



2013

CONFERENCE PROGRAM

Wednesday, February 13 – Saturday, February 16, 2013

ARLINGTON, VIRGINIA, USA

Marriott Crystal Gateway
DC Metro





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Table of Contents

Welcome from President 2

Conference Committees 3

Conference At-A-Glance 4

Food Options 6

Session Hosts..... 7

Keynote Session..... 8

2013 Pre-Conferences 8

Session Schedule 11

Thank You, Volunteers..... 28

Upcoming Conferences..... 47

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Your support and presence during our 20th Annual AHRD Americas International Research Conference is appreciated!
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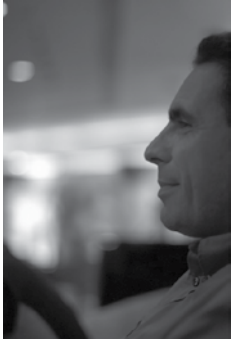
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ASTD-American Society for Training & Development
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Welcome from the President

Dear Conference Attendees:



Darren Short
AHRD President

Welcome to Arlington, VA and the 2013 AHRD International Research Conference in The Americas – Celebrating 20 years of Leading HRD Through Research.

I am delighted to welcome you to our conference and our scholarly community focused on leading the field of HRD through research. Our conferences bring together scholars and scholar-practitioners to discuss theories, research, and informed practice to improve the field of HRD and the diverse organizations that we represent and serve. In addition,

the conference is designed to foster fellowship, collaborative relationships, and networking opportunities that are beneficial to your professional and personal development. I encourage you to take advantage of the many different types of sessions occurring over the next few days, and to expand your understanding, build your network, and of course also have fun.

I also want to take advantage of this opportunity to thank everyone who has worked so hard to make this happen. This includes Kathie Pugaczewski (AHRD Executive Director), Carrissa Broderick (AHRD Conference Organizer), Julia Storberg-Walker (SVP, Conferences & Events), and the extremely busy program committee of Julie Gedro, Diane Chapman, and Katie Desiderio. In addition, hundreds of other people volunteered many thousands of hours as Track Chairs, reviewers, symposia chairs, presenters, and more. This illustrates that the conference only happens as a result of volunteer effort from our members, and I want to thank everyone for supporting the conference through their time and energy. We are only here in Arlington because of you!

Looking toward the future, there are other AHRD conferences on the horizon. In June (5 to 7), the University Forum for Human Resource Development (UFHRD) and AHRD will sponsor the 14th International Conference on Human Resource Development Research and Practice across Europe, being hosted by Brighton Business School, University of Brighton (UK). In November (7 and 8), our 12th International Conference of the AHRD Asia Chapter will be held in Taipei, Taiwan and is hosted by the Graduate Institute of IHRD, National Taiwan Normal University. Further out, the 21st AHRD Americas Conference is being held in Houston from February 19-22, 2014, and we will soon circulate a call for papers.

Beyond conferences, members of AHRD can take advantage of a variety of benefits. There are many exciting reasons to be a member of AHRD, including providing four refereed

research journals, special interest groups, the Program Excellence Network (PEN), Webinars, web-based resources, and a variety of other member services. Accordingly, these strategically focused activities and initiatives are designed to meet the scholarly interests of our members and the broader field of HRD.

This is an exciting time to be a member of AHRD and to participate in the initiatives that are “leading HRD through research.” It is my sincere hope that you will continue to make AHRD your academic and professional home for many years to come.

Thanks very much for attending our conference!

Darren Short
AHRD President

BENEFITS OF MEMBERSHIP

Human Resource Development as a subject area brings together a diverse community of people interested in training, workplace learning, adult education, organizational learning and performance, OD, career development, and other people-development growth topics. AHRD is a family of academics, practitioners and students who share the same passion for Human Resource Development, and for improving it through research. AHRD is a professional home, a network, a place to learn and share, a place to publish and present, and a place to meet others who share their passion for HRD. Members receive:

- Online access (and/or hard copy versions available) to four refereed journals, one of which is SSCI-cited:
- *Advances in Developing Human Resources*
- *Human Resource Development International*
- *Human Resource Development Quarterly*
- *Human Resource Development Review*
- Monthly Digest newsletter
- Webinars on up-to-the-minute topics
- HRD consultant list
- Access to membership in the Program Excellence Network
- Special Interest Groups, such as Critical HRD & Social Justice Perspectives, Cultural Diversity, HRD Theory, International HRD, Qualitative Inquiry, Quantitative Research Methods, Scholar-Practitioner, Virtual HRD
- Reduced fees for conference registration

Conference Program Committees

Program Chair

Julie Gedro, Empire State College

Proceedings Editor

Diane Chapman, North Carolina State University

Proceedings Associate Editor

Katie P. Desiderio, Moravian College

Food-N-Thought Chair

Kate Guerdat, North Carolina State University

Conference Chair and Board Liaison

Julia Storberg-Walker, North Carolina State University

Special Thanks for Exemplary Service:

Jia Wang, Texas A&M University

Tracy Pakornsawat, North Carolina State University

TRACK CHAIR EDITORS

Assessment, Measurement and Evaluation

Track Chair Editor:

Tobin Lopes, Colorado State University

Career Development

Track Chair Editor:

Tomika Greer, University of Houston

Critical HRD & Social Justice Perspectives

Track Chair Editor:

Julia Storberg-Walker, North Carolina State University

Managing Editor: Melony Johnson, North Carolina State University

International, Global & Cross Cultural Issues

Co-Track Chair Editors:

Seung Won Yoon, Western Illinois University

Ji Hoon Song, Oklahoma State University

Helena Knorr, Point Park University

Leadership

Co-Track Chair Editors:

Aliko Nicolaides, University of Georgia

Torrence Sparkman, University of Illinois

Organizational Development & Change

Track Chair Editor:

Wendy Ruona, University of Georgia

Performance

Track Chair Editor:

James E. Bartlett, II, North Carolina State University

Strategic HRD

Track Chair Editor:

Thomas Garavan, University of Limerick

Theory & Foundations of HRD

Track Chair Editor:

Thomas Garavan, University of Limerick

Virtual HRD, Technology & Distance Learning

Track Chair Editors:

Elisabeth E. Bennett, Tufts University & Baystate Health

Rochell R. McWhorter, Univ of Texas, Tyler

Workplace Learning, Training & Development

Track Chair Editors:

Yonjoo Cho, Indiana University

Rajashi Ghosh, Drexel University



2013 Conference At-A-Glance

WEDNESDAY, FEBRUARY 13

7 a.m. to 5 p.m.

Conference Registration Desk Open, *Grand Registration Desk*

8 a.m. to 5 p.m. Pre-Conference Session

An Introduction to the Writing and Publishing Process,
Madison

8 a.m. to 9 p.m.

Emerging Research in Human Resource Development, *Salon B*

1 to 7:30 p.m.

AHRD Board of Directors Meeting, *Jackson*

THURSDAY, FEBRUARY 14

7 a.m. to 5 p.m.

Conference Registration Desk Open, *Grand Registration Desk*

9 a.m. to 1 p.m. Pre-Conference Sessions

Mining for Gold: Translating and Positioning the Best of
HRD Theory and Research to Improve Practice., *Salon A*

Action Learning – A Powerful Innovative Tool for Developing
Leaders, Solving Problems, Building Teams, and Transforming
Organizations, *Madison*

9 a.m. to 1 p.m.

Emerging Research in Human Resource Development, *Salon B*

10 to 11:30 a.m.

Program Excellence Network Meeting, *Jackson*

10 a.m. to 2 p.m.

Exhibitor Set Up

10:30 a.m.

Break

11:30 a.m. to 1 p.m.

SIG Leadership Meeting, *Restaurant Mez*

12 to 1:30 p.m.

ADHR Editorial Board Lunch, *Lee*

HRDI Board of Directors Lunch, *Restaurant Mez*

12:30 to 2 p.m.

HRDQ Editorial Board Lunch, *Jackson*

1 to 1:45 p.m.

Session Chair Training, *Madison*

2 to 3 p.m.

20TH ANNUAL CONFERENCE OPENING
GENERAL SESSION, *Salon B*

2 to 5 p.m.

Exhibits Open, Grand Foyer A, B, C, D, E, F, and G

3 to 4:15 p.m.

Breakout Sessions

Session 1, *Salon B, Fairfax*

Session 2, *Salon A*

Session 3, *Lee*

Session 4, *Madison*

Session 5, *Jackson*

4:30 to 5:45 p.m.

Breakout Sessions

Session 6, *Salon B*

Session 7, *Salon A*

Session 8, *Lee*

Session 9, *Madison*

Session 10, *Jackson*

4:30 to 6 p.m.

Interactive Poster Session, *Grand Foyer A, B, C, D, E, F, and G*

6 to 7 p.m.

Friends of Bill W. Meeting, *Fairfax Room*

6 to 7 p.m.

Reception and Cash Bar, *Salons 1 and 2*

7 to 9 p.m.

Town Hall Forum, *Salon A, B and C*

FRIDAY, FEBRUARY 15

7 a.m. to 8:30 a.m.

Journal Editors Meeting, *Fairfax*

7 a.m. to 8:30 a.m.

HRDR Editorial Board Breakfast, *Salon K*

7:15 to 8:15 a.m.

Food 'n' Thought Sessions, *Lee, Jefferson, Madison, Jackson, Salon C, Salon D, and Salon E*

7:30 a.m. to 4 p.m.

Conference Registration Desk Open, *Grand Registration Desk*

7:30 a.m. to 5 p.m.

Exhibits, *Grand Foyer A, B, C, D, E, F, and G*

All conference proceedings are posted on the Oxford Online System.

2013 Conference At-A-Glance

FRIDAY, FEBRUARY 15, cont'

8:30 to 10 a.m.

Breakout Sessions

Session 11, <i>Madison</i>	Session 15, <i>Salon F</i>
Session 12, <i>Jackson</i>	Session 16, <i>Salon E</i>
Session 13, <i>Lee</i>	Session 17, <i>Salon D</i>
Session 14, <i>Jefferson</i>	Session 18, <i>Salon C</i>

8:00 to 10:30 a.m.

Faculty Workshop Series: Navigating the Promotion and Tenure Process: A workshop for early and mid-career faculty, *Salon G*

10 to 10:30 a.m.

Break

10:30 a.m. to 12 p.m.

Breakout Sessions

Session 19, <i>Madison</i>	Session 23, <i>Salon F</i>
Session 20, <i>Jackson</i>	Session 24, <i>Salon E</i>
Session 21, <i>Lee</i>	Session 25, <i>Salon D</i>
Session 22, <i>Jefferson</i>	Session 26, <i>Salon C</i>

11:30 a.m. to 1 p.m.

AHRD Foundation Lunch, *Restaurant Mez*

11:30 a.m. to 1 p.m.

JCHRM Lunch Meeting, *Fairfax*

12 to 12:30 p.m.

Grab a Lunch (Fast Food/To Go Locations Provided) & Bring it With You to attend 12:30 sessions!

12:30 to 1:15 p.m.

Research Roundtable, *Salon A and B*

12:30 to 1:15 p.m.

Innovative Sessions, *Salon F, E, D, C, and G*

1:30 to 3 p.m.

Breakout Sessions

Session 27, <i>Madison</i>	Session 31, <i>Salon F</i>
Session 28, <i>Jackson</i>	Session 32, <i>Salon E</i>
Session 29, <i>Lee</i>	Session 33, <i>Salon D</i>
Session 30, <i>Jefferson</i>	Session 34, <i>Salon C</i>

3 to 3:30 p.m.

Break

3:30 to 5 p.m.

Breakout Sessions

Session 35, <i>Madison</i>	Session 40, <i>Salon E</i>
Session 36, <i>Manassas</i>	Session 41, <i>Salon D</i>
Session 37, <i>Lee</i>	Session 42, <i>Salon C</i>
Session 38, <i>Jefferson</i>	Session 43, <i>Salon G</i>
Session 39, <i>Salon F</i>	

5:15 to 6 p.m.

Award Presentations, *Salon A and B*

6 to 7:30 p.m.

George Washington University, Teacher's College, and The University of Georgia Joint Reception, *Jackson*

7 p.m.

Networking Dinners — sign up at Registration Desk, *Off-site*

SATURDAY, FEBRUARY 16

7:30 a.m. to 3 p.m.

Conference Registration Desk Open, *Grand Registration Desk*

7:30 a.m. to 5 p.m.

Exhibits, *Grand Foyer A, B, C, D, E, F, and G*

7:15 to 8:15 a.m.

Food 'n' Thought Sessions, *Salon E, D, J, Jackson, Jefferson, Madison*

7:30 to 9 a.m.

HRDI Editorial Board Breakfast, *Alexandria*

8:30 to 10 a.m.

SIG Meetings

China HRD SIG, *Jackson*
Critical and Social Justice SIG, *Jefferson*
Cultural Diversity SIG, *Madison*
Faculty Learning and Development SIG, *Manassas*
HRD Theory SIG, *Salon G*
India HRD SIG, *Salon H*
International HRD SIG, *Salon F*
Leadership SIG, *Salon E*
Qualitative Inquiry SIG, *Salon D*
Quantitative Research Methods SIG, *Salon J*
Scholar-Practitioner SIG, *Salon K*
Virtual HRD SIG, *Lee*

10 to 10:30 a.m.

Break



2013 Conference At-A-Glance

SATURDAY, FEBRUARY 16, cont'

10:30 a.m. to Noon

Keynote: Human Capital and American Competitiveness,
Anthony P. Carnevale, *Salon A and B*

12:15 to 1:15 p.m.

Annual AHRD Business Meeting: All AHRD members welcome, *Salon A and B*
Pick up a lunch and bring it with you to this important meeting.

1:30 to 3 p.m.

Breakout Sessions

Session 44, <i>Jefferson</i>	Session 48, <i>Salon H</i>
Session 45, <i>Madison</i>	Session 49, <i>Salon F</i>
Session 46, <i>Manassas</i>	Session 50, <i>Salon E</i>
Session 47, <i>Salon G</i>	Session 51, <i>Jackson</i>

3 to 3:30 p.m.

Break

3:30 to 5 p.m.

Breakout Sessions

Session 52, <i>Jefferson</i>	Session 57, <i>Salon F</i>
Session 53, <i>Salon J</i>	Session 58, <i>Salon E</i>
Session 54, <i>Manassas</i>	Session 59, <i>Jackson</i>
Session 55, <i>Salon G</i>	
Session 56, <i>Salon H</i>	

6 to 7 p.m.

Celebration Reception and AHRD Silent Auction, *Grand Foyer A, B, C*

7 to 9 p.m.

Celebration Banquet, *Salon A, B, J, K*

Food Options

For Friday and Saturday lunch, we invite you to pick up a lunch and return to attend interesting and relevant sessions. On Friday, a diverse array of innovative sessions and research roundtable discussions are offered. On Saturday, the annual AHRD Business meeting is being held. All members are encouraged to attend this important meeting. The intent of these sessions, as well as the Food N Thought sessions, is to provide opportunities for people to share interests and a meal in a comfortable environment.

RESTAURANTS LOCATED IN THE HOTEL

The Atrium (American)

Open for dinner

Restaurant Mez (Mediterranean)

Open for breakfast, lunch and dinner

Einstein Bagels (American)

Open for breakfast and lunch

RESTAURANTS LOCATED NEAR THE HOTEL

Arby's

4238 Wilson Boulevard #124
Ballston Common Mall

Jimmy John's

550 North Quincy Street

McDonald's

4238 Wilson Boulevard #120
Ballston Common Mall

Noodles and Company

2011 Crystal Drive

Subway

801 North Quincy Street

Quiznos

4201 Wilson Boulevard #130

A map with more restaurant options will be available at the registration desk.

Session Hosts

Session	Day and Time	Host
2	Thurs 3-4:15	Julie Gedro
3	Thurs 3-4:15	Robert Lion
4	Thurs 3-4:15	Tekeisha Zimmerman
7	Thurs 4:30-5:45	Sanghamitra Chaudhuri
8	Thurs 4:30-5:45	Diana McBurnett
9	Thurs 4:30-5:45	Katie Desiderio
10	Thurs 4:30-5:45	Joseph Wohkittel
11	Fri 8:30-10	Angela Titi Amayah
12	Fri 8:30-10	Dwuena Wyre
13	Fri 8:30-10	Robin Hurst
14	Fri 8:30-10	Katherin Rosenbusch
15	Fri 8:30-10	Irina Popova-Nowak
16	Fri 8:30-10	Ame Lambert
17	Fri 8:30-10	Tony Lee
19	Fri 10:30-12	Kori Whitener Fellows
20	Fri 10:30-12	Paul Nesbit
21	Fri 10:30-12	Rozalia Klara Bako
22	Fri 10:30-12	Yonjoo Cho
23	Fri 10:30-12	Jason Moats
24	Fri 10:30-12	Julie Gedro
25	Fri 10:30-12	Ann Herd
27	Fri 1:30-3	Eduardo Tome
28	Fri 1:30-3	Elva Resendez
29	Fri 1:30-3	Jessie Kong
30	Fri 1:30-3	Stuart Allen
31	Fri 1:30-3	Gene Roth
32	Fri 1:30-3	John Dirkx
33	Fri 1:30-3	Laura Bierema
36	Fri 3:30-5	Satish Pandey
37	Fri 3:30-5	Stephen Maffei
38	Fri 3:30-5	Baiyin Yang
39	Fri 3:30-5	Blanca Garcia
40	Fri 3:30-5	Nisha Manikoth
41	Fri 3:30-5	Diane Chapman
42	Fri 3:30-5	Alina Waite
43	Fri 3:30-5	Darlene Russ-Eft
44	Sat 1:30-3	Martin Kormanik
45	Sat 1:30-3	Julie Gedro
46	Sat 1:30-3	Peter Williams
47	Sat 1:30-3	Virginia Marie Vicher

48	Sat 1:30-3	Katie Desiderio
49	Sat 1:30-3	Valerie Anderson
50	Sat 1:30-3	Julia Storberg-Walker
51	Sat 1:30-3	James Bartlett
52	Sat 3:30-5	Jeong Rok Oh
53	Sat 3:30-5	Marcia Hagen
54	Sat 3:30-5	Claire Gubbins
55	Sat 3:30-5	David Gano
56	Sat 3:30-5	Armando Justo
57	Sat 3:30-5	Torrence Sparkman
58	Sat 3:30-5	Chan Lee
59	Sat 3:30-5	Mariya Gavrilova Aguilar



2013 Conference Keynote

HUMAN CAPITAL AND AMERICAN COMPETITIVENESS



The growing role of human capital in producing economic output has accelerated since the early 1980s. Increasing skill requirements have resulted from a complex mix of technology change and shifting competitive requirements. Between 1946 and 1973, in the golden age of the American Economy, our competitiveness was largely based on our ability to produce standardized goods and services at the lowest prices.

Since the '80s competitive standards have become more complex; including price but also extending to quality, variety, customization, innovation, customer service, speed, and novelty. At the same time, computer-based technologies have increasingly allowed us to meet these new competitive requirements at a relatively low cost. In combination the technology

shift along with the new competitive standards have increased skill requirements on the job.

About Dr. Tony Carnevale

Dr. Carnevale currently serves as Director of the Georgetown University Center on Education and the Workforce. He has a wealth of experience working at the intersection of education and employment policy. Among his leadership positions, Dr. Carnevale has served as Chair of the Human Resources Sub-Committee of the White House Commission on Productivity under President Ronald Reagan, as Vice President for Public Leadership at the Educational Testing Service (ETS) and as Director of Human Resource and Employment Studies at the Committee for Economic Development (CED). During his time at ETS, he was appointed by President George W. Bush to serve on the White House Commission on Technology and Adult Education. And while at CED, he was appointed by President Bill Clinton to chair the National Commission on Employment Policy.

2013 Pre-Conferences

Introduction to Action Learning Workshop: Action Learning – A Powerful Innovative Tool for Developing Leaders, Solving Problems, Building Teams, and Transforming Organizations



Presenter: Mike Marquardt

Action learning is not only an effective problem solving process but also has been valuable to a growing number of organizations worldwide as a powerful tool for developing leaders, teams and organizations. In this session, participants will discover the six essential components for successful action learning programs, explore the steps and processes of

implementing action learning, and have the opportunity of practicing action learning in groups of 5-6 members. Successful application of action learning in companies such as Microsoft, Sony Music, Panasonic, Goodrich, Samsung, and Boeing as well as with universities and government agencies will be described.

Come to this workshop if you would like to:

- Understand and demonstrate how and why action learning is effective in solving problems, building teams, developing

leaders, and creating learning organizations.

- Apply the six components and two ground rules of action learning as well as the questioning and reflection processes of action learning.
- Understand the skills and roles of the action learning coach.

Workshop Schedule:

- A. Introduction and overview of action learning
 - Essential elements in action learning
 - Types of action learning programs
 - Stages in action learning
- B. Demonstration of action learning
- C. Leveraging the benefits of action learning
 - Problem-solving
 - Team building
 - Leadership development
 - Organizational learning
 - Professional growth and development
- D. Questions and answers

2013 Pre-Conferences

Mining for Gold: Translating and Positioning the Best of HRD Theory and Research to Improve Practice

HRD theory and research provides a treasure trove of ideas and practices that can improve organizational success – but only if we can get others to buy in. HRD professionals and influential scholars need to be able to find and shine up the “golden nuggets” that should be applied to everyday HRD practice and important HRD initiatives. To do that, we need to call on the translation and influence skills that are core to the role of scholar-practitioner.

Come to this workshop if you would like to:

- Sharpen your ability to analyze theory and research for “golden nuggets” – big ideas and critical practices that can improve organizational effectiveness.
- Gain practice in translating golden HRD ideas into relatable and appealing language for others.
- Improve your success at influencing others to apply HRD’s golden ideas and practices with fidelity.

Audience

The workshop is specifically designed for:

- HRD practitioners in any specialty area who need to sell their ideas to business partners.
- HRD scholars who want to communicate their recommendations so practitioners will use them.



About Catherine Lombardoizzi

Catherine Lombardoizzi is founder and principal of the consulting practice, Learning 4 Learning Professionals, dedicated to supporting the professional development of designers, facilitators, faculty members, learning consultants, and learning leaders. Having worked in leadership roles in corporate learning and development for more than 30 years, she understands the challenges of the day-to-day work in L&D. Catherine is a

strong advocate for scholarly practice, and has been active in the scholar-practitioner interest group at the Academy of HRD for over a decade. She is a regular presenter at both practitioner and academic conferences, currently sharing experiences

and suggestions for designing comprehensive learning environments and for engaging in scholarly practice.

As an adjunct faculty member, Catherine designs and teaches adult learning and instructional design courses in graduate programs at Drexel University and LaSalle University. Catherine earned a doctoral degree in Human and Organizational Learning from George Washington University, with research interests in developmental relationships. She has authored articles in *Human Resource Development Review*, the *Journal of Workplace Learning*, *Advances in Developing Human Resources* (in press), *T+D* (ASTD’s magazine), and *Learning Solutions* (eLearning Guild online magazine). She blogs at www.learningjournal.wordpress.com, and you can learn more about her background at www.L4LP.com.



About Martin B. Kormanik

Martin B. Kormanik is President & CEO of O.D. Systems, a 32-year old Alexandria, Virginia-based corporation providing management assessment, consultation, facilitation, coaching, and training services to corporations, nonprofits, and government agencies. His specialty is human resource and organization development. Improving practice through application of theory and research has

been a constant in Dr. Kormanik’s work. An active member of AHRD since 1999, he has chaired committees and served on the Board of Directors.

His research focuses on individual and organizational learning and change, particularly the construct of awareness development at both individual and organizational levels. His work has been published in conference proceedings, journal articles, and online publications, including *Advances in Developing Human Resources* (ADHR), *Human Resource Development International*, *Human Resource Development Review*, *AI Practitioner*, *Journal of European Industrial Training*, and *ASTD Links*. He served as co-editor for two ADHR issues, serves as a member of that journal’s editorial board (2009-2015), and was named Associate Editor (2012-2015). He has co-authored contributions to the *Encyclopedia of Management Theory* and the book *Case Studies and Activities in Adult Education and Human Resource Development*.



2013 Pre-Conferences

An Introduction to the Writing and Publishing Process: Identifying Decision Points, Recognizing the Component Parts of a Manuscript, and Using Tools to Improve Writing

Writing for publication is essential for students, academics, and consultants. The skills necessary to create a publishable manuscript are similar to the skills used to write effective memos, reports, and other work products. This workshop is designed to guide participants through the professional writing process with the goal of developing a publishable manuscript. The workshop begins with a discussion of decisions generally made prior to working on the manuscript. Next, we will provide an overview of the component parts and relationships between the parts of a manuscript. We will offer insights regarding tools helpful to creating a polished manuscript. The workshop will conclude by providing participants with feedback on their work in progress.

Come to this workshop if you would like to:

- Understand the writing, research and publication process.
- Increase the likelihood of creating a publishable manuscript.
- Improve your writing and publishing skills.
- Receive feedback on a project you are working on.

Audience:

This workshop is specifically designed for graduate students, former participants in the emerging scholars' course, new graduates, and early career academics.

Workshop Schedule:

The workshop will follow the current organization of the *Workbook for Scholarly Writing and Publishing* (forthcoming) presented below. This workbook will be a companion to *The Handbook of Scholarly Writing and Publishing* (2011) published by Jossey Bass. Because there will not be enough time to cover all topics in depth, participants will complete a survey prior to the workshop to assess current writing for publication skills. This will allow us to create a customized workshop based on participant needs. Participants should bring a laptop and a work in progress (a hard copy and on a flash drive); this could be a manuscript being prepared for submission to a journal, a class paper or a draft from a dissertation to be revised into a manuscript.

Workshop Part 1: An overview of the workbook

Workshop Part 2: Reviewing participants' work in progress



About Tonette S. Rocco, Ph.D.

Tonette S. Rocco, Ph.D. (The Ohio State University) is professor and graduate program director in the Adult Education and Human Resource Development Program and Director of the Office of Academic Writing and Publication Support, College of Education, Florida International University. She is a Houle Scholar (Kellogg Foundation), and a 2008 Kauffman

Entrepreneurship Professor. Rocco has published seven books and monographs, winning the 2009 University Continuing Education Association Frandson Book Award for *Challenging the Parameters of Adult Education: John Ohliger and The Quest for Social Democracy* (with Andre Grace), Jossey-Bass, 2009. Her most recent book is *The Handbook of Scholarly Writing and Publishing* (with Tim Hatcher, Jossey-Bass, 2011). She co-edited with Julie Gedro and Martin Kormanik a special issue, *Sexual Minority Issues in HRD: Raising Awareness* (*Advances in Developing Human Resources*, 2009). *Challenging Ableism, Understanding Disability, Including Adults with Disabilities in Workplaces and Learning Spaces* (a *New Directions for Adult and Continuing Education* monograph series) was published by Jossey-Bass, 2012. She has co-authored two books based on student dissertations and is working on a third with another graduate.

She has more than 200 publications in journals, books, and proceedings. She was winner of the Elwood F. Holton, III, Research Excellence Award in 2008 for the article "Towards the employability-link model: Current employment transition to future employment perspectives" published in *Human Resource Development Review* with Jo Thijssen and Beatrice Van der Heijden. In addition, four conference papers have earned awards at the Academy of Human Resource Development and the Midwest Research-to-Practice Conference in Adult, Continuing, and Community Education. She is co-editor of *New Horizons in Adult Education and Human Resource Development*, and qualitative methods editor for *Human Resource Development International*. She served as qualitative methods editor and assistant editor of *Human Resource Development Quarterly* for the past 12 years. Editorial Board memberships include the *Journal of Mixed Methods Research* (founding board member), *Adult Education Quarterly*, *Journal of European and Industrial Training*, and *International Journal of Mixed Methods in Applied Business and Policy Research*, *Journal of Chinese Human Resource Management*, *PAACE Journal of Lifelong Learning*, and *International Journal of Mentoring and Coaching in Education*. She served on American Society for Training and Development, Certification Institute Board of Directors.

Session Schedule

Thursday, Feb. 14, 3:00 – 4:15 p.m.

SESSION 1: SYMPOSIA, 0123 *Salon B, 0227 Fairfax*

0123 Panel Symposia: Reframing Individual Development and Organizational Change Around Meaning and Purpose

Neal Chalofsky, The George Washington University

John Dirkx, Michigan State University

Patricia Boverie, University of New Mexico

Brad Shuck, University of Louisville

Sunny Munn, The Ohio State University

Peter Kuchinke, University of Illinois at Urbana Champaign

0277 Recognizing Human Resource Development/ Organizational Development (HRD/OD) and Urban Consultancy (UC) in the Discourse of Curriculumist: The Problem with Urban Education

Kevin Harvey, The Harvey Center

SESSION 2: RESEARCH ROUNDTABLES, *Salon G*

0033 Electronic Health Records and IT Professionals:

Exploring the Effects of Stress on Employee Engagement

Paula Anthony, The University of Texas at Tyler

0328 Hospital Leaders: An Exploratory Case Study of Social Styles

Abigail Ulrich, The University of Texas at Tyler

Jana Belzer, The University of Texas at Tyler

0320 Illuminating Tacit Knowledge During Technology Development of a Patient Handoff Tool

Elisabeth E. Bennett, PhD

Northeastern University

0323 Small and Medium Enterprises (SMEs) in Tourism: The Role of Training and Development

Karen R. Johnson, The University of Akron

Mauvalyn Bowen, Metropolitan State University

0099 Analyzing Critical Situations of Entrepreneurs: A Step Toward the Modeling of Entrepreneurial Competence

Holger Benninghoff, Ludwig-Maximilians University, Munich

Susanne Weber, Ludwig-Maximilians University, Munich

SESSION 3: RESEARCH ROUNDTABLES, *Lee*

0306 The Effects of Work-Related Learning and Organizational Investment on Organizational Commitment: A Multilevel Analysis

Jihyun Chang, The Pennsylvania State University

Junghwan Kim, The Pennsylvania State University

0286 Learning Styles for Multi-Generations

Tony Lee, University of Oklahoma

Doo Hun Lim, University of Oklahoma

0295 The Impact of Virtual vs. Face-to-Face Coaching on the Transfer of Leadership Skills

Brenda E. Kraner, The Ohio State University

0234 The Role of Attachment and Mentoring in Junior Faculty's Job Satisfaction

Rimjhim Banerjee, University of Florida

Thomas G. Reio, Jr., Florida International University

0276 Needs Assessment in Organizational Settings

Catherine Sleezer, Baker-Hughes, Inc.

Darlene Russ-Eft, Oregon State University

SESSION 4: RESEARCH ROUNDTABLES, *Madison*

0061 Toward an Adult Learning and HRD-Based Conceptual Model for Disaster Health Education and Training

Brian A. Altman and Lauren Walsh, The Henry M. Jackson

Foundation for the Advancement of Military Medicine, Inc.

National Center for Disaster Medicine & Public Health

0081 Evidence-Based Curriculum and Course Design in HRD

Aaron F. Zachmeier, Indiana University

Yonjoo Cho, Indiana University

0072 Play and Sense-Making in Organizational Learning: Considerations for Meta-Paradigm Research

Irina V. Popova-Nowak, The George Washington University

0322 To Engage or Not to Engage: An Examination of Factors that Motivate Higher Education Faculty Toward, or Deter Them from, Using Service-Learning in Their Courses

Joe Follman, The George Washington University

0165 Linking Learning to Innovation in the Consumer Food Industry: A Review

Hasse Cox, Wageningen University

Thomas Lans, Wageningen University

Harm Biermans, Wageningen University

SESSION 5: SYMPOSIA, *Jackson*

0090 Social Network Analysis Panel Symposium

Claire Gubbins, Dublin City University

Steven Garcia, Philosophy IB

Julia Storberg-Walker, North Carolina State University



Session Schedule

SESSION 5: SYMPOSIA, Continued, *Jackson*

0293 Developing 21st Century HRD Competencies Through International Field Experience

Diane D. Chapman, Julia Storberg-Walker, Laurie Brummit, Jennifer J. Stanigar, and Kristina Natt och Dag, North Carolina State University

Thursday, Feb. 14, 4:30 – 5:45 p.m.

SESSION 6: SYMPOSIA, *Salon B*

0253 Critical Perspectives and the Advancement of HRD: A Conversation with Members of the Critical and Social Justice Perspectives SIG

Joshua C. Collins, Florida International University
Jamie L. Callahan, Drexel University
Julie Gedro, Empire State College
Julia Storberg-Walker, North Carolina State University
Laura L. Bierema, University of Georgia
Tonette S. Rocco, Florida International University

SESSION 7: RESEARCH ROUNDTABLES, *Salon G*

0170 Impact of Spiritual Intelligence and Emotional Intelligence on Employee Performance: A Conceptual Analysis

AAhad M. Osman-Gani, IIUM University, Kuala Lumpur

0256 Emotionally Intelligent Leaders and Membership Relationships: Connecting Human Resource Development to Religious Organizations' Growth
Amber D. Gilman and
Carroll M. Graham, Indiana State University

0243 Impact of Cultural Intelligence on Work Performance: A Phenomenological Study
Xi Yu, University of Minnesota

0187 Talent Management in Asia: Trends and Issues
Jessica Li and Amir Hedayati, University of Illinois

SESSION 8: RESEARCH ROUNDTABLES, *Lee*

0092 An Exploratory Study of Undergraduate Students' Chronotype: Study and Work Choices and Social Jetlag
Susan Adams, The University of Texas at Tyler

0122 Chinese Child-Rearing: An Exploratory Study of the Antecedents and Implications of Adult Training and Development Styles
John Beck, The University of Texas at Tyler

0181 Confirming HRD as a Distinct Philosophy and Practice in Bangladesh's Tourism Industry

Tazrian Azmary Rian, Isbat Azmary Rifat, Alina M. Waite, and Carroll M. Graham, Indiana State University

0113 A Review of Learning Teams in Organization Development Interventions: Implications for Human Resource Development

Sarah E. Aragon and Mesut Akdere, University of Wisconsin-Milwaukee

SESSION 9: RESEARCH ROUNDTABLES, *Madison*

0115 Exploring Scholar Practitioner Perspectives on the Intersection of Individual and Organizational Change
Ame O. Lambert, The University of Texas at Tyler

0146 Incivility within the IT Context: Power and Job-Stress as Predictors of Workplace Incivility
Marcia Hagen, Allan Bernard, and Eric Grube, Metropolitan State University

0076 Scholarly Perspectives About Theory and Its Importance to Human Resource Development: Preliminary Findings from a Phased Study
M. L. Lunn, L. Briscoe, C. Cockrell, D. Gano, S. Maffei, Elva A. Resendez, R. McWhorter, and A. D. Ellinger, The University of Texas at Tyler

0246 The Moderating Effect of Self-Efficacy on the Relationship between Career Plateau and Career Commitment
Ya-sin Li and Yi-Chun Lin, National Taiwan Normal University

0158 Examining Work-related Positive Identity Construction as a Formative Influence in the Perceived Pressure of Organizational Minorities to engage in Social Re-categorization as a Social Identity Based Impression Management Strategy
Brook D. Jones, The George Washington University

SESSION 10: RESEARCH ROUNDTABLES, *Jackson*

0222 Exploring Professional Virtual Conferences
Rochell R. McWhorter and Paul B. Roberts, The University of Texas at Tyler

0225 It Depends: Ambiguity as a Component of Improved Expatriate Training
Dai Seok Chai and Vanessa Ann Claus, Texas A&M University, Gay N. McLean, McLean Global Consulting, Inc.

Session Schedule

0302 Organizations in Cyberspace: Bridging the Digital Divide
Rozalia Klara Bako, Sapientia-Hungarian University of Transylvania, Romania

0319 Preparing Students for the Workplace Using Pinterest
Rochell R. McWhorter, The University of Texas at Tyler
Julie A. Delello, The University of Texas at Tyler

0194 The Effect of Servant Leadership Method on the Perception of Information Technology Project Success and Organizational Strategic Alignment
Allen Barnard, Metropolitan State University

0150 Managing Diversity Through the Lived Experience of Diversity Trainers
Sujin K. Horwitz, University of St. Thomas

Thursday, Feb. 14, 4:30 – 6 p.m.

INTERACTIVE POSTER SESSIONS

0102 Development of a Personality-Based Model for Selection Across Entry-Level Jobs
Blaine H. Gaddis, Ph.D. and Ashley Palmer, M.A., Hogan Assessment Systems

0321 What's it Going to Take? Making the Employment of Adults with Autism Spectrum Disorders (ASD) a Reality
Princess Cullum and Demetria Ennis-Cole, University of North Texas

0258 Defining Societal Development HRD Competencies: An Exploration of the Literature
Tracy Pakornsawat, North Carolina State University

0224 Leadership Wholeness and Emotional Intelligence: Constructs for Developing Holistic Mental Models in 21st Century Leaders
Laurie C. Brummitt, Lisa M. Smith and Jennifer J. Stanigar, North Carolina State University

Implications of the International Human Resource Development (IHRD) of the Professional Development of K-12 Teachers Through the National Consortium on Teaching Asia (NCTA) Program
Hye-Seung (Theresa) Kang, Indiana University

Friday, Feb. 15, 7:15 to 8:15 a.m.

Breakfast Food 'N' Thought Sessions

Appreciative Inquiry as a Foundational Approach to HRD

Rod Githens, University of Louisville
Christine Wiggins-Romesburg, University of Louisville

Appreciative inquiry (AI) remains relatively unexamined within HRD, despite having had a major impact on organization development (OD) practice over the last 25 years. AI uses organizational strengths to build on past successes and create new futures. On the other hand, dominant approaches to OD and HRD focus on developing interventions to solve problems. The major focus of the session will be to consider newer approaches to HRD to embrace informal learning, knowledge sharing/creation, supportive organizational culture, and other self-sustaining HRD as well as exploring what empirical research might be conducted in order to consider factors contributing to the success of AI initiatives.

Managers' Paradoxical View of Performance

Robert Lion, Idaho State University

The research framework sets out to better understand what the researcher has viewed as a paradoxical framework of employee needs and factors that influence performance, meaning that managers may commonly view factors that impact their own performance as variables quite different than those of their direct reports. And because of this, managers risk under supporting and misdiagnosing their subordinates' needs. This session seeks input as to the utility of further examining the research opportunities associated with how many managers view their own motives, drivers, and needs versus that of their direct reports and the potential implications of this on workplace performance.

Understanding the Underlying Philosophies for Leadership Today: Exploring Leadership Theories from Different Perspectives

Kristina Natt och Dag, North Carolina State University

Through an exploration of the philosophical foundations to leadership the session will focus on what are the leading contributing philosophies are today. Furthermore, how could exploring leadership from a philosophical perspective enrich the topic, today and in the future? The facilitator of the session hopes to conduct a conversation with practitioners and scholars interested in this phenomenon, sharing their own experiences and thoughts of leadership theory and philosophy.



Session Schedule

The Changing Landscape of HRD Enabled by Technologies

Sponsored by Technology & Distance Learning SIG
Wenhao David Huang, University of Illinois at Urbana-Champaign

The landscape of HRD research and practice has been changing as the result of rapidly advancing information and communication technology (ICT). HRD processes are no longer confined to learning-only activities, stationary locations, and specific temporal and spatial boundaries. That is, with today's technologies, playing and socializing enhance learning; mobility has become essential for information access and sharing; and global collaboration is often only one online call away. To address this obstacle, this FnT session intends to initiate a collective dialogue among HRD membership to look at the authentic effects of technologies on HRD processes. A panel of experts on technology integration in HRD will facilitate the discussions during the session.

Executive Coaching and Career Development

Rubina F. Malik, Morehouse College

The limited amount of research combined with the growth of the executive coaching field, has created confusion, leaving unanswered questions about what coaching is, where it comes from, and what it does. Although there are many definitions for coaching, and there are many models for coaching, what is lacking is a strong foundation due to a limited amount of empirical research on the efficacy of executive coaching. Session discussion will focus on executive coaching in the context of career development and how it can be used as an intervention to support individuals' career development goals and organizations' objectives.

Do We Need to Put Humanity Back into Human Resource Development?

Terry Brown, Northern Illinois University

The theory and practice of Human Resource Development frequently involves the daily development, application, and implementation of countless numbers of interventions. These interventions often emerge from and/or incorporate the scientific method, with the objective of improving one or more condition(s). However, the theories and practices of the scientific method lend themselves to abstracting the humanness out in lieu of routinized models of best practice. From this vantage point, a case can be argued that HRD interventions, while being useful, regularly give rise to, among other issues, the unintended creation of dependencies, the imposition of externally derived values, a disconnection from daily realities, and/or result in the creation of other problems or issues.

Transition and Presence of Faculty to an Online Environment

Pooneh Lari, North Carolina State University

With many educational institutions now targeting their population at a distance, the faculty have no choice but to comply with this transition. As a result of this transition from a face-to-face to an online environment, numerous issues such as personal, pedagogical, and professional have arisen. The purpose of this research was to look at how this transition has affected the faculty and the assumptions they have held in their practice as well as how these changes and/or transformations been defined along this continuum. Session participants will engage in scholarly dialogue with colleagues to understand other perspectives on this topic and to see the possibilities of further expansion of the topic to add to the field of research.

Friday, Feb. 15, 8:30 to 10 a.m.

SESSION 11: REFEREED FULL MANUSCRIPTS, *Madison*

0265 Validity and Reliability of the Dimensions of the Learning Organization Questionnaire-Abbreviated (DLOQ-A) in Nursing
Bonni L. Baird and James E. Bartlett II, North Carolina State University

0268 Validity and Reliability of the Basic Psychological Needs Scale-Work (BPNS-W) in Nursing
Bonni L. Baird, North Carolina State University

0116 Transformational Leadership Behavior and Employee Burnout in a Mexican Public Hospital
David Hemsworth and Jonathan Muterera, Nipissing University; Blanca Rosa Garcia-Rivera, Universidad Autonoma de Baja California, Ignacio Alejandro Mendoza-Martinez, Universidad Autonoma de Mexico

0297 HRD and Sustainability in Healthcare: Who Will Care for the Care Providers?
Ellen Scully-Russ, David Schwandt, and Cynthia Way, The George Washington University

SESSION 12: REFEREED ABSTRACTS, *Manassas*

0312 A Model for Measuring and Evaluating Informal Learning
Saul Carliner, Concordia University

0058 Evaluating Academic Entrepreneurship Programs: Implications for Human Resource Education
Michael Fretschner and Susanne Weber, Ludwig-Maximilians-University, Munich

Session Schedule

0079 Using the Occupational Information Network to Characterize Entrepreneurs' Mindset: A Literature-Based Approach
Mathias Hofmuth and Susanne Weber, Ludwig-Maximilians University, Munich

0304 Exploring the Relationships Between Organizational Learning Culture, Cultural Intelligence, Transformational Leadership, and Job Performance
Kyoung-Ah Nam, American University
Sunnyoung Park, Indiana University, Bloomington

0288 A Model of Next-Generation Leadership Style Adaptation
Caleb Seung-hyun Han, Lauren A. Denofrio-Corrales, and Russell Korte, University of Illinois at Urbana-Champaign

0162 Factors Influencing the Extent to Which Nurses in the Netherlands Conduct Continuing Professional Development Activities
Gerard A. Brekelmans and Susanne Maassen, University Hospital Erasmus MC
Rob F. Poell, Tilburg University
Kees van Wijk, Erasmus University

SESSION 13: REFEREED FULL MANUSCRIPTS, *Lee*

0269 An Integrative Framework for Global Leadership Competency
Jun Hee Kim, Texas A&M University
Gary N. McLean, McLean Global Consulting

0298 Shared Leadership: A Review of the Literature
Abigale J. Veliquette, Colorado State University

0161 The Role of OD Practitioners in Developing Corporations' Capacity to Practice Corporate Citizenship: A Sociomaterial Case Study
Ingo Stolz, SGOCl-Basel, Switzerland

0101 Practical Guidelines and Implications for Organizational Development Evaluation
Woocheol Kim, Rashed Alzahmi, Cho Hyun Park, and William J. Rothwell, The Pennsylvania State University

SESSION 14: REFEREED FULL MANUSCRIPTS, *Jefferson*

0083 Unlocking Hospitality Managers' Career Transitions Through Applying Schein's Career Anchors Theory
David McGuire and Giovana Polla, Queen Margaret University

0177 The Postmodern Approach to Career Counseling for Contemporary Organizations
Misha Chakraborty and Jia Wang, Texas A&M University

0166 The Problems of a Virtual Multicultural Team (VMT) Analyzed
Simone Jeannette van Zolingen and Omur Donmez, Institute for Management Research, Radboud University Nijmegen

0186 Brain Drain: An Empirical Literature Review and Implications for HRD
Sehoon Kim, Texas A&M University
Toby Egan, Indiana University-Purdue University Indianapolis

0299 Dimensions of the Learning Organization Culture in Lebanon
Khalil M. Dirani, University of Georgia

SESSION 15: REFEREED FULL MANUSCRIPTS, *Salon F*

0283 Behaviors Associated with Managerial Career Derailment: An Exploration of Self-Other Agreement Pattern Groups in Multisource Feedback
Louis N. Quast, Joseph M. Wohkittel, Chu-Ting Chung, Bai Vue, Bruce A. Center, and Allison E. Phillips, University of Minnesota

0168 "A Change is Gonna Come!" Factors Affecting Organizational Identity Threat Following an Acquisition
Tekeisha Zimmerman, The University of North Texas

0174 Dealing with Delays: Implications from Organizational Change Models
Janet Colvin, Colorado State University

0180 The Influences of Openness to Change, Knowledge Sharing Intention, and Knowledge Creation Practice on Organizational Creativity in the Korean Public Sector Context
Cho Hyun Park, The Pennsylvania State University
Jung Woo Kim, Human Resource Development Service of Korea
Doo Hun Lim, University of Oklahoma
Ji Hoon Song, The University of North Texas

0120 Programs for Transitioning Academically Underprepared Adults into College and the Workforce: A Review and Critique
Richard Torraco and David Hamilton, University of Nebraska-Lincoln



Session Schedule

SESSION 16: REFEREED FULL MANUSCRIPTS, *Salon E*

0160 Mentoring and Feedback: Components for Successful Socialization of New Lawyers
Roselynn S. Dow, SUNY Empire State College

0024 Perceived Managerial and Leadership Effectiveness Within Private Companies in Germany and the United Kingdom: An Empirical and Cross-Nation Study of Effective Managerial Behavior
Robert G. Hamlin, University of Wolverhampton, UK
Regina H. Mulder, University of Regensburg, Germany
Taran Patel, Grenoble Ecole de Management, France

0038 The Theory and Practice of Case-In-Point Teaching of Leadership in Human Resource Development
Robert Yawson, University of Minnesota

0051 Trust in Leader and its Effect on Job Satisfaction and Intent to Leave Present Job: A New Variable for Human Resource Development
W. David Gibson, Edgewood College
Joseph Petrosko, University of Louisville
Thomas G. Reio, Florida International University

0145 Organizational Justice and Work Engagement: The Mediating Effect of Self-Leadership
Yu Kyoung Park, The Pennsylvania State University
Ji Hoon Song, University of North Texas
Doo Hun Lim, University of Oklahoma
Jungwoo Kim, Human Resource Development Service of Korea

SESSION 17: REFEREED FULL MANUSCRIPTS, *Salon D*

0183 Perceived Learning Organization Culture: Its Effect on Intrinsic Job Satisfaction and Affective Organizational Commitment
Taejo Lim, Samsung HRD Center
Baek-Kyoo (Brian) Joo, Winona State University

0240 The Relationship of Manager and Employee One-on-One Meetings and Cultural Change Efforts
Mark J. Hutt, Colorado State University

0242 Positive Organizational Behavior and its Impact on Organizational Change: A Conceptual Framework
Xi Yu, University of Minnesota- Twin Cities

0267 A Review and Critique of the Dimensions of the Learning Organization Questionnaire
Junhee Kim, Texas A&M University
Toby Egan, Purdue University
Homer Tolson, Texas A&M University

0300 Conceptualizing a Framework for Investigating Consequences of Job Satisfaction, Commitment and Turnover in Early Learner Environments
Carroll M. Graham, Indiana State University
Fredrick M. Nafukho, Texas A&M University

SESSION 18: INNOVATIVE SESSION 1, *Salon C*

Human Resource Development in Central and Eastern Europe: Challenges and Opportunities
Maria Cseh, Ph.D., George Washington University
Alexandre Ardichvili, Ph.D., University of Minnesota
Zsolt Nemeskéri, Ph.D., University of Pécs, Hungary
Iván Zádori, Ph.D., University of Pécs, Hungary
Andrzej Rozanski, Ph.D., Maria Curie-Skłodowska University, Poland
Elena K. Zavyalova, P.D., St-Petersburg University, Russia

Friday, Feb. 15, 10:30 a.m. to 12 p.m.

SESSION 19: REFEREED FULL MANUSCRIPTS, *Madison*

0121 A Comparative Analysis of Graduate HRD Curricular Content Between the U.S. and Korea
Doo Hun Lim, University of Oklahoma
Ji Hoon Song, University of North Texas
Myungweon Choi, Ajou University
Hye Kyoung Kim, Oklahoma State University

0263 The Role of National Culture on Organizational Identity in Multinational Companies (MNCs)
Harminder C. Rajan, George Washington University

0290 The Relationship Between Role Ambiguity and Expatriates' Adjustment and Performance
Evan D. Wood, Taylor University

0287 The Role of POS on Knowledge Sharing: In Terms of Tacit and Explicit Knowledge
Seung Hyun Han, University of Illinois
Sun Joo Yoo, University of Illinois at Urbana-Champaign
Sang Hyun Lee, Ohio State University

Session Schedule

SESSION 20: REFEREED ABSTRACTS, *Manassas*

0173 Creating an Educated Workforce in the New Economy: Why PLA and HRD Must Come Together
Janet Colvin, Colorado State University

0227 Hezbollah's Global Reach using Exploration and Exploitation, an Organizational Learning Virtue
Serena Jael McKenzie, Barry University

0169 An Ethnographic Analysis of the Culture of a Multicultural Organization
Armando Justo, The George Washington University

0211 Work-Life Balance in India and the U.S.: A Cross-Cultural Literature Review of Dual Earner Couples
Sanghamitra Chaudhuri, The Ohio State University

0296 A Culture of Learning and Development and its Influence on Acculturation in Cross-Border Acquisitions
Robin R. Hurst, Virginia Commonwealth University

0124 Exploring the Definability of HRD: Why the Debate Continues
Jim Rumsey, The University of Texas at Tyler

SESSION 21: REFEREED FULL MANUSCRIPTS, *Lee*

0223 Work-Related Suicide: An Analysis of U.S. Government Reports and Recommendations for Human Resource Development
Marie-Line Germain, Western Carolina University

0247 Manifestation of Workplace Incivility and Targets' Coping Strategies
Priyanka Doshi and Jia Wang, Texas A&M University

0231 Investigating the Relationship Between Abusive Supervision, Stress and Work Engagement
Jia Wang and Min Wu, Texas A&M University

0097 Employee Engagement and HRD: Philosophical Underpinnings, Measurement, and Interventions
Brad Shuck, University of Louisville
Kim Nimon, University of North Texas
Drea Zigarmi, University of San Diego & The Ken Blanchard Companies

SESSION 22: REFEREED FULL MANUSCRIPTS, *Jefferson*

0029 Ethical Dilemmas Within the OD Process: Issues, Tools, and Recommendations
Woocheol Kim and Judith A. Kolb, The Pennsylvania State University
Ji Hoon Song, The University of North Texas

0220 Facing Ethical Dilemmas in the Workplace: A Qualitative Study of HR Managers' Perceptions of the Influences on Their Behavior and the Implications for Building an Ethical Culture in Organizations
Ramona Marie LaMontagne and Amy D. Rose, Northern Illinois University

0075 Connections Between Organizational Trust and Performance
Samuel Adams, Amplify Leadership Consulting

0151 Using Simulation in Stress Management Training: Can Stress Influence Performance Positively?
Satish Pandey, Pandit Deendayal Petroleum University, India

0104 Meeting the Challenge of Knowledge Worker Shortages with Strategic Talent Management
Gloria Ferguson Pobst, The University of Georgia

SESSION 23: REFEREED FULL MANUSCRIPTS, *Salon F*

0239 Exploring the Interplay of Sensemaking and Decision-Making in Strategic Learning
Hanna Moon and Wendy Ruona, University of Georgia

0048 Project-Based Learning in Education: Integrating Business Needs and Student Learning
Yonjoo Cho, Indiana University
Catherine Brown, Indiana University-Purdue University Columbus

0118 An Integrative Trust Model in the Coaching Context
Jovana Markovic, Igor V. Volkov, and Jean M. McAtavey, Barry University

0022 Communication, Work Systems, and HRD
R. Wayne Pace, Brigham Young University

SESSION 24: REFEREED FULL MANUSCRIPTS, *Salon E*

0275 Inquiry in Action for Leadership in Times of Uncertainty: Exploring the Connections Between Generative Learning and Adaptive Leadership
Aliko Nicolaides, University of Georgia



Session Schedule

0131 Toward an Agile Model for Organizational Change
Laura D. Briscoe, The University of Texas at Tyler
Heath A. Wasson, LeTourneau University

0019 A Proposed Framework for Virtual Teams
Jeanette Andrade and Wen-Hao David Huang, University of Illinois, Champaign-Urbana

0044 Social Learning from Virtual Collaboration: A Conceptual Framework
Ron Sheffield, The George Washington University

SESSION 25: REFEREED FULL MANUSCRIPTS, *Salon D*

0047 E-Mentoring Technology: A Five-Step Process to Maximize Mentoring Experience
Grace Lee-Zimmerman, University of Georgia

0050 Workplace Technology and the Creation of Boundaries: The Role of HRD in a 24/7 Work Environment
Kristopher Thomas, University of Wisconsin-Milwaukee

0135 Creating a Virtual Learning Community to Support Distance Learning Faculty: A Literature Review and Early Project Plan
Laura M. Coons, Colorado State University

0046 Enhancing Learning Through Engaging Instruction
Vishal Arghode and Jia Wang, Texas A&M University

SESSION 26: INNOVATIVE SESSION 2, *Salon C*

Identifying and Using Creative Teaching Resources
Sponsored by the Scholar Learning and Development SIG
Stuart Allen, University of LaVerne, CA
Jamie Callahan, Drexel University, PA
Tomika Greer, University of Houston, TX
Linda M. Hite, Indiana University-Purdue University Fort Wayne
Holly Hutchins, University of Houston, TX
Catherine Lombardozi, Learning 4 Learning Professionals
Satish Pandey, Pandit Deendayal Petroleum University, India
Peter Williams, University of LaVerne, CA

Friday, Feb. 15, 12:30 to 1:15 p.m.

INNOVATIVE SESSION 5, *Salon F*

Research for Practice
Carol Packard, University of Illinois
Catherine Lombardozi, Learning 4 Learning Professionals

INNOVATIVE SESSION 6, *Salon E*
ROI by Design: Standardizing ISD Methodology
Laura Paramoure, Strategic Training
Diane D. Chapman, North Carolina State University

INNOVATIVE SESSION 7, *Salon D*
Exploring HRD Research in India
Sponsored by the India HRD SIG
Meera Alagaraja, University of Louisville
Yogita Abichandani, University of Georgia
Sanghamitra Chaudhuri, Ohio State University
Priyanka Doshi, Texas A&M University
Rajashi Ghosh, Drexel University
Nisha Manikoth, The George Washington University
Gary McLean, McLean Global Consulting, Inc.

INNOVATIVE SESSION 8, *Salon C*
A Woman Choosing Not to Lead: Implications for HRD Professionals
Pat Sherrer, Piedmont College

INNOVATIVE SESSION 9, *Salon G*
Teaching HRD with 3-E's
Sandra L. Williams, Ph.D., Northeastern Illinois University
Cheryl Cornell -Powers, private HRD practitioner
Justin (Jin-Hong) Kim, Chicago Theological Seminary

Friday, Feb. 15, 1:30 to 3 p.m.

SESSION 27: REFEREED FULL MANUSCRIPTS, *Madison*

0088 Developmental Network Diversity and Organizational Commitment: Effects on Organizational Citizenship Behaviors and Knowledge Sharing Intention RFM
Sung Jun Jo, Utica College
Baiyin Yang, Tshinghua University

0067 Leading or Misleading HRD Through Research? The Case of Chinese Indigenous Research
Greg G. Wang, The University of Texas at Tyler
Judy Y. Sun, The University of Texas at Tyler
Shengbin Yang, Northwestern Polytechnical University of China

0069 Global Entrepreneurs: Values that Matter
Gertrude I. Hewapathirana, Ashford University

0080 Competencies Within Vocational Education and Training – Necessities and Possibilities of an International Comparison
Frank Achtenhagen, Georg-August-University, Göttingen (Germany)
Susanne Weber, Ludwig-Maximilians-University, Munich

Session Schedule

0063 A Conceptual Model for Understanding Lean Strategy Implementation
Meera Alagaraja, University of Louisville

SESSION 28: REFEREED ABSTRACTS, *Manassas*

0326 Socio-Cultural Attributes of Diverse Leaders and How They Leadership Competencies and Coaching Strategies
Aileen G. Zaballero, The Pennsylvania State University
Bora Kwon, The Pennsylvania State University
Jong Gyu Park, The Pennsylvania State University

0329 International Learning and Global Mindset Development: The Case for a Multinational Law Firm
Anne Gaybrick, The George Washington University

0053 Exploring the Motivation of Generation Y to Lead
Afton Barber, University of Texas at Tyler
Atiwate Upatham, University of Texas at Tyler

0310 A Further Analysis of Adult Education as a Competency for the Human Resource Development Professional as it Relates to the Field
Amanda Boyd, Texas A&M University

0311 Leaders' Emotion Talk: Exploring the Role of Organizational Affective Culture in Leaders' Verbal Expression of Emotion
Beatriz Coningham, The George Washington University

0141 Do Your Homework Before Empirical Research on Employee Engagement: Exploring Theoretical Foundations of Employee Engagement
Woocheol Kim and Cho Hyun Park, The Pennsylvania State University
Seung Won Yoon, Western Illinois University
Ji Hoon Song, University of North Texas

0023 Identifying the Factors Underlying Employee Engagement Levels in an Organization: Leveraging Strengths and Underpinning Weaknesses
Sona Saran, SJMSOM, Indian Institute of Technology Bombay

SESSION 29: REFEREED FULL MANUSCRIPTS, *Lee*

0056 The Managerial Grid and its Applications
Grace Lee-Zimmerman, University of Georgia

0095 New Leader Agendas & Legacy Organizational Culture: A Case Study Exploring HRD's Role in Bridging the Great Divide
David A. Rude, The George Washington University

0109 A Missing Link: Psychological Ownership as a Mediator Between Transformational Leadership and Organizational Citizenship Behavior
Cho Hyun Park, The Pennsylvania State University
Ji Hoon Song, University of North Texas
Seung Won Yoon, Western Illinois University
Jung Woo Kim, Human Resource Development Service of Korea

0205 The Development of an Instrument for Diagnosing Strategic Human Resource Development Maturity
Chan Lee, Seoul National University
Young Jun Choi, Seoul National University
Hae Sun Park, Seoul National University
Boyoung Jung, Seoul National University

SESSION 30: REFEREED FULL MANUSCRIPTS, *Jefferson*

0089 To Connect or Not to Connect: A Study of Goal Orientation and Social Networking
Bogdan Yamkovenko, Rochester Institute of Technology
John Paul Hatala, Rochester Institute of Technology

0016 Using Motion Pictures in Teaching Intercultural Concepts: An Action Research Project at Two Universities in India and the USA
Alexandre Ardichvili, University of Minnesota
Satish Pandey, Pandit Deendayal Petroleum University, India

0098 Career Authenticity Based Voluntary Career Transition: A Grounded Theory Study
Judy Y. Sun, The University of Texas at Tyler
Greg G. Wang, The University of Texas at Tyler
Jerry W. Gilley, The University of Texas at Tyler
D. Harold Doty, The University of Texas at Tyler

0110 Leave or Stay: Intentions of International Graduate Students After Graduation
Sehoon Kim Texas A&M University
Rebecca Luckey, Texas A&M University
Gary Wingenbach, Texas A&M University

SESSION 31: REFEREED FULL MANUSCRIPTS, *Salon F*

0189 Intersectionality and Social Capital: Career Development Implications for Women International Marriage Migrants in South Korea
Hyounju Kang, Texas A&M University
Mrudula Anne, Texas A&M University
Jamie L. Callahan, Drexel University

0198 Predictors of Organizational Commitment in Indonesia
Noor Rahmani, Gadjah Mada University, Indonesia



Session Schedule

0203 West Meets East? Identifying the Gap in Current Cross-Cultural Training Research from an Asian Perspective

Kyoung-Ah Nam, American University

Yonjoo Cho, Indiana University

Mimi Lee, University of Houston

0330 International Voluntary Service: Selfish Action or Solution to (Some) Effectiveness in the Changing World of International Development

Jason Heffner, The George Washington University

SESSION 32: REFEREED FULL MANUSCRIPTS, *Salon E*

0082 Similarities and Differences Between Job Satisfaction and Employee Engagement

Suzanne Armatas Dickson, Colorado State University

0254 A Talent Mindset Could Have a Cultural Influence on Employee Satisfaction in Small Businesses

Gun Sung Joung, The Pennsylvania State University

0196 Positive Organizational Behavior (POB): What's in it for Human Resource Development?

Baek-Kyoo (Brian) Joo, Winona State University

0031 Narrowing the Education-Employment Gap Through a Systematic Course Evaluation Model: An Action Research Study

Szu-Fang Chuang, Fooyin University

SESSION 33: REFEREED FULL MANUSCRIPTS, *Salon D*

0152 Examining the Dominant, Emerging, and Waning Themes Featured in HRD Publications: Is it Time to Redefine HRD?

Rajashi Ghosh, Drexel University

Sehoon Kim, Texas A&M University

Minjung Kim, Texas A&M University

Jamie Callahan, Drexel University

0184 Foundational Theories of HRD: Twenty Years in the Making

Shari L. Peterson, University of Minnesota

Huh Jung Hahn, University of Minnesota

0261 Exploring Paradigms of Human Resource Development

Andrew C. Hurt, Purdue University

Susan A. Lynham, Colorado State University

Gary N. McLean, McLean Global Consulting

0325 What Can References Tell Us About the Fields Contributing to HRD?

Renato Azsevedo

SESSION 34 INNOVATIVE SESSION 3, *Salon C*

Debating "Grey Areas" in Quantitative Research

Wendy Bodwell, University of St. Francis

Mariya Gavrilova Aguilar, University of North Texas.

Rajashi Ghosh, Drexel University.

Gertrude I. Hewapathirana, Ashford University.

Marcia Hagen, Metropolitan State University

Nisha Manikoth, The George Washington University.

Kim Nimon, University of North Texas

Katie Rosenbusch, Towson University

Friday, Feb. 15, 3:30 to 5 p.m.

SESSION 35 INNOVATIVE SESSION 4, *Madison*

Transforming Practice through Scholarship and Scholarly Practice: A Panel Discussion of Four East Coast Education Doctoral Programs

Columbia University (Lyle Yorks & Victorial Marsick)

Northeastern University (Tova Sanders & Elisabeth Bennett)

The George Washington University (Maria Cseh, Ellen Scully-Russ, Neal Chalofsky, Mike Marquardt)

University of Georgia (Laura Bierema, Khalil Dirani, Bob Hill,

Aliki Niciolaides, Wendy Ruona, Lorilee Sandmann & Karen Watkins)

SESSION 36: REFEREED ABSTRACTS, *Manassas*

0262 Development and Validation of an Instrument to Assess Employees' Perceptions of Informal Learning Work Contexts: An Abstract

Jane Maringka, University of Minnesota-Twin Cities

0270 The Relationships Between Training and Organizational and Occupational Commitment: A Study Within Insurance Industry in Iran

Melika Shirmohammadi, Texas A&M University

Joobin Ordoobody, University of Tehran

0130 The Transition of the Operation Enduring Freedom (OEF) and Operation Iraqi Freedom (OIF) Veterans to Higher Education

Laura D. Briscoe, The University of Texas at Tyler

John D. Kirkpatrick, The University of Texas at Tyler

Rochell R. McWhorter, The University of Texas at Tyler

0028 Enterprise-Level Human Resource Development in Russia: Trends and Barriers

Elena Zavyalova, St. Petersburg State University

Alexandre Ardichvili, University of Minnesota

0228 Women and Leadership in Bahrain

Susan R. Madsen, Utah Valley University

Linzi J. Kemp, American University of Sharjah

Session Schedule

0172 Tacit Knowledge in Post-Bureaucratic Organizations
Tekeisha Zimmerman, The University of North Texas

SESSION 37: REFEREED FULL MANUSCRIPTS, *Lee*

0331 Unity Within Diversity at St. Rita Catholic Church: An Action Research Study
Emma M. Flack, University of Georgia

0235 Analyzing the Learning Culture Across Cultures and Contexts
Khalil M. Dirani, University of Georgia
Karen Watkins, University of Georgia
Victoria Marsick, Teachers College, Columbia University

0191 Organizational Citizenship Behaviors in Higher Education: Examining the Relationship Between Behaviors and Performance Outcomes for India
Kevin Rose, University of Louisville

0185 Emotional Intelligence and its Critical Role in Developing Human Resources
Fredrick M. Nafukho, Texas A&M University
Machuma Helen A. Muyia, Texas A&M University

0229 There Can Be No Action Without Experience: Integrating Action Learning and Experiential Learning Theories for HRD
Roland K. Yeo, University of South Australia
Michael J. Marquardt, George Washington University

0215 Improving the Success of Mergers and Acquisitions: The Role of Learning in an Environment of Planned and Emergent Change
Jamie Pirrello, The George Washington University
Rochelle Sherlock, The George Washington University
Kim Villeneuve, The George Washington University
Ronna Halbgewachs, The George Washington University
Andrew Rahaman, The George Washington University
Barb Sido, The George Washington University

0255 Strategic Outcomes of Successful Telework Strategies
Tomika W. Greer, University of Houston
Stephanie C. Payne, Texas A&M University

SESSION 38: REFEREED ABSTRACTS, *Jefferson*

0149 Achieving Work-Life Balance in Dyadic Partnerships: A Narrative Study of Adaptation by Male Accompanying Partners to a Non-Traditional Role
Donald J. Bernard, University of Nevada Las Vegas
Yeonsoo Kim, University of Nevada Las Vegas

0273 Work-Family Conflict and its Antecedents Among Faculty: A National Survey in Iran
Mina Beigi, Texas A&M University
Fatemeh Rezaei, Texas A&M University

0280 Perspective of Managers on Work/Life Allowance Decisions
Barbara A.W. Eversole, Indiana State University

0193 Shared Leadership and the Millennials: A Conceptualization of How Shared Leadership Might Respond to the Changing Workforce
Abigail J. Veliquette, Colorado State University
Tabitha K. L. Coates, Colorado State University

0192 Organizational Assessment: An Integrated Qualitative and Quantitative Approach to Defining the Current State of Organizational Health
Kyle B. Stone, Fort Hays State University
LeAnn M. Brown, Fort Hays State University
Stacey L. Smith, Fort Hays State University

0204 Active Engagement to Active Disengagement: Empirical Evidence of the Engagement Continuum
Joseph C. Dawsey, University of Georgia

SESSION 39: REFEREED FULL MANUSCRIPTS, *Salon F*

0126 Exploring College Students' Experiences During a Leadership Development Internship
Vicky Katsioloudes, Louisiana State University
Charles E. Beard, Louisiana State University
Elwood F. Holton, Louisiana State University
Reid A. Bates, Louisiana State University

0129 Leadership with a Twist: What Lesbians Understand About Success, and the Implications for Human Resource Developers
Julie Gedro, Empire State College / State University of New York



Session Schedule

0167 Transformational Leadership and Authentic Leadership:
A Canonical Correlational Analysis
Baek-Kyoo (Brian) Joo, Winona State University
Kim Nimon, University of North Texas

0188 MBAs as Chief Executive Officers: Does the Degree
Make a Difference?
Maggie Glick, Colorado State University

0315 Development Experiences of Executive Church Leaders
Torrence E. Sparkman, University of Houston

SESSION 40: REFEREED ABSTRACTS, *Salon E*

0091 Actions of Project Managers Engaged in Change
Endeavors: Preliminary Data from Two Case Studies
Vicky Katsioloudes, Louisiana State University
Charles E. Beard, Louisiana State University
Elwood F. Holton, Louisiana State University
Reid A. Bates, Louisiana State University

0291 Examining the Relationships Among Organizational
Structure, Task Complexity, Learning Orientation, Knowledge
Sharing, and Organizational Socialization: A Preliminary
Study
Sunyoung Park, Indiana University
Eun-Jee Kim, Korea Advanced Institute of Science and Technol-
ogy (KAIST)

0317 Institutionalizing Succession Planning: Applying Neo-
Institutional Theory to Explain Phenomena
Mariya Gavrilova Aguilar, University of North Texas

0178 Financial Ratio Analysis as a Determinant for
Calculating HRD Performance Outcomes within Commercial
Banking Institutions
Jason C. Dean, Indiana State University
Carroll M. Graham, Indiana State University

SESSION 41: REFEREED FULL MANUSCRIPTS, *Salon D*

0264 Exploring Pediatric Residents' Ability to Self-Assess
Communication Skills: Impacts for the HRD Professional
Shari A. Whicker, Duke University
Aditee P. Narayan, MPH, Duke University
James E. Bartlett, II, North Carolina State University

0087 Multidisciplinary Simulation-Based Team Training (SBTT)
in Healthcare RFM
Mary A. Severson, University of Minnesota

0294 A Study of Organizational Culture and Commitment in
Manufacturing Organizations
Yvonne E. Sysinger, Purdue University
Andrew C. Hurt, Purdue University

SESSION 42: REFEREED FULL MANUSCRIPTS, *Salon C*

0073 Emergence of HRD from the Humanistic Perspective
Christina Stello, University of Minnesota

0086 Personal Agency and Meaningful Work: Looking
Beyond Employee Engagement
Wendy Elliott Shaia

0207 Human Resource Development in Small Business: An
Application of Brethower's Performance Principles to On-the-
Job Training
Devon A. Twyford, University of Louisville
Brad Shuck, University of Louisville
Meera Alagaraja, University of Louisville

SESSION 43: REFEREED FULL MANUSCRIPTS, *McLean*

0035 The Diffusion of Changes in Organizations: Proposing
an Organization-Specific Diffusion Model
Taesung Kim, The Pennsylvania State University
Veronica C. Hughston, The Pennsylvania State University

0060 Effects of Innovations, Innovative Corporate Culture,
and Organizational Commitment on Organizational
Performance
Taesung Kim, The Pennsylvania State University
Cho Hyun Park, The Pennsylvania State University

0074 Beyond Performance on the Immediate Work Task:
Exploring the Kaleidoscope of Employee Engagement as a
Conceptual Framework and Implications for Theory
Brad Shuck, University of Louisville
Jesse Owen, University of Louisville

Session Schedule

Saturday, Feb. 16, 7:15 to 8:15 a.m. **Breakfast Food 'N' Thought Sessions**

Learning and Leadership Preferences of Millennial Generation

Kevin Thompson, University of Connecticut

Millennial employees have a strong desire for rapid career progression, and this motivates them to use available learning opportunities to meet job requirements (Sandeem, 2008). Previous research indicates that millennial learners have definite preferences regarding the design and format of learning experiences. This session will bring together attendee perspectives to discuss and react to the findings of the recent millennial research project. Attendees should leave the discussion with a wider view and understanding of millennial workers, a revised perspective on millennials and their desired use of technology, and thoughts about additional millennial research.

A Phenomenological Study of How Survivor Guilt Affects Performance and Learning in the Police Force

Levern O'Neal, Barry University

Losing a colleague(s) unexpectedly in the police workforce can be a very traumatic turn of events. "The traumatic loss of any one member can affect interpersonal relationships among employees as well as the entire organization (Vivona & Ty, 2011, p. 100)." The loss of a colleague(s) may not only affect the organization as a whole, but can also affect the surviving employees' performance and learning in the workplace. Session time will explore the role of HRD in the grieving process while discussing research parameters in an area still in the stages of infancy for the field of HRD.

Preparing Manuscripts for the "Final Launch": HRDQ Quantitative Methods Editors Share Tips

Mariya Gavrilova Aguilar, University of Texas

A panel of past and current Quantitative Methods Editors of *Human Resource Development Quarterly* will share some common deficiencies in manuscripts submitted to HRDQ from the perspective of quantitative methods research. Participants will have the opportunity to ask questions related to the expectations of the quantitative editors and gain invaluable feedback on how their research can be prepared for the "final launch" - publication. Panelists will provide participants with practical tips, address issues regarding decision letters on submitted manuscripts and engage in discussion of best practices in quantitative research for the purposes of improving submissions utilizing quantitative methodologies and strengthening scholars' approach to utilizing quantitative methodologies.

How to Plan Your Academic Career

Katie Rosenbusch, Towson University

Come enjoy a conversation with faculty from all levels: Assistant, Associate and Full Professors. They will share their joys and struggles of navigating the academic world. We will discuss the role of faculty at each stage in their career and highlight potential career development opportunities for faculty. We encourage you to come and share your insights and questions about entering the field of academia.

How the Academy was Founded!

R. Wayne Pace

Through a discussion of the past and present of the Academy of Human Resource Development, session facilitator will share the way in which the Academy was initiated and brought into being; reveal to those present the effort and dedication of the founders of the Academy; and inspire those present to honor the founders of the Academy for their vision in founding the Academy.

Conducting Meta-Analysis to Summarize CTE Research

James Bartlett, North Carolina State University
Michelle Bartlett, University of Louisville
Carissa Semanski, University of Southern Illinois
Keith Waugh, University of Southern Illinois

An introductory discussion around conducting meta-analysis research in CTE. The session will provide those in the field with perspective on the types of professional development that are available and places to find professional development related to research methods as well as a primer at an introductory level to allow the participant a general idea of the importance of meta-analysis in HRD. The purpose of the techniques, steps in the techniques, and specific uses in career and technical education will be presented.



Session Schedule

Saturday, Feb. 16, 1:30 to 3 p.m.

SESSION 44: REFEREED FULL MANUSCRIPTS, *Jefferson*

0226 Best Practices in Federal Human Resource Management (HRM)

Maria T. Kirby, The Pennsylvania State University
Jong Gyu Park, The Pennsylvania State University
Nai-Fen Su, The Pennsylvania State University
Gunsung Joung, The Pennsylvania State University
Steven Welch, The Pennsylvania State University

0153 The Relationship between the Constructs of Psychological Capital and Learning Organization Dimensions in a Community Medical Center: An Exploratory Survey Research Study

Johanna Little, The George Washington University
Susan Swayze, The George Washington University

0218 Investigating the Research Trends of Learning Organization Studies Between 1979 and 2011: An Approach of the Citation Network Research

Ji Hoon Song, University of North Texas
Cho Hyun Park, The Pennsylvania State University
I-Pang Fu, The Pennsylvania State University
Gunsung Joung, The Pennsylvania State University

SESSION 45: REFEREED FULL MANUSCRIPTS, *Madison*

0052 Measuring Psychological Contracts and Their Consequences: Have We Asked the Right Questions?

Chin-I Cheng, Central Michigan University
Chi-jung Fu, Central Michigan University
Patricia Kelly, University of Missouri - Kansas City

0078 Stories of Innovation: Roles, Perspectives, and Players

Jon Martens, Oklahoma State University

0070 Comparing Team Learning Approaches Through the Lens of Activity Theory

Sunyoung Park, Indiana University
Yonjoo Cho, Indiana University
Seung Won Yoon, Western Illinois University
Heeyoung Han, Southern Illinois University

SESSION 46: REFEREED FULL MANUSCRIPTS, *Manassas*

0133 Contracting and Execution as Executive Coaching Competencies for Enhanced Performance: Reviewing Literature to Inform Practice and Future Research

Terrence E. Maltbia, Columbia University
Rajashi Ghosh, Drexel University
Victoria J. Marsick, Columbia University
Ann Whelehan Smego, Whelehan Smego Executive Coaching and Consulting

0139 Adults Becoming Emotionally Intelligent: The Role of Experiential and Situated Learning

David Rude, George Washington University

0068 Do You Use Research When Practicing Coaching?

Sewon Kim, SUNY Empire State

SESSION 47: REFEREED FULL MANUSCRIPTS, *Salon G*

0303 Green Jobs Career Pathways: A Qualitative Study of the Early Startup Experiences of Federally Funded Green Jobs Training Partnerships in the USA

Ellen Scully-Russ, The George Washington University

0159 Effects of Spirituality on Entrepreneurial Motivation, Performance and Commitment to Social Responsibility: A Conceptual Analysis

AAhad M. Osman-Gani, IIUM University, Kuala Lumpur, Malaysia
Isa M. Adamu, IIUM University, Kuala Lumpur, Malaysia
Zulkarnain Kedah, IIUM University, Kuala Lumpur, Malaysia

0209 Proposal of a Framework for Measuring and Recognizing the Effectiveness of Appreciative Inquiry RFM

Chang Hee Kim, Republic of Korea, Seoul National University
Chan Lee, Republic of Korea, Seoul National University

SESSION 48: REFEREED ABSTRACTS, *Salon H*

0105 Development of the Work Intention Inventory Short-Form

Kim Nimon, University of North Texas
Drea Zigarmi, The Ken Blanchard Companies and University of San Diego

0143 Evaluation of Effectiveness of a Nonprofit Organization Capacity Building Program

Boyoung Suh, The University of Georgia

0049 How Instructors Learn to Teach Online: Following the Learning Process

Steven W. Schmidt, East Carolina University
Elizabeth Hodge, East Carolina University
Christina M. Tschida, East Carolina University

Session Schedule

0144 The Acceptance of Mobile Learning: Analysis of Older Workers' Perspectives Using Structural Equation Modeling (SEM)

Jung Eun Song, University of Nevada

0281 Application of Constructivist LMS Features that Enhance Asynchronous Online Continuing Education

Donnell G. Bayo, The International School of Hospitality and University of Nevada

LeAnn G. Putney, University of Nevada

SESSION 49: REFEREED FULL MANUSCRIPTS, *Salon F*

0259 Paid Educational Leave and Self-Directed Learning: Implications for the Legislation on the Learning Leave Scheme in South Korea

Jeong Rok Oh, University of Minnesota

Cho Hyun Park, Pennsylvania State University

Sung Jun Jo, Utica College

0308 The Learning - Meaning-Making - Organizing (LMO) Model: An Integrative Framework for Understanding Contemporary Careers

Nisha N. Manikoth, The George Washington University

Maria Cseh, The George Washington University

0272 Building Regional HRD Strategy: A Qualitative Case Study of a Community College and Industry Partnership

Cara DiMattina, University of Louisville

Meera Alagaraja, University of Louisville

James R. Stone III, University of Louisville

0212 The Relationship Between Training Outsourcing and Organizational Commitment

Sanghamitra Chaudhuri, The Ohio State University

SESSION 50: REFEREED FULL MANUSCRIPTS, *Salon E*

0039 The "Wicked Problem Construct" as a Framework for Organizational Development and Change

Robert M. Yawson, University of Minnesota

0147 The Learning Organization and Innovative Behavior: The Mediating Effect of Work Engagement

Yu Kyoung Park, The Pennsylvania State University

Ji Hoon Song, The University of North Texas

Seung Won Yoon, Western Illinois University

Jungwoo Kim, Human Resource Development Service of Korea

0213 Knowledge Sharing in Work Teams: Antecedents of Individual Engagement

Jae-Hang Noh, University of Minnesota

David A. Christesen, University of Minnesota

SESSION 51: REFEREED ABSTRACTS, *McLean*

0026 Human Resource Development and Employee Engagement: Examining the Connection Between Employee Turnover Intentions

Brad Shuck, University of Louisville

Devon Twyford, University of Louisville

Angie Shuck, Kosair Children's Medical Center

Thomas G. Reio, Jr., Florida International University

0309 A Review of Theoretical Frameworks Explaining Formal Mentoring Relationships

Mariya Gavrilova Aguilar, University of North Texas

Laura A. Pasquini, University of North Texas

0108 Constructing Professional Identity: The Experience of Work-Based Learning Candidates

Lynn Nichol, University of Gloucestershire, UK

Sue Williams, University of Gloucestershire, UK

0164 Quality of Patient Care Services: An Organizational Analysis

Lisa-Anne Ferris, University of Louisville

Meera Alagaraja, University of Louisville

Saturday, Feb. 16, 3:30 to 5 p.m.

SESSION 52: REFEREED FULL MANUSCRIPTS, *Jefferson*

0015 Using a Multiple Ethical Paradigms Approach to Examine the AHRD Standards on Ethics and Integrity

Taesung Kim, The Pennsylvania State University

Jae-Young Park, The Pennsylvania State University

Judith A. Kolb, The Pennsylvania State University

0217 Influential Factors for Teachers' Creativity: Mutual Impacts of Leadership, Work Engagement and Knowledge Creation Practices

Ji Hoon Song, University of North Texas

Sunyoung Park, Indiana University

Sang Hoon Bae, Sung Kyun Kwan University

Hyekyoung Kim, Oklahoma State University

0171 Codes of Ethics in Iranian and Turkish Firms: Is There Anything Related to HRD?

Amir Hedayati Mehdiabadi, University of Illinois at Urbana-Champaign

Mina Beigi, Texas A&M University



Session Schedule

0054 Individual Competencies for Corporate Social Responsibility: A Review
Eghe R. Osagie, Wageningen University
Renate Wesselink, Wageningen University
Vincent Blok, Thomas Lans, Martin Mulder, Wageningen University

SESSION 53: REFEREED FULL MANUSCRIPTS, *Salon C*

0128 Going Global: Professional Mobility Concerns for LGBT Workers
Julie Gedro, Empire State College/State University of New York
Robert C. Mizzi, Florida International University
Tonette S. Rocco, Florida International University
Jasper van Loo, European Centre for the Development of Vocational Training

0132 Instructional Designer Competencies: Similarities and Differences Among Asian Designers
Darlene Russ-Eft, Oregon State University
Tiffany A. Koszalka, Syracuse University
Breannon Babbel, University of Glasgow

0142 NHRD in Ghana: Exploring Technical Vocational Education and Training Issues
Nana Arthur-Mensah, University of Louisville
Meera Alagaraja, University of Louisville

0156 Explaining the Economic Crisis Through Human Resources Development Policy: A Comparison between the USA and the European Union
Eduardo Tomé, Universidade Lusíada, Portugal

SESSION 54: REFEREED ROUNDTABLES, *Manassas*

0182 Employee Volunteerism and Job Embeddedness: Can Increasing Employer-supported Volunteerism Reduce Voluntary Turnover?
Eric Grube, Metropolitan State University

0221 Fostering the Development of Engaged Social Citizens: The Role of Human Resource Development Professionals
Liz Cavallaro, The George Washington University

0085 Exploring Religion and Spirituality in the Context of Diversity Management
Elva Resendez, The University of Texas at Tyler
Bo Chapman, The University of Texas at Tyler
Greg G. Wang, The University of Texas at Tyler

0307 Emotional Turmoil during Organizational Change: The Role of Spirituality RR
Smita Kumar, The George Washington University

SESSION 55: REFEREED FULL MANUSCRIPT, *Salon G*

0216 The Role of Self-Efficacy in Recruiting and Retaining Women in Male-Dominated Occupations: The Case of Women Pilots
Marie-Line Germain, Western Carolina University

0154 Exploring Interactions between Job and Home Factors in Relation to Participation in Training and the Time Spent on Training by Female Employees
Simone J. van Zolingen, Institute for Management Research, Radboud University Nijmegen,
Müzeyyen Ardiç, Institute for Management Research, Radboud University Nijmegen

0027 Emancipatory Spirituality: A Philosophical & Social Justice Perspective
Marilyn Y. Byrd, University of Mary Hardin-Baylor

SESSION 56: REFEREED ABSTRACTS, *Salon H*

0234 The Role of Attachment and Mentoring in Junior Faculty's Job Satisfaction
Rimjhim Banerjee, University of Florida
Thomas G. Reio, Jr., Florida International University

0244 Examining Career Development Practices of the Hispanic Population in the United States
Marie A. Valentin, Texas A&M University
Jia Wang, Texas A&M University

0140 Making Sustainable Change Work in Organizations: A Research Review
Monica Cannon

0163 Conceptualization and Description of HRD in Ghana
Felix Amenumey, University of Minnesota
Robert Yawson, University of Minnesota

0062 Important Tasks and Primary Challenges Reported by Facilitators in South Korea
Judith A. Kolb, The Pennsylvania State University
Hong Min Kim, The Pennsylvania State University
Ji Hoon Song, University of North Texas

Session Schedule

0327 Case Study of an Organizational Diagnosis: Retention and Employee Satisfaction Within a Personal Care Home RA
Aileen Zaballero, The Pennsylvania State University
Maureen Jones, The Pennsylvania State University
Ali Habeeb Alkhalaf, The Pennsylvania State University
Steve Welch, The Pennsylvania State University

SESSION 57: REFEREED FULL MANUSCRIPTS, *Salon F*

0214 The Meaning of Working and Work Orientation in Iran: A Survey in the Iranian Insurance Industry
Joobin Ordoobody, University of Tehran
Melika Shirmohammadi, Texas A&M University

0238 The Importance of VET in NHRD Strategy: Review of Literature
Meera Alagaraja, University of Louisville
Pradeep Kotamraju, University of Louisville
Sehoon Kim, Texas A&M University

0241 A Global View on Reforms of Vocational Education and Training Systems in China
Xi Yu, University of Minnesota-Twin Cities

0252 Cultural Influences on Human Resource Management Practices; Implications for Arab Subsidiaries of Multinational Enterprises
Aya Ismail, America-Mideast Education and Training Services, Inc.
Russell Korte, University of Illinois at Urbana-Champaign

SESSION 58: REFEREED FULL MANUSCRIPTS, *Salon E*

0324 Using Appreciative Inquiry and Critical Thinking Processes to Develop an Interdisciplinary Appreciative Coaching Academic Program: An Application of Mirrored Process and Content
Ann M. Herd, Paula Kommor, Noell Rowan, and Paul Salmon, University of Louisville

0077 A Study on the Effects of Emotional Labor on the Organizational Adaptation-Moderating Effect of Satisfaction with Mentor
Gaeun Seo, University of Illinois at Urbana and Champaign
Jeeyon Park, Ewha Womans' University

0138 Freedom of Self-Expression as an Antecedent of Employee Engagement: A Review of Literature and Development of a Conceptual Framework and Research Hypotheses
Steve Maffei, The University of Texas at Tyler
Mary Lynn Lunn, The University of Texas at Tyler
Andrea D. Ellinger, The University of Texas at Tyler
Brad Shuck, University of Louisville

0017 The Role of Demographics as Predictors of Successful Performance of Sales Professionals in Business-to-Business Sales Organizations
Michael G. Frino, Barry University
Katie P. Desiderio, Moravian College

SESSION 59: REFEREED ABSTRACTS, *Jackson*

0197 Formalized Informal Learning, Social Relationship, and Organizational Performance in the Workplace
Jieun You, The Ohio State University

0059 Reflections by Managers on the Impact of a Leadership Development Program RA
Elizabeth King, Macquarie Graduate School of Management
Macquarie University, Sydney, Australia
Paul I. Nesbit, Macquarie Graduate School of Management
Macquarie University, Sydney, Australia

0201 What Is the Job of the Performance Consultant? An Analysis of Job Descriptions
Saul Carliner, Chantal Castonguay, Ofelia Ribeiro, Hiba Sabri, Chantal Saylor, Emily Sheepy, Andre Valle, Concordia University

0278 Layered Generative Learning for Professional Advancement: The Case of Advanced Sonographers
Catheeja Ismail, George Washington University
Maria Cseh, George Washington University

0313 Drivers of Evidence-Based Behavior Change in Professionals: Results of a Grounded Theory Study
Mayri Sagady Leslie, The George Washington University
Maria Cseh, George Washington University

0199 Supportive Work Environment as a Major Influence on Transfer of Training in Law Enforcement: A Caribbean Perspective
Yvonne Hunter-Johnson, The College of the Bahamas
Rosemary Closson, The University of South Florida



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Following are volunteer positions our members hold, representing a small attempt to recognize the wide diversity and great support AHRD enjoys. If we have inadvertently left names of valuable contributors off these lists, please accept our apologies in advance. Thanks again for your contributions.

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Pre-Conference Workshops:

Tuesday-Wednesday, November 5-6, 2013

Main Conference Sessions:

Thursday-Friday, November 7-8, 2013

Organizer: Graduate Institute of International Human Resource Development, National Taiwan Normal University, Taipei, Taiwan

Co-organizer: Association for Cross-Cultural Training; Bureau of Foreign Trade, Taiwan; Chinese Human Resource Management Association; Department of Information and Tourism, Taipei City, Government, ETS TOEIC Taiwan-Chun Shin Limited; National Science Council, Taiwan

The Graduate Institute of International Human Resource Development, National Taiwan Normal University (NTNU) is pleased to host the 12th International Conference of the Asia Chapter of Academy of Human Resource Development to be held in Taipei, Taiwan during November 5-8, 2013.

The conference aims to present the latest research findings, best practices, and theoretical developments in HRD. NTNU warmly invites academics and professionals working in any specialist field of HRD to contribute to the conference by presenting papers and participating in forum discussions.

Renowned scholars or experts are invited to present keynote speeches on the current state and future trends of human resource development and social networking in a globalizing workplace. In addition to the keynote speeches, there will be parallel presentation sessions of latest research on various sub themes of this conference. We wish to provide a platform for delegates from universities, industries, governments, and research institutes to gain insights to the developments in the important topic of "New Perspectives of HRD and Social Networking in a Globalizing Workplace".

Submission Dates:

Manuscripts/proposals submission deadline: July 15

- Acceptance notification: August 31
- Early bird registration deadline: September 15
- Final registration payment/Camera-ready deadline for accepted manuscripts: September 30, 2013
- Notification of final conference program: October 7, 2013

Presentation Schedule:

Accepted papers will be presented during paper presentation sessions of the conference, which will run from Nov. 7 through Nov. 8, 2013.

Each paper presentation will be approximately 15-20 minutes. There will be about 4-5 presentations scheduled in each session.

Registration:

Conference Registration Fees:

	AHRD Member	Non-AHRD Member
Regular Registration (Early Fee*)	US \$210	US \$240
Regular Rate	US \$240	US \$260
Full-time** Student Rate, (Early Fee*)	US \$110	US \$160
Regular Rate	US \$160	US \$190

* Early fee: on or before 9/15/2013

** Students must be currently enrolled full-time. Please attach a photocopy of your valid student ID or Dean/Advisor's letter.

Pre-Conference Workshop Registration Fee***:

	AHRD Member	Non-AHRD Member
Nov. 5 (Full-day)	US \$110	US \$135
Nov. 6 (Half-day)	US \$60	US \$85

*** Coffee/tea provided during the break.

- Registration fees might be adjusted as per the currency exchange rate changes (currently, approx: 1 US \$= 30 NT\$).
- The registrant is responsible for any additional bank transfer fee or credit card processing fee.
- Benefits of registered participants include: opportunity to publish accepted paper in the conference proceedings, one free CD containing the proceedings.



Call for Papers, Asia Conference (continued)

THE 12TH INTERNATIONAL CONFERENCE OF THE ASIA CHAPTER OF HUMAN RESOURCE DEVELOPMENT

THE 11TH INTERNATIONAL CONFERENCE ON HUMAN RESOURCE DEVELOPMENT

ings, opening reception, 2 free buffet lunches, morning and afternoon coffee/tea breaks (Nov 7 & 8), and the closing dinner on Friday, Nov. 8, as well as the opportunity to meet and network with reputed international scholars & professionals in a friendly environment.

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Questions about Conference:

Please direct all questions regarding the conference to:

ihrd@deps.ntnu.edu.tw

Tel: +886-2-8369-3445/+886-2-7734-1621

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European Conference

14TH INTERNATIONAL CONFERENCE ON HRD RESEARCH AND PRACTICE ACROSS EUROPE

HRD IN TURBULENT SEAS - CONTINUED GLOBAL ECONOMIC UNCERTAINTY: CHALLENGES AND OPPORTUNITIES

The conference is being organized and hosted on behalf of the UFHRD by the University of Brighton (UK), and will be held on 5-7 June 2013 in the United Kingdom at the Main Campus of the university. The theme is "HRD in Turbulent Seas-Continued Global Economic Uncertainty: Challenges and Opportunities". Over 160 papers have been accepted for presentation from HRD scholars/practitioners in over 20 countries worldwide. All papers from the various Conference Streams will be reviewed for possible publication in either Action Learning: Research and Practice, Journal of Workplace Learning, Human

Resource Management (Warsaw) or the European Journal of Training and Development. There will be four Keynote Speakers as follows: Prof Wayne F Cascio-University of Colorado, Denver (USA), Prof Stephen McNair-National Institute of Continuing Education (UK), Ms Kathryn Mountford-Money Advice Service (UK), and Prof Aleksy Poczłowski-University of Krakow (Poland). Details of the conference are obtainable via 'Google' (UFHRD 2013 Conference) or at the following address: www.brighton.ac.uk/bbs/ufhrd2013/

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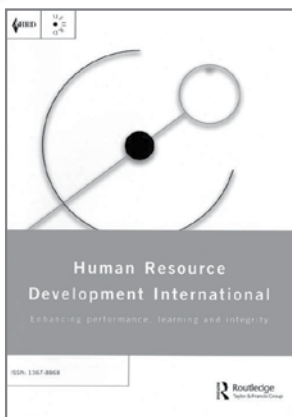
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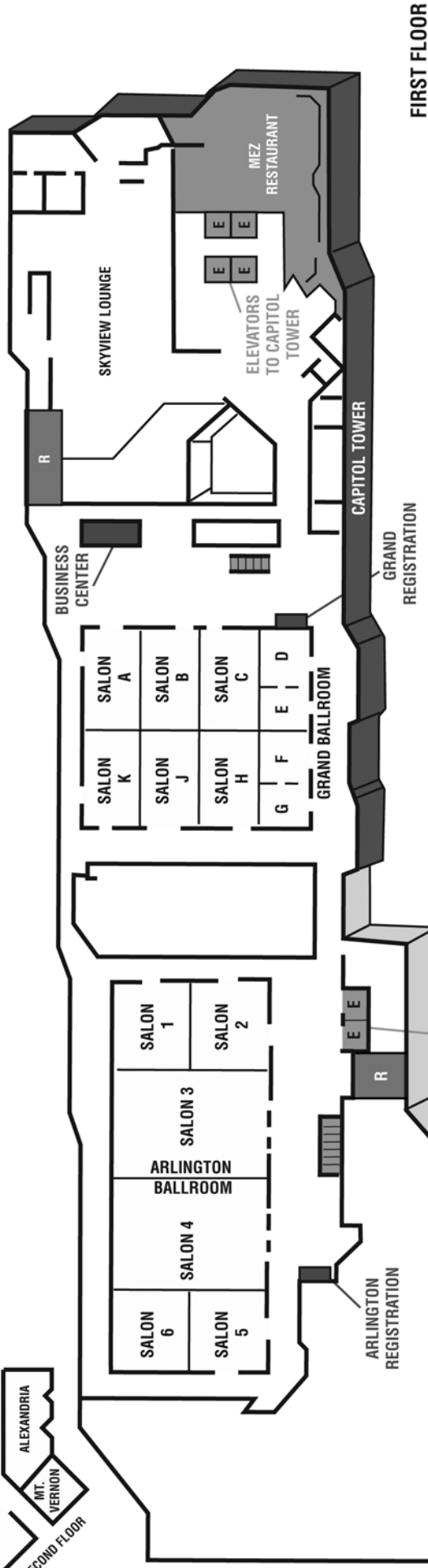
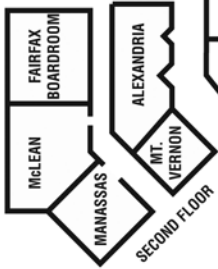
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