GENIE Computer Systems
Amoco Canada	Foothills Hospital

Crestar Ltd.	C.F.B. Calgary
Deloitte and Touche	Chevron
Gulf Canada	City of Calgary
Novacor Chemicals	ESSO Resources
Alberta Gas Ethylene Co. Ltd.	Lethbridge School District
Nova	Price Waterhouse
Nova Gas Transmission Ltd.	Petro-Canada
Drake Beam Morin	Shell Canada
The Prokosch Group	Stellar Five
Blake, Cassels Law Firm	Turbo Resources
Peat Marwick Stephenson and Kellog	Worthing Industries
Calgary Co-Op	Workers's Compensation Board
Calgary Financial Trust Company	Alberta Natural Gas
Saskatchewan Wheat Pool	A.L.C.B.
Employment and Immigration Canada	Amerada Minerals
B.P. Canada	Canada Employment and
Telus	Immigration (HRDC)
North Canadian Oils	Canadian Guidance &
Home Oil Company Limited	Counselling Foundation
Pan Canadian Petroleum Ltd.	Gribben and Associates
Tilden Rent-a-Car	ReThink West
Indal Industries	Praxis Corporation
Monnex Insurance Company	Global Steel
Southern Alberta Institute of Technology	Greyhound
Calgary District Hospital Group	Calgary 7 Television
Calgary Exhibition and Stampede	Home Oil Company Ltd.
Canadian Western Natural Gas	Fieldstone Marketing
Banff Executive Leadership	Computing Devices Canada
A.D. Williams Engineering	Adams Pearson Associates
TransCanada Pipeline	Enbridge Inc.
Cenovus Energy	Canada Food Inspection Agency

### **Industry and Project Experience**

2014-15: Project Lead for Canada300. This cross-country project was designed to engage Canadians in a conversation about our next 150 years as a country. The main method of engagement was through theatre as a way to invoke discussion, ideas and possibilities for Canada's future.

2014-15: Design of Peter Lougheed Leadership Institute at The Banff Centre. Designed and facilitated a series of conversations with societal and organizational leaders that lead to the development of a purpose statement, the creation of a set of operating principles and the definition of clear practice areas.

2013-14: PITS project with ESRD Round II: to identify potential changes to Sand and Gravel/Aggregates policy. This 4 month project used a multi-stakeholder group to raise and discuss issues and to recommend policy changes to ESRD.

2012-13: Taking Stock project for Alberta Eco-Trust. Project design role and facilitator of systems mapping component of larger project to assess how Alberta makes land-use decisions that affect the environment.

2012-13: PITS project with ESRD to identify the current problems and policy issues with sand and gravel pits in Alberta. This 6 month project addresses the current policy that accounts for how pits are operated and regulated in Alberta.

2011-12: Foresight project with Alberta Environment and Alberta Energy – co-designer and co-facilitator on a program to increase the capacity of new foresight practitioners for these two departments. This joint effort was composed of full-day cases and instruction over a three-month period.

2011: Multi-stakeholder systems mapping project for Alberta Environment to describe, address and explore the current approach to Carbon Capture and Storage in the province. This 6 month project identified a variety of complex, delayed risks to Alberta from the use of CC&S.

2011: Multi-stakeholder systems mapping project with Alberta Environment to assess and describe the current issues with ‘specified lands’ in Alberta. This project ran for 6 months and included participants from Alberta Environment, Sustainable Resource Development, Alberta Energy and ERCB.

2010-12: Calgary Coop Leadership Competency Development –lead consultant on a two year project to develop a new set of leadership competencies in a manner that engages the leaders at all levels in the organization and supports them in re-shaping their culture.

2010: Foresight project with CASA – the Clean Air Strategic Alliance is a well established NGO that was entering a period of change and renewal. The foresight project worked to help the Foresight Team of CASA to develop a good sense of what the future pressures were to maintaining clean air in Alberta and developing a set of projections.

2010: Cenovus Culture Shaping Project - Leading a team of consultants to assist the Vice-President level of the company in its role as culture shapers of the new oil and gas organization.

2010: The Banff Centre – created and led a design team of faculty and business consultants in the design of a new consultancy business stream (strategy and culture) for the Leadership Development area at The Banff Centre.

2010: Canadian School of Public Service: Senior Leaders Program; designed in conjunction with university faculty and arts process facilitators a program for Assistant Deputy Ministers.

2009: The Future of the Animal Health Emergency Management in Canada - Co-led a team of university faculty and consultants over a series of fourteen workshops to develop a set of strategic options for increasing the adaptive capacity of Canada Food Inspection Agency's Animal Health Emergency Management System.

2009: Alberta Agriculture and Rural Development. Designed and led a project with faculty experts and industry consultants to assess the effects of climate change on agriculture and rural development in Alberta for 2020-2025.

2007-2008: Management Development Institute, Gurgaon, India. Delivered short programs in leadership development, program design methods, strategic foresight.

2007-2008: Climate Change Strategy for the Alberta Government. Selected and led a team of consultants with a working group of 40 cross-departmental experts to develop a strategy for the government of Alberta to increase its capacity to deal with the effects of climate change.

2007: Cyberport: Hong Kong, China. Designed and delivered programs on entrepreneurial leadership, strategic innovation, organizational development. Consulted with Cyberport marketing on the development of programs for offer within the Chinese business community.

2006- ongoing: The Banff Centre Leader Development. Design and delivery of a range of pilot projects: Syntegral Design sessions for teams; Scenario Development using aesthetic processes; development of learning models based on aesthetic processes, etc.

2005- ongoing: Learning Consultant to Systems Development Section, Environmental Policy Branch of Alberta Environment; to develop the capacity of the Section to use Systems tools and methods for policy development within the department.

2003-2004: Director, Leadership Learning Lab, Leadership Development at The Banff Centre; responsible for establishing a research centre for exploring the use of aesthetic processes and arts-based pedagogy for developing foresight in leaders.

2003-2004: The Banff Centre Leader Development: Designed complete set of competencies to underpin programs; consulted on the design and delivery of the 360-degree feedback for all program recipients.

2002: Designed and facilitated two-week leadership program in Iran with VPs and CEO of Iran's National Oil Company.

2002: Designed and facilitated Strategic Planning project for Leadership Development area at The Banff Centre.

2001- 2003: TransAltaUtilities: Coaching and consulting support to energy trading director and team of thirty energy traders and analysts; leadership development program

for directors and above. Also designed and delivered a career-development project for senior staff.

2000-2002: PanCanadian Petroleum: Designed Leadership Development programs for middle managers including action-learning projects and feed-in to succession plans.

2001: Novatel Inc. Coaching through significant change initiative for CEO and senior management team.

1998 – 2001: Farm Credit Corporation of Canada. Designed and team-delivered a multi-module customized leadership development program for all managers and assistant vice-presidents.

1997 – 2000: PanCanadian Petroleum: Designed corporate-wide 360 feedback process as part of leadership development initiative.

2000 – 2002: PanCanadian Petroleum: Designed and team-delivered two year, multi-functional, Management Forum to develop all sub-executive management within the organization.

1997 - present: Capitalizing on Change Project: Alberta-wide project to design an institute for providing Albertans with the necessary capacity to make informed choices about their future.

1997: WIC Television, Alberta. Design and Implementation of Performance Excellence Program for senior and middle managers to assist them with performance management.

1997: QSound Labs. Scenario development and strategic planning for transition from research and development company to manufacturer.

1997: Adams Pearson Associates: Executive and management development program.

1997 - 2002: PanCanadian Petroleum: Manager coaching program designed and implemented.

1997: A.D. Williams Engineering: Executive and management development program.

1997: WIC Television, Alberta. Design and Implementation of province-wide downsizing and career transition program.

1997: PanCanadian Petroleum. Implementation of 360-degree feedback program for executives and senior managers.

1997: Aon, Reed Stenhouse. Program design and implementation of team building program of select experts for property and liability innovations.

1997: Petro-Canada. Implementation of 360-degree feedback program for executives and senior managers including personal coaching services.

1996: Calgary 7 Television. Designed and implemented a management development program and a performance review system for station personnel.

1996 to present: Deloitte and Touche: Partner performance and transition coaching for Western Canada

1995: City of Calgary: Development and delivery of a new management assessment and 'job fit' service model for corporate personnel department.

1994-96: NOVA Corporation: Consultant to Law Department to assist in the development and implementation of department customer service initiative.

1993-95: NOVA Corporation: Consulting to executive team, operating teams, project teams in areas of team building and team effectiveness, manager and executive development, and team decision-making.

1994: Home Oil Company: Company wide job effectiveness survey to identify training and support service needs for the organization. Used profiling approach that integrated the collected data directly into decision-making at a number of levels within the organization.

1994: Pan Canadian Oil Company: Introduced and piloted the first 'Innovation Centre' for the company. This centre brought a natural work group together to address a problem in an innovative manner.

1993: Home Oil Company: Team Stress Management Program to develop stress resilience to increased demand for services in the Environment, Safety, and Insurance Department. Used a variety of testing methods to identify stress maps for departmental positions and identified resource development methods.

1993: Government of Dominica: Adapted a learning simulation for use with senior form students on the island. Trained trainers in the use of the simulation and consulted to the government on its use.

1992-1993: Calgary Labour Market Project: Canada Employment and Immigration (now HRDC). This one-year project focused on the development of a re-usable database of the unemployed population in Calgary, a program to up-grade the skills and experience of labour market analysts, and a plan for developing a local labour market model.

1991: Home Oil Company: Management Audit of the Development Engineering department to identify areas of strengths and liabilities and developmental areas for department management.

1990-1993: Work Skills Simulation Project: Canadian Guidance and Counselling Foundation. This is a three-year project to develop a work-context simulation for use for the development of work-related skills based on Conference Board of Canada recommendations. The funded portion was \$350,000.

1990-1991: Alberta Wheat Pool/Saskatchewan Wheat Pool: Designed and delivered assessment program for middle and senior managers which lead to the design of a management development program for key departments.

1988-1993: Amoco Canada: Designed and delivered career transition services through multiple layoff periods. Services included career transition workshops, individual career assessment and profiling, and work search seminars in a small group setting.

1987-1988: Safety Simulation Project: Alberta Gas Ethylene Co. Ltd. This computer and video-disk based system was designed to increase awareness in safety on the plant site. My responsibilities are for project and simulation evaluation.

1985-1987: Life Choices Simulation in conjunction with Dr. K.V. Cairns and ICAL. This computer-based simulation was designed to demonstrate the effects of life choices for adolescents and young adults.

1986: Saskatchewan Wheat Pool: computer-based simulation for assessing the effectiveness of business judgments of managers. It is based on an adaptation, for assessment purposes, of a commercial management training package.

1985 to Present: Knowledge acquisition specialist for a variety of training and prototype expert systems used for instructional purposes and for establishing viability of knowledge base system development (Department of Computer Science).

1985-1987: Equipment Tracking System - a computer-based decision tool for Westar Petroleum's oilfield foreman which utilizes database information and decision rules to aid in making maintenance and equipment selection decisions.

### **Areas of Active Research and Development**

2000 to present: Systems Mapping as a means of addressing complexity - the development of a number of processes to identify the underlying dynamics at play in complex systems; the development of ways to identify significant intervention points in systems and ways to identify unintended consequences of short-term actions. Of particular interest is the use of systems mapping in the context of future-based work such as foresight and futures design.

1991 to present: Leader Development through the use of Aesthetic Processes. A new melding of learning methods derived from the arts and outdoor experiences to assist leaders in exploring and expressing personal character to increase effectiveness as a leader.



1986 to 1998: Research Associate, Knowledge Sciences Institute, Department of Computer Science, The University of Calgary.

General interest is in the area of developing human competence through knowledge-based and design technology. Specifically, I am current involved in:

1. The ongoing development of Systems Mapping methodologies
2. The use of Aesthetic processes for developing leaders (conversations with the future).
3. The use of simulation technology for learning and training.
4. The development of software tools to assist problem-solving and decision-making;
5. The design and development of conceptual models and automated methods for modeling knowledge;
6. The development of knowledge modeling concepts and procedures for simulations and knowledge-based systems;

2003-current: Innovation Consultant, Leadership Learning Lab, The Banff Centre.

Coordinate research projects generated within the Lab in the areas of using aesthetic processes for learning. Projects include the ongoing development of Syntegral Design, a group-based process for generating and sharing creative ideas as well as a number of direct applications of aesthetic processes to developing leaders.

### **Teaching Experience**

1. Banff Centre: Leadership Development – senior faculty and designer for public and customized leadership development programs (1993 to present).
2. University of Calgary (Department of Engineering). Designed and delivered course on Organizational Behaviour (1997-98).
3. Knowledge Engineering Project (Department of Computer Science, University of Calgary) - design and delivery of a series of four-week courses to project trainees on Knowledge Engineering Models and Methods (1987 to 1993).
4. Software Research and Development Group (Department of Computer Science, University of Calgary) - offering a series of courses to industry on Knowledge Acquisition for Expert Systems (Beginner and Advanced), managing as Expert System Project, Writing Rules for Expert Systems, Selecting Applications for Expert Systems (1989-90).
5. Department of Educational Psychology (University of Calgary) - sessional instructor for graduate level theory and practical courses (1978-1981, 1984-1989).

### **Academic Supervisory Experience**

Ph.D. Research Advisor for Queensland Technical University, Creative Industries Program: 2005-2006.

Sat on a variety of masters and Ph.D. level committees in Computer Science, Educational Psychology, and Psychology at the University of Calgary from 1985 to 1994.

Currently, academic mentor for Ph.D. student in Doctor of Creative Industries Program at Queensland University of Technology.

## **Publications**

Woodward, J.B. and Brummel, A. (2015) Environmental policy and decision-making: a critique of futures scenario and system mapping methods. Presentation at RSD4 Symposium Emerging contexts for systems perspectives in design, The Banff Centre, Sep 1-3.

Funk, C. and Woodward, J. B. (2013) Moving stories: the embodiment of personal narrative at life's end. 10<sup>th</sup> Global Conference Making Sense of Dying and Death. Athens, Greece, Nov 7-9.

Woodward, J.B. and Funk, C. (2010) Developing the artist-leader. *Leadership: Special Issue of Arts and Leadership* 6(3), 295-309. Sage.

Woodward, J. B. and Funk, C. (2009) SoundInsights: Tapping the Aural Imagination. Paper presented at Asia-Pacific Research in Organizational Studies conference, Mexico City, Mexico, Dec 6-9.

Funk, C and Woodward, J.B. (2008). Enhancing physics education through the arts. Invited presentation to American Association of Physics Teachers annual conference. Edmonton, Alberta, July 19-23.

Woodward, J.B. and Funk, C. (2007). From imagination to creativity to innovation: the process of syntegral design. In proceedings of "Challenges in Organizing and Managing in Rapidly Emerging Economies: Learning to Organize in the Global World" Management Development Institute, Gurgaon, New Delhi, India. December 9-12, 2007

Funk, C and Woodward, J.B. (2007). Increasing human resourcefulness through creative capacity. In Jawahar, P.D. and Venkatraman, R. (eds) *Perspectives on Human Resources and IT Management*. Excel Books, Centre for Contemporary Management Research, Tichy, India.

Woodward, J.B. (2006) Spirals. Internal publication of Leadership and Learning Lab. based on Forum entitled Leadership as Design, Feb 06.

Woodward, J.B. and Funk, C. (2006) Syntegral Design: Group-based creativity through aesthetic processes. Paper presented at 50<sup>th</sup> Anniversary International Society for Systems Science Conference, Sonoma, California, July.

- Woodward, J.B. (2005) Zesting the tribe: the art of leader development. Internal publication of Leadership and Learning Lab. based on Forum entitled The Art of Developing Leaders, Feb 05 (78 pgs.).
- Woodward, J.B. (2004) Order for free.. Internal publication of Leadership and Learning Lab. based on Forum entitled Cycles of Renewal: Eco-Cultural Perspectives for Organizational Leadership, Sep 04 (42 pgs.)
- Woodward, J.B. (2004) Living in a story. Internal publication of Leadership and Learning Lab. based on Forum entitled The New Story-makers: Power, Influence and Authenticity in a Media-Dominated World, Feb 04 (42 pgs.)
- Woodward, J.B. and Funk, C. (2004) The aesthetics of leader development: a pedagogical model for developing leaders. Proceedings 2<sup>nd</sup> Art of Management and Organization Conference, Paris.
- Woodward, J.B. (2003) Connecting in the dark. Internal publication of Leadership and Learning Lab. based on Forum entitled Ethical Governance: Creating a Climate of Integrity, Sep 04 (76 pgs.)
- Woodward, J.B. and Funk, C. (2003). Leaders and artists: are they worlds apart? In Leadership Compass (Winter/Spring), The Banff Centre (p.16-18).
- Woodward, J.B. (2002). In these times... Internal publication of Leadership and Learning Lab based on Forum entitled Leading Innovation: The Value of Artistic Process, Feb 02, (76 pgs.)
- Woodward, J.B. (2002) What we expect of our leaders. In Leadership Compass (Winter/Spring), The Banff Centre, (p. 4-5)
- Damian, D.E., Eberlein, A., Woodward, B., Shaw, M.L.G. and Gaines, B.R. (2001). An Empirical Study of Facilitation of Computer-mediated Distributed Requirements Negotiations, to appear in Proc. of the 5th Int'l Symposium on Requirements Engineering, August, Toronto, Canada
- Woodward, J.B. and Shaw, M.L.G. (1994) Cognition Support Tools for Knowledge Engineering. Eighth Knowledge Acquisition for Knowledge-Based Systems Workshop. Banff, Canada.
- Woodward, J.B. and Cairns, K.V. (1994) WonderTech Work Skills Simulation. Trifolium Books; Toronto.
- Woodward, J.B. and Berg, N. (1993) Profiles, Perspectives of the Unemployed in Calgary. Published by Canada Employment and Immigration Commission. Calgary, Alberta.
- Gaines, B.R., Shaw, M.L.G., and Woodward, J.B. (1993) Modeling as Framework for Knowledge Acquisition Methodologies and Tools. International Journal of Intelligent Systems, Vol. 8, 155-168.

Cairns, K.V., Woodward, J.B. and Hashizume, L.G. (1993) Work Skills Simulation: An Effective Way to Teach Job Readiness. Guidance and Counselling, 8, 58-73.

Woodward, J.B. (1992) Developing K-ONCOCIN: A case study of a knowledge engineer. Knowledge Acquisition, Vol. 5, (p234-256): Academic Press.

Woodward, J.B. (1992) Cognition-support tools for knowledge engineering. In the AAAI Spring Symposium Proceedings, Mar. 1992: Stanford University.

Woodward, J.B., Shaw, M.L.G., and Gaines, B.R. (1992) The Cognitive Basis of Knowledge Engineering. In Contemporary Knowledge Engineering and Cognition by F. Schmallofer, G. Strube and Th. Wetter Eds: Springer-Verlag, Heidelberg, Germany.

Cairns, K.V., Woodward, J.B., and Hashizume, L.G. (1992) Employment Counsellors' and Youths' Views of the Transition to Work: Preparing to Develop a Work Skills Simulation. Canadian Journal of Counselling, 26, 222-239.

Woodward, J.B. (1991) Cognosys: A Knowledge Tool. Paper accepted. Fifth European Knowledge Acquisition for Knowledge-Based Systems Workshop. Scotland.

Shaw, M.L.G., Woodward, J.B. and Gaines, B.R. (1992) The Mental Model Paradigm in Knowledge Acquisition. Knowledge Acquisition. Academic Press.

Wetter, T., and Woodward, J.B. (1990) Towards a Theoretical Framework for Knowledge Acquisition. Fifth Knowledge Acquisition for Knowledge-Based Systems Workshop. Banff, Canada.

Shaw, M.L.G., and Woodward, J.B. (1990) Combining Knowledge from Multiple Experts. Proceedings of the Personal Construct Knowledge Acquisition for Knowledge Based Systems Workshop. San Antonio, July.

Woodward, J.B. (1990) Declarative, Inferential and Heuristic Structures from Text. Paper accepted for the Fourth European Knowledge Acquisition for Knowledge Based Systems Workshop, Amsterdam.

Cairns, K.V. and Woodward, J.B., and Savery, J. (1990) The Life Choices Simulation. Simulations and Games, Vol. 20 (3) 245-271.

Woodward, J.B. (1990) Knowledge Acquisition at the Front End: Defining the Domain. Knowledge Acquisition, Vol. 2, p. 73-94.

Shaw, M.L.G., and Woodward, J.B. (1989) Mental Models and Knowledge Acquisition. Third Knowledge Acquisition for Knowledge-Based Systems Workshop, Banff, Canada.

Woodward, J.B. (1989) The Use of General Knowledge Structures to Guide Knowledge Acquisition. Workshop on Knowledge Acquisition at International Joint Conferences on Artificial Intelligence, Detroit, Mich.

Woodward, J.B. (1989) Training Objectives for Knowledge Acquisition. Workshop on Transferring AI to Business at International Joint Conference on Artificial Intelligence, Detroit, Mich.

Woodward, J.B. (1989) Factors in Expert System Development. State-of-the-Art Workshop on Knowledge-based Systems and their Applications, University of Calgary, Calgary, Alta.

Woodward, J.B. (1989) Knowledge Engineering: A Primer. Textbook Developed for the Knowledge Engineering Program, Knowledge Science Institute, Department of Computer Science, University of Calgary, Calgary, Alta.

Woodward, J.B. (1989) General Knowledge Structure as Task Level Models in Knowledge Acquisition. Third European Knowledge Acquisition for Knowledge Based Systems Workshop, Paris, France.

Shaw, M.L.G., and Woodward, J.B. (1988) Validation in a Knowledge Support System: Replication and Consistency with Multiple Experts. International Journal of Man-Machine Studies 29, 329-350.

Cairns, K.V., and Woodward, J.B. (1988) Life Choices Simulation: Model and Methodology. Systems Practice, Vol. I (1) 47-64.

Cairns, K.V., and Woodward, J.B. (1987) Life Choices Simulation: A Model of Complexity. Proceedings of the International Society for General Systems Research, Budapest, Hungary.

Woodward, J.B. (1987) Hitting a Moving Target (the Training of Knowledge Engineers). Workshop on Knowledge Acquisition for Knowledge-Based Systems, Banff, Alberta.

Shaw, M.L.G., and Woodward, J.B. (1987) Validation of a Knowledge Support System. Workshop on Knowledge Acquisition for Knowledge-Based Systems, Banff, Alberta.

Woodward, J.B. (1987) Knowledge-Based Systems in Business and Industry. C.I.P.S. Meeting, Red Deer, Alberta.

Woodward, J.B. (1987) Social Cognition Models as a Basis for Research in HCI. Proceedings of the Canadian Psychological Association, Vancouver, B.C.

Woodward, J.B., and Cairns, K.V. (1985) Towards the Design of Healthy Human Systems. Proceedings of the Society for General Systems Research, Los Angeles, Calif.

Woodward, J.B. (1985) Presentation Methods and Techniques in Data Processing Training. Paper for presentation at October Conference of Computer Education Society of Alberta, Calgary, Alta.

Woodward, J.B. (1984) The Use of Videotex Technology in Gas Measurement Training. Proceedings of the Canadian Gas Association, Winnipeg, Man.

Woodward, J.B. (1983) A Model for Determining Human Competence. Paper presented at the Psychologists' Association of Alberta Conference, Red Deer, Alta.

Woodward, J.B., and West, L.W. (1979) A Model for Observing and Classifying Triangulation Phenomena in Groups. International Journal of Group Psychotherapy, April.