

CONFERENCE PROGRAM



Leading the Human Resource Development Field through Research

2014 AHRD International
Conference in the Americas

FEBRUARY 19-22, 2014

Houston, Texas, USA
Marriott Houston Westchase



Academy of Human Resource Development
Leading Human Resource Development Through Research



1000 Westgate Drive, Suite 252
St. Paul, Minnesota 55114
Phone: (651) 290-7466 | Fax: (651) 290-2266
office@ahrd.org | www.ahrd.org

Table of Contents

Welcome from President	2
Thank You, Sponsors and Exhibitors	3
Conference At-A-Glance	4
Food Options	7
Keynote Session	8
2014 Pre-Conference Sessions	9
Session Schedule	11
Thank You, Volunteers	31
Call for Papers, Asia Conference	32
European Conference	33
Track Editors and Manuscript Reviewers	34
AHRD Publications	39
Award Committees	42

Conference Program Committees

Program Chair

Julie Gedro
SUNY Empire State College

Proceedings Associate Editor

Kate Guerdat
Manchester Community College

Innovative Sessions

Wendy Ruona
University of Georgia

Proceedings Editor

Diane Chapman
North Carolina University

Food-N-Thought Chair

Tracy Pakornsawat
North Carolina State University

Track Chair Editors

Assessment and Evaluation

Track Chair Editor:
James Bartlett, North Carolina State University

Critical Social Justice & Diversity Perspectives in HRD

Track Chair Editor:
Marilyn Byrd, University of Mary Hardin-Baylor

Performance and Strategy

Track Chair Editor:
Claire Gubbins, Dublin City University

International; Global & Cross Cultural Issues

Track Chair Co-Editors:
Ji Hoon Song, University of North Texas
Sunnyoung Park, Louisiana State University

Leadership and Career Development

Track Chair Editor:
Julia Storberg-Walker, North Carolina State University
Managing Track Chair:
Kristina Natt och Dag, North Carolina State University

Organization Development and Change

Track Chair Editor:
Baek-Kyoo (Brian) Joo, Winona State University

Technology, E Learning, and Virtual HRD

Track Chair Editor:
Rochell McWhorter, The University of Texas at Tyler

Workplace Learning

Track Chair Editor:
Yonjoo Cho, Indiana University
Track Chair Co-Editor:
Doo Hun Lim, University of Oklahoma



Welcome from the President

Dear Conference Attendees:



Darren Short
AHRD President

Welcome to Houston, TX and the 2014 AHRD International Research Conference in The Americas!

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 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), Carissa Wolf (AHRD Conference Organizer), the extremely busy program committee of Julie Gedro, Diane Chapman, and Kate Guerdat, and members of the AHRD Board. In addition, hundreds of other people volunteered many thousands of hours as Track Chairs, reviewers, session 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 your time and energy. We are only here in Houston because of you!

Looking toward the future, there are other AHRD conferences on the horizon, and these are described in this program. You will also hear more about those conferences during the coming days.

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 HRD Performance and Strategy, 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 (PEN)
- Special Interest Groups: China HRD Research, Critical HRD & Social Justice Perspectives, Faculty Learning & Development, HRD Theory, India HRD, International HRD, Leadership, Qualitative Inquiry, Quantitative Research Methods, Scholar-Practitioner, Virtual HRD, and Workforce Diversity and Inclusion.
- Reduced fees for conference registration

Thank You, Sponsors and Exhibitors!

Your support and presence during our 21st Annual AHRD Americas International Research Conference is appreciated!
We invite all attendees to visit the exhibit tables listed below:

PRESIDENTIAL BANQUET SPONSORS:



OPENING RECEPTION SPONSORS:



CONFERENCE BAG SPONSORS:



CUTTING EDGE AWARDS SPONSOR:

Emerald

EXHIBITORS:

American Society for Training & Development (ASTD)
Columbia Southern University



Conference At-A-Glance

TUESDAY, FEBRUARY 18

5:00-8:00pm

AHRD Board of Directors Meeting, Diplomat Boardroom

WEDNESDAY, FEBRUARY 19

7:00am-5:00pm

Conference Registration Desk Open, Ballroom Foyer

8:00am-12:30pm

AHRD Board of Directors Meeting, Diplomat Boardroom

9:00am-6:00pm

Emerging Research in Human Resource Development, Richmond 1-3

1:00-8:00pm, Pre-Conference Session

Scholarly Writing & Publishing, Briar Park 2-3

1:00-5:00pm

Program Excellence Network Meeting, Westchase 1-3

THURSDAY, FEBRUARY 20

7:00am-5:00pm

Conference Registration Desk Open, Ballroom Foyer

9:00am-1:00pm

Program Excellence Network Meeting, Westchase 1-3

9:00am-1:00pm Pre-Conference Sessions

- Scholarly Writing & Publishing, Briar Park 1-3
- Mining for Gold: Translating and Positioning the Best of HRD Theory & Research to Improve Practice, Richmond 1-3

11:00-11:30am

Break, Ballroom Foyer

11:30am-1:00pm

SIG Leadership Meeting, Republic – A Texas Grill (hotel restaurant)

11:30am-1:00pm

ADHR Editorial Board Meeting, Diplomat Boardroom

1:00-1:45am

Session Host Training, Salon D

1:00-2:00pm

New Member Orientation, Salon A-B

2:00-2:45pm

Welcome and Opening Session, Salon E-H

2:45-4:15pm

Breakout Sessions

Session 1 Workplace Learning, Briar Park 1

Session 2 Organization Development & Change, Briar Park 2

Session 3 International; Global & Cross Cultural Issues, Briar Park 3

Session 4 Innovative Session, Richmond 1

Session 5 Critical Social Justice & Diversity Perspectives in HRD, Richmond 2

Session 6 Performance and Strategy, Richmond 3

Session 7 Technology, E-Learning, and Virtual HRD, Westchase 3

Session 8 Performance and Strategy, Westchase 4

4:15-4:30pm

Break, Ballroom Foyer

4:30-6:00pm

Breakout Sessions

Session 9 Workplace Learning, Briar Park 1

Session 10 Organization Development & Change, Briar Park 2

Session 11 Innovative Session, Briar Park 3

Session 12 Innovative Session, Richmond 1

Session 13 Critical Social Justice & Diversity Perspectives in HRD, Richmond 2

Session 14 Performance and Strategy, Richmond 3

Session 15 Technology, E Learning, and Virtual HRD, Westchase 3

6:00-7:00pm

Reception and Cash Bar, Ballroom Foyer

6:00-7:00pm

Friends of Bill W. Meeting, Diplomat Boardroom

7:00-10:00pm

Town Hall Forum, "Research to Practice: Learning from Other Applied Fields," Salon E-H

FRIDAY, FEBRUARY 21

7:00am-5:00pm

Exhibits, Ballroom Foyer

7:00-8:30am

HRDR Editorial Board Meeting, Diplomat Boardroom

7:15-8:15am

Food 'N' Thought Sessions

Food 'N' Thought Session Session 1, Westchase 1

Food 'N' Thought Session Session 2, Westchase 2

Food 'N' Thought Session Session 3, Westchase 3

Food 'N' Thought Session Session 4, Westchase 4

Food 'N' Thought Session Session 5, Briar Park 1

Food 'N' Thought Session Session 7, Briar Park 2

Food 'N' Thought Session Session 8, Richmond 2

Conference At-A-Glance

Food 'N' Thought Session Session 9, Richmond 3
Food 'N' Thought Session Session 10, Salon A
Food 'N' Thought Session Session 11, Salon B
Food 'N' Thought Session Session 12, Salon C

7:30am-4:00pm

Conference Registration Desk Open, Ballroom Foyer

8:30-10:00am

Breakout Sessions

Session 17 Innovative Session, Westchase 1
Session 18 Organization Development & Change, Westchase 2
Session 19 International; Global & Cross Cultural Issues, Westchase 3
Session 20 Leadership & Career Development, Westchase 4
Session 21 Critical Social Justice & Diversity Perspectives in HRD, Briar Park 1
Session 22 Performance and Strategy, Briar Park 2
Session 23 Technology, E-Learning, and Virtual HRD, Richmond 1
Session 24 Innovative Session, Richmond 2
Session 25 Workplace Learning, Richmond 3
Session 26 Organization Development & Change, Salon A
Session 27 International; Global & Cross Cultural Issues, Salon B
Session 28 Leadership and Career Development, Salon C

10:00-10:30am

Break, Ballroom Foyer

10:30am-12:00pm

Breakout Sessions

Session 30 Performance and Strategy, Westchase 2
Session 31 Technology, E Learning, and Virtual HRD, Westchase 3
Session 32 Evaluation and Assessment, Westchase 4
Session 33 Workplace Learning, Briar Park 1
Session 34 Organization Development and Change, Briar Park 2
Session 35 International; Global & Cross Cultural Issues, Richmond 1
Session 36 Leadership and Career Development, Richmond 2
Session 37 Innovative Session, Richmond 3
Session 38 Innovative Session, Salon A
Session 39 Technology, E-Learning, and Virtual HRD, Salon B
Session 40 Workplace Learning, Salon C

12:00-1:00pm

Lunch on your own. See page 7 for food options.

12:00-1:30pm

AHRD Foundation Lunch, Republic – A Texas Grill (hotel restaurant)

12:00-1:30pm

HRDI Editorial Board Meeting, Salon F-G

1:30-3:00pm

Breakout Sessions

Session 41 Organization Development and Change, Westchase 1
Session 42 International; Global & Cross Cultural Issues, Westchase 2
Session 43 Leadership & Career Development, Westchase 3
Session 44 Innovative Session, Westchase 4
Session 45 Technology, E-Learning, and Virtual HRD, Briar Park 1
Session 46 Workplace Learning, Briar Park 2
Session 47 Organization Development and Change, Richmond 1
Session 48 International; Global & Cross Cultural Issues, Richmond 2
Session 49 Leadership & Career Development, Richmond 3
Session 50 Performance and Strategy, Salon A
Session 51 Critical Social Justice & Diversity Perspectives in HRD, Salon B
Session 52 Workplace Learning, Salon C

3:00-3:30pm

Break, Ballroom Foyer

3:30-5:00pm

Breakout Sessions

Session 53 Innovative Session, Westchase 1
Session 54 International; Global & Cross Cultural Issues, Westchase 2
Session 55 Leadership & Career Development, Westchase 3
Session 56 Organization Development and Change, Westchase 4
Session 57 International; Global & Cross Cultural Issues, Briar Park 1
Session 58 Innovative Session, Briar Park 2
Session 59 Organization Development and Change, Richmond 1
Session 60 International; Global & Cross Cultural Issues, Richmond 2
Session 61 Leadership & Career Development, Richmond 3
Session 62 Organization Development & Change, Salon A
Session 63 Innovative Session, Salon B
Session 64 Leadership and Career Development, Salon C

5:15-6:00pm

Awards Presentation, Salon D-E

7:00-9:00pm

Networking Dinner with Scholars — sign up at Registration Desk, Off-site



Conference At-A-Glance

SATURDAY, FEBRUARY 22

7:00-8:30am

HRDQ Editorial Board Meeting, Grand Pavilion

7:00am-3:00pm

Registration Desk, Ballroom Foyer

7:00am-5:00pm

Exhibits, Ballroom Foyer

7:15-8:15am

Food 'N' Thought Sessions

Food 'N' Thought Session 13, Westchase 1

Food 'N' Thought Session 14, Westchase 2

Food 'N' Thought Session 15, Westchase 3

Food 'N' Thought Session 16, Westchase 4

Food 'N' Thought Session 17, Briar Park 1

Food 'N' Thought Session 18, Briar Park 2

Food 'N' Thought Session 19, Richmond 1

Food 'N' Thought Session 20, Richmond 2

Food 'N' Thought Session 21, Richmond 3

Food 'N' Thought Session 22, Salon A

Food 'N' Thought Session 24, Salon C

8:15-8:30am

Break, Ballroom Foyer

8:30-10:00am

SIG Meetings

China HRD Research, Westchase 1

Critical HRD & Social Justice Perspectives, Briar Park 1

HRD Theory, Briar Park 2

India HRD, Briar Park 3

International HRD, Westchase 2

Leadership, Westchase 3

Qualitative Inquiry, Salon A

Quantitative Research Methods, Salon B

Faculty Learning & Development, Salon C

Scholar-Practitioner, Salon D

Virtual HRD, Salon G

Workforce Diversity and Inclusion, Salon H

10:00-10:30am

Break, Ballroom Foyer

10:30am-12:00pm

Keynote Speaker, "Generating Organizational Breakthroughs: Enhancing the Synergies between HRD Research and Practice," Lisa Haneberg, Salon D-E

12:00-12:15pm

Break, Ballroom Foyer

12:15-1:15pm

Annual AHRD Business Meeting — All AHRD members welcome. Pick up a lunch and bring it with you to this important meeting. Salon D-E

1:30-3:00pm

Breakout Sessions

Session 65 International; Global & Cross Cultural Issues, Westchase 1

Session 66 Leadership & Career Development, Westchase 2

Session 67 International; Global & Cross Cultural Issues Symposium, Westchase 3

Session 68 Innovative Session, Salon A

Session 69 Innovative Session, Salon B

Session 70 Evaluation and Assessment, Salon C

Session 71 Innovative Session, Salon F

Session 72 International; Global & Cross Cultural Issues, Salon G

Session 75 Leadership and Career Development, Briar Park 1

Session 76 Innovative Session, Briar Park 2

3:00-3:30pm

Break, Ballroom Foyer

3:30-5:00pm

Breakout Sessions

Session 77 Performance and Strategy, Westchase 1

Session 78 Evaluation and Assessment, Westchase 2

Session 79 Innovative Session, Westchase 3

Session 80 Organization Development and Change, Salon A

Session 81 Innovative Session, Salon B

Session 82 Innovative Session, Salon C

Session 83 Workplace Learning, Salon F

Session 84 Leadership and Career Development, Salon G

Session 85 Leadership and Career Development, Salon H

Session 86 International; Global & Cross Cultural Issues, Richmond 1-2

Session 87 Technology, E-Learning, and Virtual HR, Briar Park 3

Session 88 Evaluation and Assessment, Briar Park 2

6:00-8:00pm

Reception and AHRD Silent Auction, Ballroom Foyer

8:00-10:00pm

Presidential Banquet, Salon A-H

SUNDAY, FEBRUARY 23

8:00-11:00am

AHRD Board of Directors Meeting, Diplomat Boardroom

RESTAURANTS NEAR THE HOTEL

La Madeleine 0.5 mile — French

Enjoy the simple pleasures of French country life: fresh, flavorful food, welcoming people and good conversation.
Open for breakfast, lunch and dinner
Dress code: Casual

Chili's Grill & Bar 0.3 mile — American Casual fare

Open for lunch and dinner
Dress code: Casual

Benihana 1 mile — Chinese/Japanese cuisine

Tables of 12 with a chef at each table, for groups of up to 12.
Open for lunch and dinner
Dress code: Casual

Yao Restaurant & Bar 1 mile — Chinese

Open for lunch and dinner
Dress code: Casual

Churrasco's 1 mile — South American

Open for lunch and dinner
Dress code: Shirt/Slacks Req.

Pappas Bar-B-Q 1 mile — Bar-B-Q

Open for breakfast, lunch and dinner
Dress code: Casual

Bistro Le Cep 1 mile — French

Open for lunch and dinner
Dress code: Shirt/Slacks Req.

Landry's Seafood 3 miles — Seafood

Open for lunch and dinner
Dress code: Shirt/Slacks Req.

Fogo de Chao 2 miles — South American/Brazilian

Steakhouse Churrasqueria
Open for lunch and dinner
Dress code: Shirt/Slacks Req.

Pappasito's Cantina 2 miles — Mexican

Open for lunch and dinner
Dress code: Casual

Pappadeaux Seafood Kitchen 3 miles — Seafood

Open for lunch and dinner
Dress code: Shirt/Slacks Req.

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, lunch will be on your own from 12:00 to 1:00pm.

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

Republic – A Texas Grill (Southwestern)

Open for breakfast, lunch, and dinner

Republic Lounge (Southwestern)

Open for lunch and dinner

Starbucks (coffee house)

Open for breakfast on Thursday (closed 11:00am-4:00pm)

Open for breakfast and lunch on Friday and Saturday



Conference Keynote

GENERATING ORGANIZATIONAL BREAKTHROUGHS – ENHANCING THE SYNERGIES BETWEEN HRD RESEARCH AND PRACTICE

Our organizations need our best work now more than ever. What does “best work” mean? It means that we are learning and applying our best science and practices to create organizations that engage and excite their employees and deliver outstanding performance. To do this, the partnership between HRD practitioners and scholars must be strong and our respective processes should recognize our common long-term goal — to advance practice. We know this does not always happen. There is a lot of important research that does not get discovered, considered, or used to inform practice. And as a practitioner, I can tell you that we often don’t take the time or effort to use an evidence-based approach. Either way it is a tragedy, because we need these insights. Amazing things can happen when we do our best work together. During this presentation, I will share my own personal journey when I’ve taken value from research and applied the information to specific situations, to solve practical problems. Scholars can increase their influence on practice, and practitioners can rely more on research in their work, but only if there’s shared understanding across the two communities.

About Lisa Haneberg

Lisa Haneberg is an organization development, leadership and management author, trainer, explorer, practitioner, and consultant. She has more than 25 years of experience providing executive and management development and training and coaching solutions for large and small organizations (including health care, manufacturing, services, nonprofit, and government organizations). She has particular expertise in the areas of senior team development, performance management, executive coaching, talent

management, succession planning, organizational agility and alignment, and middle management effectiveness. Lisa has authored 13 books about organization development, leadership, management, and personal effectiveness.



In addition, her work has been highlighted in publications such as *Leader to Leader*, *Washington CEO*, *Capital*, and *Leadership Excellence*. Lisa is a nationally recognized thought

leader and speaker. In 2011, she won the HCI M-Prize for management innovation (a competition judged by management legend Gary Hamel). Lisa has worked with a variety of organizations on internal and external consulting projects including Memorial Hermann Health System, MedCentral, Black & Decker, Mead Paper, Intel, Amazon.com, Corbis, Promedica, MTD Products, Perfetti vanMelle, TUI Travel International, Aultman Health Care, OPW Fueling Components, Royal Thai Government, the FAA, the EPA, Microsoft, Premiera Blue Cross Oregon, and the City of Seattle. She holds a Bachelor of Science degree in Behavioral Sciences from the University of Maryland, holds a Master’s degree in Fine Arts from Goddard College, and partially completed the PhD Program and Walden University (Leadership and Organizational Sciences).

TOWN HALL FORUM: “RESEARCH TO PRACTICE: LEARNING FROM OTHER APPLIED FIELDS”

This year’s lively annual Town Hall Forum asks the questions: What is the relationship between research and practice in other applied fields, and what can we learn from their experience? A panel of distinguished researchers will critically analyze their own field in translating new knowledge into new practice. Is HRD the only applied field to perceive the disconnect between moving research to practice? We don’t think so. But other fields may have traditions and circumstances from which we might learn, and even find some aspects to apply. HRD scholars sincerely desire to have an impact – why else do we do our work? Audience participation will be encouraged to respond to the panelists and challenge where HRD should

go as a scholarly community, even to challenge the premise of the Forum in the first place. All in the context of respectful, but critical, scholarly discourse, of course. See you there!

Leanne Atwater, Department of Management, University of Houston

Robin Hardwicke, Internal Medicine and Maternal Fetal Medicine/Reproductive Health, internal medicine, University of Texas Health Medical School

Patrick Leung, Graduate College of Social Work, University of Houston

Steven Craig, Department of Economics, University of Houston

SCHOLARLY WRITING & PUBLISHING

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

About Tonette S. Rocco

Tonette S. Rocco is Full Professor and Graduate Program Leader of adult education and human resource develop-



ment and Director of the Office of Academic Writing and Publication Support at Florida International University. She is a Houle Scholar, a Kauffman Entrepreneurship Professor, and a former board member of the American Society for Training and Development, Certification Institute Board of Directors. She is an award winning author, co-editor of The

Handbook of Scholarly Writing and Publishing, and articles on writing and publishing. She has more than 200 publications, serves on ten editorial boards, and is lead editor, New Horizons in Adult Education and HRD published by Wiley Online.

About Sunny L. Munn

Sunny L. Munn (PhD, Workforce Development, The Ohio State University) is a Postdoctoral Associate and the Project Manager for the Ohio Education Research Center (OERC) at The Ohio State University (OSU). She works closely with



OERC partners to maximize collaboration and research opportunities. Dr. Munn has responsibility for the management of large-scale state funded projects in education, including reporting systems and functions; communication materials and website management; and plays an

integral role in the research agenda setting process. Her previous experience in higher education includes advising, teaching and research. In addition to her current research with the OERC on remediation, Dr. Munn conducts research on the work-life system, the intersection of organizational culture, work-life benefits and organizational performance, non-traditional families, and low-wage workers. Other research includes the Evaluation and Assessment of TANF demonstration (welfare-to-work) projects for the State of Ohio. Dr. Munn has authored four book chapters including Learning to Write: Wisdom from Emerging Scholars in The Handbook of Scholarly Writing and Publishing. She has also published articles in the Journal of Public Policy and Management; Advances in Developing Human Resource; New Horizons in Adult Education and Human Resource Development; and Work, Employment and Society. She is a founding board member of the non-profit organization Eradicating the School-to-Prison Pipeline (E-SToPP) in Miami, Florida.



Pre-Conferences, continued

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.



About Catherine Lombardozi

Catherine Lombardozi 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 Kormanik is President & CEO and a Senior Associate with O.D. Systems, a 33-year old Alexandria, Virginia-based management consulting firm that provides organiza-



tional assessment, consulting, training, facilitation, and coaching services. He has 35 years experience working with corporations, government agencies, and nonprofits. Dr. Kormanik uses a strengths-based organization development (OD) approach to planned change efforts, designed to enhance organizational, work group, and individual learning and

performance. The foundation of his consultancy is assessment, incorporating quantitative and qualitative methods. His research focuses on individual and organizational development, and has been published online and in books, conference proceedings, and journals. Dr. Kormanik is professorial lecturer on the graduate faculty of the George Washington University, teaching courses on management, leadership, and organizational diagnosis and development. He earned his doctorate from the George Washington University.

THURSDAY, FEBRUARY 20

SESSIONS: 2:45–4:15PM

SESSION 1 Workplace Learning, Briar Park 1

0009 Adult Learning Theories: Implications for Instruction

Vishal Arghode, Gannon University

0089 Re-Cognizing Informal Learning with a Focus on the Social Context

Victoria Marsick, Teachers College, Columbia University
Karen Watkins, The University of Georgia

0295 The Impact of Formalization of Informal Learning on Social Relationship and Job Satisfaction

Jieun You, the Ohio State University

SESSION 2 Organization Development and Change, Briar Park 2

0029 HRD's Role in Environmental Sustainability

Rachele Williams, Texas A&M University

0188 Social Capital Building through an HRD Intervention: An Executive Development Program's Impact on Social Networking in Organizations

Yoshie Tomozumi Nakamura, Columbia University
Jody Barto, Columbia University - Teachers College
Lyle Yorks, Columbia University - Teachers College

0109 Exploring the Role of HRD in Healthcare Workforce Development: A Scoping Review of Literature

Joseph Hlavin, Texas A&M University

SESSION 3 International; Global & Cross Cultural Issues, Briar Park 3

0267 Career Orientation and Its Impact on Career Outcomes: A Case of Chinese Civil Servant

Judy Sun, The University of Texas at Tyler
Qinxuan Gu, Shanghai Jiao Tong University

0314 Revisiting Brazil: Exploring the Factors and Conditions for National Human Resource

Torrence Sparkman, University of Houston

0237 Cross-national Training and Learning Transfer in Ghana

Hope Attipoe, The University of Georgia
Khalil Dirani, The University of Georgia

SESSION 4 Innovative Session, Richmond 1

0340 Big Data: What Is it and What Does it Mean for HRD?

Kim Nimon
Seung Won Yoon
Sunny Munn
Deniz Gurkan
Misha Chakraborty

SESSION 5 Critical Social Justice & Diversity Perspectives in HRD, Richmond 2

0046 Education as "Positive Disruption:" A Case Study of l'Ecole De Choix/The School of Choice, as Critical National Human Resource Development in Haiti

Julie Gedro, SUNY Empire State College/State University System of New York
Laura Hartman, DePaul University

0187 Exploring a Theoretical Foundation for HRD in Society: Toward a Model of Stakeholder-Based HRD

Pyounggu Baek, Department of Business Administration, Jungwon University
Namhee Kim, School of business and Technology, E Learning, and Virtual HRDnology, E Learning, and Virtual HRDnology management, Northcentral University

0279 Employment of First-generation Graduates in the Corporate Sector: Issues and Implications

Malar Hirudayaraj, Southern Illinois University



Session Schedule

SESSION 6 HRD Performance and Strategy, Richmond 3

0015 Taking Talents to South Beach: Exploring Career Development as an Employee Engagement Strategy

Porscha Jackson, Texas A&M University

0052 Averting an Apathetic Mindset to Forge Employee Engagement within the Hospitality Workforce: An Investigation of Hospitality Firms Selected to Fortune Magazine's "100 Best Companies to Work For" in 2013 through Website Analysis

Robert J. Thompson, University of Southern Mississippi

0101 Exploring Linkages between Organizational Alignment, Employee Engagement and Impact on Individual Performance: A Conceptual Model

Meera Alagaraja, University of Louisville

SESSION 7 Technology, E-Learning, and Virtual HRD, Westchase 3

0067 Nonprofit Networks and Online Communities of Practice

Allison Bell, University of Illinois

Annie Hernandez, Antioch University

Wenhao David Huang, University of Illinois

0147 Changes of HRD Competencies Driven by Technology: A Review of Technology-Related Competency Models

Debbie Hrubec, University of Illinois

Sanghyun Lee, University of Illinois

0134 Determining Students' Perception Regarding the Use of iPads as a Mobile Learning Tool to Engage Students in Learning

Marie Valentin, Texas A&M University

Celestino Valentin, Texas A&M University

Fred Nafukho, Texas A&M University

Ann Gundy, Texas A&M University

SESSION 8 HRD Performance and Strategy, Westchase 4

0055 Writing Scenarios in Scenario Planning: An Analysis and Synthesis of Research

Laura Coons, Colorado State University

0182 Stakeholder Analysis as a Tool for Systems Approach Research in HRD

Robert Yawson, Lender School of Business, Quinnipiac University

Brad Greiman, University of Minnesota

0244 Strategic Crisis Management and Factors Influencing Its Effectiveness

Raka Moitra, Texas A&M University

SESSIONS 4:30–6:00PM

SESSION 9 Workplace Learning, Briar Park 1

0156 Knowledge Sharing: The Impacts of Learning Organization Culture and Learning Goal Orientation

Seung Won Yoon, Western Illinois University

Jong Gyu Park, Pennsylvania State University

0180 Reconstructing Learning in Context: Towards an Integrated Perspective of Learning Orientation

Roland Yeo, Saudi Aramco and University of South Australia

Michael Marquardt, The George Washington University

Jeff Gold, Leeds Metropolitan University

0227 Institutional Perspectives on the Emergence, Rise and Decline of Corporate Universities: Review of Scholar-Practitioner Literature

Jessica Li, University of Illinois

0285 Effects of Learning Interventions on Organizational Human Capital and Performance

Taesung Kim, Pennsylvania State University

SESSION 10 Organization Development and Change, Briar Park 2

0241 Leveraging Organizational Culture in Crisis Management through Leadership Competencies

Raka Moitra, Texas A&M University
Jia Wang, Texas A&M University

0169 The Impact of Organizational Learning Culture, Goal Orientation, Managerial Effectiveness, and Psychological Empowerment on Employees' Workplace Learning

Sunyoung Park, Louisiana State University
Gary N. McLean, McLean Global Consulting, Inc.

SESSION 11 Innovative Session, Briar Park 3

0344 Exploring Central Issues for HRD Research in India

Rajashi Ghosh
Eduardo Tomé
Misha Chakraborty
Cynthia Sims
Thomas Reio, Jr.
Renu Batra
Meera Alagaraja
Sanghamitra Chaudhuri
Ray Haynes

SESSION 12 Innovative Session, Richmond 1

0349 Using an Organization Development Approach in Human Resource Development

Martin Kormanik, OD

SESSION 13 Critical Social Justice & Diversity Perspectives in HRD, Richmond 2

0130 Culturally Responsive Training: Considering the Impact of Trainer Racial Identity Development

Alicia Friday, Lone Star College - Kingwood
Mary Alfred, Texas A&M University

0189 Increasing Access and Opportunities for Women in Non-Traditional Occupations: The Role of Community Colleges and HRD

Nana Arthur-Mensah, University of Louisville

0292 Diversity Transformation: Moving from Resistance to Affirmation

Christine Wiggins-Romesburg, University of Louisville

SESSION 14 HRD Performance and Strategy, Richmond 3

0103 A Theory of Knowledge Use in Organizations

Youngsoon Kang, University of Minnesota
Alexandre Ardichvili, University of Minnesota

0104 Organizational and Academic Knowledge Integration: A Model Proposal for Human Resource Development

Celestino Valentin, Texas A&M University
Marie Valentin, Texas A&M University
Fredrick Nafukho, Texas A&M University

0250 What's in a Name: The Evolving Nature of Bachelor Degree Programs in Human Resource Development

Paul Roberts, University of Texas at Tyler

0123 Effects of Spiritual Intelligence on Employee Performance, Mediated by Organizational Citizenship Behavior: A Conceptual Analysis

AAhad OsmanGani, Graduate School of Management
Aftab Anwar, IIUM University

SESSION 15 Technology, E-Learning, and Virtual HRD, Westchase 3

0048 A Conceptual Framework for Leveraging Technology to Improve Emotional Intelligence

Michael Geiger, Northern Illinois University
Brian Vivona, Governors State University

0136 A Review of the E-textbook Literature and Research Opportunities in Human Resource Development

Dale Lunsford, The University of Southern Mississippi

0249 A Review of the Literature on the Use of Graphics in E-Learning: Guidelines for Developing Instructional Images

Diane Wilcox, James Madison University
Jane Thall, James Madison University
Annika Wilcox, James Madison University



Session Schedule

FRIDAY, FEBRUARY 21

FOOD 'N' THOUGHT SESSIONS: 7:15-8:15AM

FOOD 'N' THOUGHT SESSION 1, Westchase 1
0321 Research and Practice: The Significance of Incorporating the Concept of Diversity Management within Human Resource Development Theorizing
Loliya Akobo, University of Manchester

FOOD 'N' THOUGHT SESSION 2, Westchase 2
0323 Research and Practice: Meta-Synthesis
Yeonsoo Kim, University of Nevada Las Vegas
Maria Gutierrez, University of Nevada Las Vegas

FOOD 'N' THOUGHT SESSION 3, Westchase 3
0324 Research and Practice: Conceptualizing Paths to Further Education and Employment for Improving Student and Worker Outcomes: A New Approach to Workforce Education Policy and Research
Pradeep Kotamraju, Iowa Department of Education
Meera Alagaraja, University of Louisville

FOOD 'N' THOUGHT SESSION 4, Westchase 4
0326 Research and Practice: Let's Get Together....
Fostering a research network to make an impact
Katherine Rosenbusch, Towson University

FOOD 'N' THOUGHT SESSION 5, Briar Park 1
0329 Research Horizons: Scale Assessment and Guidelines for Evaluation and Assessment and Assessmentuating Scale Efficacy
Marcia Hagen, Metropolitan State University
Kim Nimon, University of North Texas
Gertrude Hewapathirana, Ashford University

FOOD 'N' THOUGHT SESSION 7, Briar Park 2
0320 Book Club: Complete Your Thesis or Dissertation in Two Semesters or Less
Elva Resendez, The University of Texas at Tyler
Darius Chapman, The University of Texas at Tyler

FOOD 'N' THOUGHT SESSION 8, Richmond 2
0322 Research and Practice: Learning and Performance for Disasters: What can we learn from HRD to improve our local and national disaster health sector readiness?
Brian Altman
Kenneth Schor

FOOD 'N' THOUGHT SESSION 9, Richmond 3
0327 Research and Practice: Expanding Skills in the technology workforce. How will HRD support the need? Where and how will we train the best of the best, the experts?
Scott Wetter, University of Illinois, Champaign-Urbana

FOOD 'N' THOUGHT SESSION 10, Salon A
0328 Research and Practice: Globalization's Effect on Cultural Enlargement: A Call to Transform International HRM Diversity Training
Shakoor Ward, Jubail Industrial College
Richard Voss, Troy University

FOOD 'N' THOUGHT SESSION 11, Salon B
0331 Research Horizons: Transitioning Conference Papers to Journal Publications: Human Resource Development Quarterly Editorial Team Members Share Tips and Guidance
Kim Nimon, University of North Texas
Valerie Anderson, University of Portsmouth, UK
Andrea Ellinger, The University of Texas at Tyler
Claire Gubbins, Dublin City University
Mary Lynn Lunn, The University of Texas at Tyler
Maura Sheehan, National University of Ireland, Galway
Jon Werner, University of Wisconsin-Whitewater

FOOD 'N' THOUGHT SESSION 12, Salon C
0332 Research Horizons: HRD and Society: Should there be a more explicit focus in HRD scholarship and practice?
Tracy Pakornsawat, North Carolina State University
Ingo Stolz, Stolz Consulting

SESSIONS: 8:30–10:00AM

SESSION 17 Innovative Session, Westchase 1

0355 Intersections between HRD & Workplace Learning

Rajashi Ghosh
Martin Mulder
Laura Bierema
Julie Gedro
K. Peter Kuchinke
Marg Malloch
Darlene Russ-Eft
Susanne Weber

SESSION 18 Organization Development and Change, Westchase 2

0099 Effective and Quality Performance Feedback Conversations & Developmental Relationships between Managers and Employees

Aisha Wright, University of Georgia

0086 Transforming Mental Models: A 21st Century Leadership Competency

Laurie Brummitt, The Friday Institute
Lisa Smith, Pharmaceutical Calibrations and Instrumentation, LLC
Jennifer Stanigar, North Carolina State University

0058 Academic Mentoring: Nature, Benefits and Conceptual Frameworks

Mayura Pandit, University of Houston
Consuelo Waight, University of Houston

SESSION 19 International; Global & Cross Cultural Issues, Westchase 3

0057 HRD and Society: Bridging HRD and NHRD to Include a Societal Development Focus in HRD Research and Practice

Tracy Pakornsawat, North Carolina State University

0084 World Bank Policy and NHRD in Sub-Saharan Africa: An Exploration of the Literature

Charlene Mutamba, North Carolina State University

0196 National Human Resource Development Research: A Systematic Review

Bharani Babu Nagarathnam, Texas A&M University
Jia Wang, Texas A&M University

SESSION 20 Leadership and Career Development, Westchase 4

0139 The Effects of Empowering Leadership on Psychological Well-being and Job Engagement: The Mediating Role of Psychological Capital

Jong Gyu Park, Pennsylvania State University
Seung Won Yoon, Western Illinois University
Jeong Sik Kim, Sungkyunkwan University
Baek-Kyoo (Brian) Joo, Winona State University

0053 Employee Engagement: The Impacts of Perceived Learning Organization Culture, Learning Goal Orientation, and Psychological Empowerment

Baek-Kyoo (Brian) Joo, Winona State University

SESSION 21 Critical Social Justice & Diversity Perspectives HRD, Briar Park 1

0085 Deconstructing the Power and Privilege of Employee Engagement: Issues for Consideration and Implications for HRD Research and Practice

Brad Shuck, University of Louisville
Joshua C. Collins, Florida International University
Raquel Munarriz Diaz, University of Florida
Tonette S. Rocco, Florida International University

0270 Social Identity Based Impression Management, the Centrality of Race and Organizational Commitment in Black Management Consultants

Brook Jones, The George Washington University

0181 Examine China's Ethical Dilemmas from a Cultural Perspective and Its Implications for Ethically Responsible HRD

Jie Ke, Jackson State University
Greg Wang, The University of Texas at Tyler



Session Schedule

SESSION 22 HRD Performance and Strategy, Briar Park 2

0144 Can the Square Peg Fit into the Round Hole? The Need to Further Explore HRD in Small Organizations

Robert W. Lion, Idaho State University
Robin Lindbeck, Idaho State University

0174 Organizational Learning in Small Business

Devon Twyford, University of Louisville
Rod Githens, University of Louisville

0197 We Knew It All Along! Using Cognitive Science to Explain How Andragogy Works

Marcia Hagen, Metropolitan State University
Sunnyoung Park, Louisiana State University

SESSION 23 Technology, E-Learning, and Virtual HRD, Richmond 1

0262 Barriers to Distance Education: An Integrative Literature Review

Lisa Thomson, North Carolina State University

0289 Using Online Modality of Teaching for Post-Secondary Education: Engaging in the Learning Community

Mauvalyn Bowen, Ashford University, Forbes School of Business
Karen Johnson, University of Akron
Gertrude Hewapathirana, Ashford University, Forbes School of Business

0293 How Self-Directed Learning in Organizations is Changing Human Resource Development

Ramona Sharpe, Teachers College - Columbia University
Tamara Kelley, Teachers College - Columbia University

SESSION 24 Innovative Session, Richmond 2

0330 Advancing Research on Women and Leadership: Developing an HRD Scholarly Agenda

Susan Madsen, Utah Valley University
Julia Storberg-Walker, North Carolina State University
Kristina Natt och Dag, North Carolina State University

SESSION 25 Workplace Learning, Richmond 3

0100 Mosaic Mentoring for Healthcare Professionals: A Preliminary Literature Review

Sujin Horwitz, University of St. Thomas

0201 Continuous Professional Development: A Comparative Study between Dutch and American Nurses

Gerard Brekelmans, Erasmus Medical Centre
Susanne Maassen, Erasmus Medical Centre
Rob F. Poell, Tilburg University
Jan Weststrate, Caremetric

0214 Transition from Classroom to Hospitals: Medical Students' Learning in Clerkships

Heeyoung Han, Southern Illinois University School of Medicine
Nicole Roberts, Southern Illinois University School of Medicine
Russell Korte, Colorado State University

0234 Learning Interventions for Competency-based Development in the Oil and Gas Industry

Saphon Ren, Texas A&M University

0265 Meaning Making Processes and Resilience: Exploring the Bidirectionality of this Important Relationship

Julie Broad, Booz Allen Hamilton, The U.S. Department of Army, Comprehensive Soldier & Family Fitness

SESSION 26 Organization Development and Change, Salon A

0151 Workplace Spirituality: a Contribution to Leadership and Workplace Theories

Paula Soder, University of Louisville
Brad Shuck, University of Louisville

0274 Workplace Compassion: Practice to Theory

Paula Soder, University of Louisville
Brad Shuck, University of Louisville

0056 Spirituality at Work: Creating Balance and Job Satisfaction

Roselynn Dow, SUNY Empire State College, SUNY

Session Schedule

SESSION 27 International; Global & Cross Cultural Issues, Salon B

0223 Exploring Cultural Factors that Affect Human Resource Development and Management Practices in Ghana

Hope Attipoe, The University of Georgia
Khalil Dirani, The University of Georgia

0049 Cultural Impact on Major Theoretical Foundations of Workforce Education and Development

Bora Kwon, The Pennsylvania State University
Sung Hoon Choi, Business School, Sungkyunkwan University
Jong Gyu Park, The Pennsylvania State University

0076 Mediation: A Tool for Cross-cultural Conflict Resolution

Angeles Carioni, Barry University
Carlos Ruiz, Georgia Gwinnett College
Marie Clare Mucenic, Barry University

SESSION 28 Leadership and Career Development, Salon C

0170 Leadership and Engagement: Proposing Research Agendas through a Synthesis of Literature

Marie Saul, The Pennsylvania State University
Woocheol Kim, The Pennsylvania State University
Taesung Kim, The Pennsylvania State University

0259 What Do We Have in Common? Curricular and Institutional Characteristics of HRD Master's Programs in the U.S.

Aaron Zachmeier, Indiana University
Yonjoo Cho, Indiana University
Minkyong Kim, Indiana University
Eulho Jung, Indiana University
Minae Choi, Indiana University
Yingyang Wu, Indiana University

0145 Temps at the Top: Interim Community College Presidents

Susan Goff, Mendocino College
Darlene Russ-Eft, Oregon State University

BREAKOUTS 10:30AM-12:00PM

SESSION 30 HRD Performance and Strategy, Westchase 2

0118 The Longitudinal Study on the Relationship among Growth Trajectory Patterns of Investment on HRD, Predictors of Investment on HRD, and Organizational Performance Based on Growth Mixture Modeling

Jiwon Choi, Seoul National University
Jinchul Jeong, Department of Vocational Education & Workforce Development/Research Institute for Agriculture and Life Sciences, Seoul National University

0306 Financial Performance Outcome Indicators and Human Resource Development: An Examination of Connections

Jason Dean, Indiana State University
Carroll Graham, Indiana State University
W. Tad Foster, Indiana State University

0195 Transactions Costs and Human Resource Development: New Perspective/New Challenge

Ross Azevedo, Center for Human Resources and Labor Studies
Lawrence Roth, G. R. Herberger School of Business

SESSION 31 Technology, E-Learning, and Virtual HRD, Westchase 3

0034 The Application of Thomas Kuhn's Scientific Revolution to the Paradigm Shift of Technology and Adult Learning in the Twenty-First Century

Paula Yoder, R and P Enterprises, LLC

0092 Faculty Feelings of Preparedness to Teach Distance Education Courses

Diane Chapman, North Carolina State University

0077 An Overview of E-Learning Research: A Multi-disciplinary Approach

Regina Yanson, Francis Marion University



Session Schedule

SESSION 32 Evaluation and Assessment, Westchase 4

0213 Assumptions and Attitudes of Writing Letters of Recommendation: Deception or Development?

Jamie Callahan, Drexel University
Cindy Schaarschmidt, Drexel University
Rona Buchalter, Drexel University
Yoto Yotov, Drexel University

0033 Do Pronouns Predict Job Attitudes? An Empirical Assessment of the Reich Test

Robert W. Lion, Idaho State University
Alexander R. Bolinger, Idaho State University

0041 Secondary Data Analysis from Published Descriptive Statistics: Implications for Theory, Research, and Practice

Kim Nimon, University of North Texas
Thomas G. Reio, Jr., Florida International University
Jeff Allen, University of North Texas

SESSION 33 Workplace Learning, Briar Park 1

0028 Putting Knowledge in the Flow of Work for Real Results

Rachele Williams, Texas A&M University and APQC
Darcy Lemons, APQC

0110 Impact of Prior Experience and a Broader Socio-cultural Context on Employees' Participation in Communities of Practice

Oleksandr Tkachenko, University of Minnesota
Alexandre Ardichvili, University of Minnesota
Karen Seashore, University of Minnesota

0129 EHR Implementation at a Medical School: An Analysis through the Lens of HRD

Heeyoung Han, Southern Illinois University School of Medicine
Tiffany Leung, Center for Innovation to Implementation, VA Palo Alto Health Care System

0242 Using Social Media for Workplace Learning and Development

Helen Muya, Texas A&M University
Katherine Broussard, Texas A&M University

0300 Proposing the Development of Model HRD Curricula to Establish Boundaries for the Field and Prevent Further Marginalization

Jie Ke, Jackson State University
Millard Bingham, Jackson State University

SESSION 34 Organization Development and Change, Briar Park 2

0253 The Intersection of Gender, Parental and Relationship Status on the Use of Work-Life Benefits and Individual Work-Life Conflict

Sunny Munn, The Ohio State University
Tomika Greer, University of Houston

0209 How Do Iranian Faculty Juggle Work and Family? A Model for Work-Family Conflict

Mina Beigi, Texas A&M University
Melika Shirmohammadi, Texas A&M University
Sehoon Kim, Texas A&M University

0154 Flexible Workplace Arrangements (FWA): An Alternative Strategy for Keeping Work-Life Balance for Career Women in South Korea

Hyoun Ju Kang, Texas A&M University
Jia Wang, Texas A&M University

SESSION 35 International; Global & Cross Cultural Issues, Richmond 1

0239 Working with Culturally Diverse Team: Understanding Critical Issues and Strategies

Soo Jeoung Han, Texas A&M University

0218 Multi-sector Collaboration: An Innovative Approach to Capacity Building and Workforce Development in Countries with Emerging Economies

Lucas Hill, Michigan State University
John Dirkx, Michigan State University
John Bonnell, Michigan State University
Tom Smith, Michigan State University

0120 Medical Student to Physician: Organizational Influences on Individual Change

Donna Logan, Texas A&M University
Matthew Upton, Texas A&M University

Session Schedule

SESSION 36 Leadership and Career Development, Richmond 2

0138 The Impact of Ethical Leadership on Employees' In-Role Performance: The Mediating Effect of Employees' Psychological Ownership

Cho Hyun Park, Pennsylvania State University
Woocheol Kim, Pennsylvania State University
Ji Hoon Song, University of North Texas
Yu Kyoung Park, Pennsylvania State University

0019 Transformational Leadership, Job Satisfaction, Organizational Commitment, Organizational Trust in Healthcare Industry: Implications for Human Resources

Mehmet Top, Hacettepe University
Mesut Akdere, University of Wisconsin-Milwaukee
Menderes Tarcan, Eskisehir Osmangazi University

0318 Assessments in Executive Coaching: A Conceptual Decision Framework

Ann Herd, University of Louisville
Christine Wiggins-Romesburg, University of Louisville

SESSION 37 Innovative Session, Richmond 3

0350 Sculpting Psycho-social Space with Forms and Formlessness: A Storytelling Experience

Jo Tyler

SESSION 38 Innovative Session, Richmond 2

0346 Charting a Path for AHRD Women Faculty: An Innovative Session Exploring Scholarly and Developmental Experiences among AHRD Women Faculty

Holly Hutchins, University of Houston
Laura Bierema, University of Georgia
Julia Storberg-Walker, North Carolina State University

SESSION 39 Technology, E-Learning, and Virtual HRD, Salon B

0112 A Self-Regulated Learning Perspective on Orientation Learning with Virtual Reality

Jon Martens, Oklahoma State University

0131 Effects of Communication on Trust and Conflict in a Short-term Virtual International Team

Jessica Li, University of Illinois

0291 Preparing Leaders for Tomorrow: Experiential Virtual Classroom Activities for Developing Leadership Competence and Self-Efficacy

Stuart Allen, University of La Verne
Peter Williams, North Central University

SESSION 40 Workplace Learning, Salon C

0026 Team Cognition Conflict: A Conceptual Review Identifying Cognition Conflict as a New Team Conflict Construct

John Turner, The University of North Texas

0168 Teamwork: An Examination of Development, Effectiveness and Considerations for Virtual Teams

Julia Tucker-Lloyd, Virginia Commonwealth University

0171 Developing Managers through Reverse Coaching, Mentoring, and Feedback Interventions

Beth Adele, University of Central Oklahoma
Andrea Ellinger, University of Texas at Tyler

0319 Influence of Individual and Organizational Factors, Knowledge Sharing, and Employee Performance

Angela Titi Amayah, SUNY Empire State College

BREAKOUTS 1:30-3:00PM

SESSION 41 Organization Development and Change, Westchase 1

0079 Examining Employee Engagement Issues in Healthcare: What We Know and Where We Need to Go

Paula Anthony, The University of Texas at Tyler
Steve Maffei, The University of Texas at Tyler
Mary Lynn Lunn, The University of Texas at Tyler
Andrea Ellinger, The University of Texas at Tyler



Session Schedule

0185 Perceived Organizational Support, Job Satisfaction, and Organizational Commitment: A Study among Iranian Bank Employees

Melika Shirmohammadi, Texas A&M University
Mina Beigi, Texas A&M University
Sehoon Kim, Texas A&M University

0126 What Makes an Organization a Great Place to Work in South Korea?

Sunyoung Park, Louisiana State University
Junhee Kim, Texas A&M University
Doo Hun Lim, University of Oklahoma

SESSION 42 International; Global & Cross Cultural Issues, Westchase 2

0096 Organizational Routine and HRD: Exploring A Context-based Routine in Chinese Organizations

Greg G. Wang, The University of Texas at Tyler
Judy Y. Sun, The University of Texas at Tyler

0071 Cambodia and the ASEAN Economic Community 2015: Opportunities, Challenges, and Implications for HRD

Sowath Rana, University of Minnesota
Alexandre Ardichvili, University of Minnesota

0023 Understanding Career Development in Thailand through the Lens of the National Cultural Perspective

Suravee Sunalai, Texas A&M University

0220 Evaluation and Assessment Capacity Building Program in a Developing Country as an HRD Intervention

Diane D. Chapman, North Carolina State University
Jennifer J. Stanigar, North Carolina State University

SESSION 43 Leadership and Career Development, Westchase 3

0080 Family-Supported Supervisor Behaviors: An Exploration of Antecedents, Mediating and Moderating Processes

Sue Epstein, SUNY Empire State College
Janet Marler, University at Albany, SUNY

0243 Skunked: An Integrative Review Exploring the Consequences of Dysfunctional Leaders and Implications for the Employees Who Work for Them

Devon Twyford, University of Louisville
Kevin Rose, University of Louisville
Matt Bergman, University of Louisville

0256 Leadership Wholeness in Jamaica: An Exploratory Case Study

Laurie Brummitt, The Friday Institute
Julia Storberg-Walker, North Carolina State University

SESSION 44 Innovative Session, Westchase 4

Practical HRD: Steps toward leading the field through research

Catherine Lombardozzi, LaSalle University
Brad Estes, Independent researcher
Carol Packard, University of Illinois

SESSION 45 Technology, E-Learning, and Virtual HRD, Briar Park 1

0146 The Future of HRD Driven by Technology: What Competence Should We Have? [CH1]Building a connection....

Debbie Hrubec, University of Illinois at Urbana-Champaign
Sanghyun Lee, University of Illinois

0316 When High-Profile Technology Fails: Making the Case for Technology Development in HRD

Rochell McWhorter, The University of Texas at Tyler
Elisabeth Bennett, Northeastern University

0288 Online-Based Ethics Training: A Review of Benefits and Challenges in Multinational Corporations

Richard Afedzie, University of Texas at Tyler

SESSION 46 Workplace Learning, Briar Park 2

0155 Dual Mentorship Model: Transformational and Transactional Knowledge Integration

Celestino Valentin, Texas A&M University
Marie A. Valentin, Texas A&M University
Frederick Nafukho, Texas A&M University

Session Schedule

0158 The Development of an HRD Intervention in Higher Education: The Case of the Internal Training System at the University of Pécs, Hungary

Zsolt Nemeskeri, University of Pécs
Zoltan Koltai, University of Pécs
Gyorgy Muity, University of Pécs
Ivan Zadori, University of Pécs
Maria Cseh, The George Washington University

0020 The Business Impact of Employee Learning: Perspectives from the Professional Services Sector

Shahron Williams van Rooij, George Mason University
Jerusalem Merkebu, George Mason University

0152 A Close Look at Technology Acceptance

Jason Moats, Texas A&M Engineering Extension Service
Jia Wang, Texas A&M University

SESSION 47 Organization Development and Change, Richmond 1

0278 A Case to Stop to Smell the Roses: Critical Links between Aesthetics, Resilience, and Workforce Creativity

Julie Broad, Booz Allen Hamilton, The U.S. Army-Comprehensive Soldier & Family Fitness
Christopher Harriss, George Washington University

0125 The Relationship between Transactive Memory Systems and Organizational Innovation: The Mediating Effect of Developmental Leadership

Kibum Kwon, Pennsylvania State University
Daeyeon Cho, Korea University
Youngsup Hyun, Kyungbuk University
Hong In Jeong, Korea University

0192 The Impact of Innovative Climate on Creating Knowledge: The Mediating Relationships of Knowledge Sharing and Work Engagement in the Workforce in the Korean Education Context

Ji Hoon Song, University of North Texas
Woocheol Kim, The Penn State University
Dae Seok Chai, Texas A & M University
Sang Hoon Bae, Sungkyunkwan University
Brian Ahn, University of North Texas

SESSION 48 International; Global & Cross Cultural Issues, Richmond 2

0221 Staying Local: The Emerging Trend of Moving Employees from Expatriates to Local Contracts

Tania Nery-Kjerfve, Texas A & M University

0167 Towards a Model for Green HRD

David McGuire, Edinburgh Napier University
Heather Kissack, Hill College

0063 Application of Human Resource Development Solutions to Commercial Sex

Shannon Deer, Texas A&M University

0148 Korean Employees' Emotional Intelligence and Organizational Commitment: The Moderating Effects of a Leader's Coaching Behaviors

Ji Won Park, Pennsylvania State University

SESSION 49 Leadership and Career Development, Richmond 3

0016 Back to Basic Principles: A Call to Volunteer Internationally

Porscha Jackson, Texas A&M University

0176 Work-Family Attitudes and Correlates during the University-to-Work Transitions of Female Undergraduates

Tomika Greer, University of Houston
Tori Spriggins, University of Houston

0310 Transactional, Transformational, or Laissez-Faire Leadership: Exploring Gender Differences in Leadership Behaviors among Undergraduate Students in a Leadership Development Minor

Vicky Katsioloudes, Louisiana State University
Nicole Cannonier, Louisiana State University

SESSION 50 HRD Performance & Strategy, Salon A

0018 Bullying in the Workplace: Implications for Human Resource Development Professionals

Lila Carden, University of Houston
Raphael Boyd, Clark Atlanta University



Session Schedule

0050 To Stay or Go: Predictors for Hourly Workers to Remain on the Job

Kathleen Gosser, Yum! Brands
Denise Cumberland, University of Louisville
Joseph Petrosko, University of Louisville

0202 Effects of Workplace Spirituality on Employee Performance Mediated by Personal Values and Job Commitment

AAhad OsmanGani, IUM University
Aftab Anwar, IUM University

0175 What Organizational and Human Factors Affect Performance: A First-Order Confirmatory Factor Analysis of a Human Performance Model

Barbara Bichelmeyer, Indiana University Bloomington
Ingu Kang, Indiana University Bloomington

SESSION 51 Critical Social Justice & Diversity Perspectives in HRD, Salon B

0069 Discourse in HRD Academic and Practitioner Literature

Allison Bell, University of Illinois

0210 Transforming HRD: A Framework for Critical Social Justice & Diversity Perspectives HRD Practice

Laura Bierema, University of Georgia
Jamie Callahan, Drexel University

0248 HRD's Role in Corporate Social Responsibility: Time to Rethink?

Jeffrey J. Sturgeon, Colorado State University
Susan A. Lynham, School of Education, Colorado State University

0312 Interpretation of Human Resource Development: Beyond the paradigms

Yoomin Lee, University of Illinois at Urbana-Champaign

0114 A Literature Review Highlighting the Relationship between Social Justice Issues and Emotional Intelligence

Misha Chakraborty, Texas A&M University
Dominique Chlup, Texas A&M University

SESSION 52 Workplace Learning, Salon C

0208 Being a Reviewer for AHRD: What Does it Take?

Alexandre Ardichvili, University of Minnesota
Laura Bierema, University of Georgia, Athens
Jamie L. Callahan, Drexel University
Maria Cseh, George Washington University
Andrea D. Ellinger, The University of Texas at Tyler
Julie Gedro, SUNY Empire State College/State University of New York
Linda M. Hite, Indiana University-Purdue University
Kimberly S. McDonald, College of Engineering, Indiana-Purdue University
Tonette S. Rocco, Florida International University
Wendy E. A. Ruona, University of Georgia
Darlene Russ-Eft, Oregon State University
Julia Storberg-Walker, North Carolina State University
Richard J. Torraco, University of Nebraska-Lincoln

SESSIONS: 3:30-5:00PM

SESSION 53 Innovative Session, Westchase 1

0345 Current and Emerging Themes of HRD Research in Korea

Doo Hun Lim
Seung Won Yoon
Yonjoo Cho
Daeyeon Cho
Chan Lee
Ronald Jacobs
Gary McLean

SESSION 54 International; Global & Cross Cultural Issues, Westchase 2

0161 Developing the Model for Vocational Education and Training College Curriculum (NCS) Based on the National Competency Standard in Korea

Chan Lee, Seoul National University
Haesun Park, Seoul National University
Boah Lim, Seoul National University

Session Schedule

0113 National Human Resource Development (NHRD) and its Past, Present, and Future: A Historical Review of the NHRD Knowledge Domain Evolution

Oleksandr Tkachenko, University of Minnesota
Alexandre Ardichvili, University of Minnesota
Sowath Rana, University of Minnesota

0102 Offshore Outsourcing and International HRD: Towards a Research Agenda

Valerie Anderson, University of Portsmouth
Vijay Pereira, University of Portsmouth

0212 Global Workforce Development: Increasing Intercultural Competence through Academic Programs

Katherine Rosenbusch, Towson University-Department of Psychology
David Earnest, Towson University-Department of Psychology

SESSION 55 Leadership and Career Development, Westchase 3

0304 From Textbook to Practice: A Pilot Study of Experiential Learning in HRD

Dwueni Wyre, Indiana State University

0286 Human Capital Theory: A Proposed Theoretical Underpinning for Social Styles

Jana Belzer, The University of Texas at Tyler
Jim Rumsey, The University of Texas at Tyler

0116 The Exit Interview: An Exploration of the Voluntary Turnover of Millennials from the Millennials' Perspective

Hannah Bateman, Pepperdine University

0216 Dealing with the Unexpected: Resilience in Career Actors

Neal Couture, The George Washington University
James McGinnis, The George Washington University

0121 The Impact of Organizational Justice on Employees' Career Satisfaction

Jeong Rok Oh, Woosong University, South Korea

SESSION 56 Organization Development and Change, Westchase 4

0117 Shared Leadership, Political Skill, and Complexity: A Pilot Study of Project Team Effectiveness in Organizations

Cathy Cockrell, University of Texas at Tyler

0149 Franchise Advisory Boards: A Theory Based Framework

Denise Cumberland, University of Louisville
Rod Githens, University of Louisville

0035 Employee Engagement and its Antecedents in a Public University in Mississippi

Janea McDonald, The University of Southern Mississippi

SESSION 57 International; Global & Cross Cultural Issues, Briar Park 1

0107 The Evolution of HRD Philosophy, Players and Practices in Sri Lanka

Gertrude Hewapathirana, Ashford University

0075 Women and Training Participation: An Arab Middle Eastern Perspective

Hayfaa Tlaiss, University of New Brunswick Saint John

0021 The Induction Training Program, Job Satisfaction and Staff Turnover: Evidence from a Brewing Enterprise

Dmitry Kuchеров, Graduate School of Management, Saint Petersburg State University
Alina Abdulganieva, Scientific and Technology center "Leninets factory"

0172 Towards an Organizational Development Strategy for Repatriation

Alexandra Stiles, University of Houston
Tomika Greer, University of Houston

SESSION 58 Innovative Session, Briar Park 2

0342 Marketing and HRD: How Are They Related?

Laura Esparza
Patricia Núñez de Moreno



Session Schedule

SESSION 59 Organization Development and Change, Richmond 1

0251 Organizational Forgetting Post-Acquisition
Tracy Lowrance, The George Washington University/
Clarkston Consulting

0045 Wait, What?! Experiential Learning Doesn't Increase Employee Preparedness for Change?
Mary Barnes, George Washington University

0150 Atomic Particle and Organization Dynamics
Shaoping Qiu, Texas A&M University

SESSION 60 International; Global & Cross Cultural Issues, Richmond 2

0240 Exploring Lived Experiences of Chinese Mainland Expatriates Working in the US: A Phenomenological Proposal
Xi Yu, University of Minnesota

0232 The Influence of Work Cognition on Job Engagement and Motivational Construct of Training Transfer in the Context of Korean Public Sector
Jun Hee Kim, Texas A&M University
Ji Hoon Song, University of North Texas
Kim Nimon, University of North Texas

0224 New Employee Orientation: A Review of Korean Cases
Sehoon Kim, Texas A&M University
Soyoun Park, Anyang University
Minjung Kim, Texas A&M University

0309 Building Research Capacity in Cambodia: What Happens When the Funding Is Available?
Monirith Ly, Texas State University
Layheng Ting, World Bank/Ministry of Education, Youth and Sport
Ann Brooks, Texas State University

SESSION 61 Leadership and Career Development, Richmond 3

0238 Faculty Development in Southeast Asian Higher Education – A Systematic Review of Literature
To Tam Phuong, Texas A&M University
Bich Hang Duong, Lehigh University

0013 Cooperative Leader Behavior, Meaningful Work, and Performance Drivers as Perceived by Non-Academic Employees in Higher Education
Laura Hammons, Texas A&M University

0017 Managerial Coaching, Trustworthiness, and Job Performance: A Conceptual Model Grounded in Social Exchange Theory
Sewon Kim, SUNY Empire State

0060 The Relationship between Employee Wellbeing and Meaningful Work within the Context of a Purposeful Life
Liz Cavallaro, The George Washington University
Neal Chalofsky, The George Washington University

SESSION 62 Organization Development and Change, Salon A

0132 Strategic Assemblage: Arts Integration in Strategic Processes
Jo Tyler, Penn State University - Harrisburg

0128 Failure Attributions, Failure Rates, and Alignment with Change Models: An Analysis of Transformational Organization Change Case Study Literature
Diana McBurnett, The University of Texas at Tyler

0142 Enablers that Positively Impact Successful Implementation of Organizational Change from the Perspectives of OD Practitioners
Lily Cheng, PACE OD Consulting

SESSION 63 Innovative Session, Salon B

0347 Best Practices in Qualitative Research: Bridging Research and Real World Experiences

Jia Wang
Meera Alagaraja
Priyanka Doshi
Nana Arthur-Mensah
Paul Nieminen
Mike Beyerlein

SESSION 64 Leadership and Career Development, Salon C

0141 The Impact of New Employees' Creative Role Identity Verification Discrepancy on Identity Standard Difference and Creative Behavior Difference

Yu-Shu Chen, National Chung Cheng University
Yuan-Chi Lai, WuFeng University

0025 Women in Business Leadership: A Comparative Study of Countries in the Gulf Arab States

Susan Madsen, Utah Valley University
Linzi Kemp, American University of Sharjah
James Davis, Utah State University

0072 Conscious Identity Work: A Proactive Step Towards Coherent Identity

Smita Kumar, George Washington University
Andrea Casey, George Washington University

0083 Removing the Mask: Imposter Phenomenon among Tenure-track Faculty and Implications to HRD and Their Role in Faculty Development

Holly Hutchins, University of Houston

0206 Leader Identity: Strengthening HRD Leader Development Initiatives

Kathy Yeager, Texas A&M University
Jamie Callahan, Drexel University

SATURDAY, FEBRUARY 22

FOOD 'N' THOUGHT SESSION: 7:15-8:15AM

FOOD 'N' THOUGHT SESSION 13, Westchase 1 0325 Research and Practice: Effective Global Mentoring Practices: Role of Human Resource Development

Catherine Kyeyune, Jackson State University

FOOD 'N' THOUGHT SESSION 14, Westchase 2 0334 Research Horizons: Capitalizing MOOCs for HRD Initiatives

Hasan Tahir, University of Illinois - Urbana Champaign

FOOD 'N' THOUGHT SESSION 15, Westchase 3 0335 Research Horizons: HRD in 2020 the major players

Eduardo Tomé, Universidade Europeia, Lisboa

FOOD 'N' THOUGHT SESSION 16, Westchase 4 0333 Research Horizons: Meaning-of-work paradigm in HRD

Carsten Schmidtke, University of Arkansas

FOOD 'N' THOUGHT SESSION 17, Briar Park 1 0336 Research Horizons: Effective Feedback Systems (E.F.S.)

Ali Yilmaz, University of Wisconsin – Milwaukee

FOOD 'N' THOUGHT SESSION 18, Briar Park 2 0337 Research Horizons: Ecological Awareness and the Capacity to Work with Complexity

Fredrick Jones, Humana, Inc.

FOOD 'N' THOUGHT SESSION 19, Richmond 1 0338 Research and Practice: Challenges & Benefits to E-mentoring – Outcomes Overtime

Sandra Williams, Northeastern Illinois University
Cheryl Cornell-Powers

FOOD 'N' THOUGHT SESSION 20, Richmond 2 0339 Research & Practice: Documentation Analysis: Exploring Diversity in Career Development Theories

Rubina Malik, Morehouse College
Johnna Russell, Spelman College



Session Schedule

FOOD 'N' THOUGHT SESSION 21, Richmond 3
0356 HRD's Role in Social-Community Issues
Rachele Williams, Texas A&M University

FOOD 'N' THOUGHT SESSION 22, Salon A
0358 Disability and Diversity at Work: Research on Innovative Practices
Thomas Golden, Cornell University
Hannah Rudstam, Cornell University

FOOD 'N' THOUGHT SESSION 24, Salon C

BREAKOUT SESSIONS 1:30–3:00PM

SESSION 65 International; Global & Cross Cultural Issues, Westchase 1

0311 Identifying Communication as a Critical Aspect of Intercultural Training and Development
Siham Lekchiri, Indiana State University
Carroll Graham, Indiana State University

0296 Lived Experiences of Expatriate Spouses on Leaving their Job Behind
Sanghamitra Chaudhuri, State of Minnesota
David Stein, Ohio State University

0159 Cultural Values and Organizational Justice: Implications for Formal Mentoring Programs in Cross-cultural Contexts
Rajashi Ghosh, Drexel University
Meenakshi Agarwal-Gupta, K. J. Somaiya Institute of Management Studies and Research

0135 Talent Management: Harnessing the Dragon for Competitive Advantage in the Manufacturing Industry
Marie A. Valentin, Texas A&M University
Celestino Valentin, Texas A&M University

0236 The Role of Human Resource Development Professionals in the "New Globalization"
Maria Cseh, The George Washington University
Beatriz Coningham, RTI International

SESSION 66 Leadership and Career Development, Westchase 2

0271 Exploring Authentic Leadership Theory From a Cultural Perspective: A Qualitative Study of Leaders in Denmark, Sweden and the U.S.
Kristina Natt och Dag, North Carolina State University

0284 African American Leaders Coping with Workplace Micro-Aggressions
Brenda Johnson, University South Florida
Rosemary Closson, University of South Florida

0051 Human Resource Development from the Inside Out: Career Development and Lesbian Recovered Alcoholics
Julie Gedro, SUNY Empire State College/State University of New York

0290 Beyond Survival: The Development of Trauma-inspired Leadership
Jenifer Williams, Jenifer Williams Counseling

SESSION 67 International; Global & Cross Cultural Issues Symposia, Westchase 3

0040 Promoting the Scholarship of Teaching and Learning in HRD: An International Perspective
Yonjoo Cho, Indiana University
K. Peter Kuchinke, University of Illinois at Urbana-Champaign

SESSION 68 Innovative Session, Salon A

0357 Using Action Research to Develop Professional Inquiry in an Executive Master's of HRD program
Holly Hutchins, University of Houston

SESSION 69 Innovative Session, Salon B

0341 Bridging the Knowing-Doing Gap: A New Approach to Build Disability Inclusive Organizations
Thomas Golden
Hannah Rudstam

SESSION 70 Evaluation and Assessment, Salon C

0024 Latent Semantic Analysis: Examining Manifest Validity of Employee Engagement Measures

Kim Nimon, University of North Texas
Brad Shuck, University of Louisville
Drea Zigarmi, The Ken Blanchard Companies

0038 Strengthening Student Engagement: What Do Students Want in Online Courses?

Fredrick Nafukho, Texas A&M University
Misha Chakraborty, Texas A&M University

0287 Development and Initial Validation of an Instrument to Assess Followership Competency

Cho Hyun Park, Pennsylvania State University

SESSION 71 Innovative Session, Salon F

0343 The Role of HRD in Innovative Organizations

Michael Beyerlein
Susan Hallam
Carletta Jennings
Rachele Williams
Lei Xie
Christi Phillips
Phuong To Tam
Suravee Sunalai
Latoya Morris
Saphon Ren

SESSION 72 International; Global & Cross Cultural Issues, Salon G

0281 The Impact of Leadership Behaviors on Leaders' Perceived Job Performance across Cultures: Comparing the Role of Charismatic, Directive, Participative, and Supportive Leadership Behaviors in the U.S. and Four Confucian Asia Countries

Seog Joo Hwang, CJ America
Louis Quast, College of Education, University of Minnesota
Bruce Center, College of Education, University of Minnesota
Chu-Ting Chung, College of Education, University of Minnesota
Huh Jung Hahn, College of Education, University of Minnesota
Joseph Wohkittel, College of Education, University of Minnesota

0047 Behavioral Indicators of Perceived Managerial and Leadership Effectiveness in Argentina

Carlos Ruiz, Georgia Gwinnett College
Angeles Carioni, Barry University
Robert Hamlin, University of Wolverhampton

0032 Refining a European Taxonomy of Perceived Managerial and Leadership Effectiveness

Robert Hamlin, University of Wolverhampton
Taran Patel, Grenoble Ecole de Management
Regina Mulder, University of Regensburg
Tina Braden, Wirtschaftsakademie

SESSION 75 Leadership and Career Development, Briar Park 1

0097 Career Success and Organizational Commitment: The Moderating Effects of Match of Career Plans and Self-Construals

Hsi-An Shih, Institute of International Management, National Cheng Kung University, Taiwan
Nikodemus Hans Setiadi Wijaya, Institute of International Management, National Cheng Kung University, Taiwan

0094 Experiences of Women Leaders in México

Ana Patricia Moreno, Universidad de Monterrey
Gary McLean, McLean Global Consulting, Inc.

0090 Women's Career and Advancement: An Update on the Latest Trends in Research

Minyoung Moon, Texas A&M University
Jia Wang, Texas A&M University

SESSION 76 Innovative Session, Briar Park 2

0348 Consulting in Uncertainty: An Invitation to a Conversation on Overcoming Chaos and Conflict

Ann Brooks
Kathy Edwards



Session Schedule

BREAKOUT SESSIONS 3:30–5:00PM

SESSION 77 HRD Performance and Strategy, Westchase 1

0127 The Relationship among Innovative Behavior, CEO's Transformational Leadership, Organizational Learning Orientation and Individual Learning Orientation of Employees in Korean Large Corporations

Hyeran Gong, Korea Human Resource Development Institute for Health & Welfare

Jinchul Jeong, Seoul National University

0258 The Central Role of HRD in Developing Innovation Capability

Michael Beyerlein, Texas A&M University

0294 The Emerging Role of Project Management and Human Resource Development

Seung Won Hong, University of Illinois at Urbana-Champaign

Ronald Jacobs, University of Illinois at Urbana-Champaign

0157 HRM Practices in Innovatively-Active Companies: Evidence from Russia

Victoria Tsybova, Graduate School of Management

Elena Zavyalova, Graduate School of Management

SESSION 78 Evaluation and Assessment, Westchase 2

0225 Methodological Trends in HRD Research between 2003 and 2011

Sehoon Kim, Texas A&M University

Minjung Kim, Texas A&M University

Jim Stewart, Coventry University

0254 Evaluation and Assessmentuating the Centrality of HRD to Authors' Identities: A Survey of Authors Publishing in HRD Journals

Minjung Kim, Texas A&M University

Sehoon Kim, Texas A&M University

Jamie Callahan, Drexel University

Rajashi Ghosh, Drexel University

0276 Assessing Expertise at a Danish Manufacturer: Towards a Validation of an Expertise Measure

Marie-Line Germain, Western Carolina University (a University of North Carolina campus)

Martin Jensen, University of Copenhagen

0082 Developing Guidelines for Interpreting Scores on the Employee Dogmatism Scale

Margaret Lohman, Penn State Harrisburg

SESSION 79 Innovative Session, Westchase 3

0351 Advancing Diagnostic Skills Training

Tad Foster

George Maughan

Mehran Shahhosseini

SESSION 80 Organization Development and Change, Salon A

0277 Emotional Intelligence in HRD Research: A Literature Review

Forouzan Farnia, Texas A&M University

Fredrick Nafukho, Texas A&M University

0183 The Relationships between Emotional Intelligence, Organizational Citizenship Behaviors and Transformational Leaders

Elaine Chew, University of North Denton

0317 Got Happiness? The Influences of Perceived Organizational Support and Psychological Capital on Work Engagement, Career Satisfaction, and Subjective Well-being

Baek-Kyoo (Brian) Joo, Winona State University

SESSION 81 Innovative Session, Salon B

0353 Using Design Thinking to Enhance HRD Education and Training

Priya Darshini Kurup

Jia Wang

SESSION 82 Innovative Session, Salon C

0354 Scholar Practitioners in Action...What Would You Do?

Tara Gray
Alonso Fierro
Swatika Jain
Carl Phillips
Jillian Stricker

SESSION 83 Workplace Learning, Salon F

0073 Aspects of Human Resource Development that Contributed to Ethical Decision Making and its Impact on Ethical Business Culture: A Case Study

Jana Craft, Winona State University

0211 The Changing Job Market and Workforce Development: Tracking a Rapidly Moving Target

Richard Torraco, University of Nebraska
Minerva Tuliao, University of Nebraska

0260 Preparing the Workforce of the Future through Work-Based Learning: A Conceptual and Theoretical Argument

Nana Arthur-Mensah, University of Louisville

0261 Towards the Development of a Construct for Organizational Well-Being and Resilience

Julie Broad, Booz Allen Hamilton/The U.S. Army Comprehensive Soldier & Family Fitness

SESSION 84 Leadership and Career Development, Salon G

0246 Career Rock Climbing: Facilitating Career Adaptability of Graduate Business Students

Karen Watkins, The University of Georgia
Jason Altich, Georgia State University, Robinson College of Business

0010 Self-Efficacy and Career Choice among College Students

Vishal Arghode, Gannon University

0164 Drifting into, or from, Reality? The Struggle to Strengthen the Academic/Practitioner Interface

Elizabeth King, Macquarie Graduate School of Management
Paul Nesbit, Macquarie Graduate School of Management

0268 Examining Leadership Development in the United States Army: The Role of HRD

Michael Kirchner, University of Wisconsin-Milwaukee
Mesut Akdere, University of Wisconsin-Milwaukee

0272 Leadership Development Programs: An Integrated Review of Literature

Michael Kirchner, University of Wisconsin-Milwaukee
Mesut Akdere, University of Wisconsin-Milwaukee

0133 Developing Physician Leaders as Coaches

Ji Yun Kang, University of Minnesota, Twin-Cities

SESSION 85 Leadership and Career Development, Salon H

0233 Preliminary Examination of Combat Veterans' Career Development

Sarah Minnis, Texas A&M University

0194 Career Self-Management and Career Capital of Mid-Level Administrators in Higher Education Who Previously Served as Professional Academic Advisors

Elecia Smith, University of Arkansas
Carsten Schmidtke, University of Arkansas

0235 Is the Millennial Generation More Narcissistic at Work?: A Longitudinal Analysis of Multisource Feedback Trends among Young Adults Born 1961 through 1982

Joseph Wohkittel, University of Minnesota
Louis Quast, University of Minnesota
Bruce Center, University of Minnesota
Chu-Ting Chung, University of Minnesota
Patrick Mars, University of Minnesota

0280 A Conceptual Strategy for a Differentiated Employee Experience throughout the Employee Lifecycle: Multi-Generational Perspective

Priyanka Shah, Purdue University
Andrew Hurt, Purdue University



Session Schedule

SESSION 86 International; Global & Cross Cultural Issues, Richmond 1-2

0264 Translational Scholars Corp: An Innovative Curricular Model for Professional Preparation and Continuing Professional Development

Ali Hussain, Michigan State University
Eleanor Doyle, Michigan State University
Mallory Flanders, Michigan State University
John Dirkx, Michigan State University
Ayesha Razzaque, Michigan State University
Thomas Smith, Michigan State University

0217 Voices from Expatriates: A Component of Improved Expatriate Cross-Cultural Training

Dae Seok Chai, Texas A&M University
Kyoung-Ah Nam, American University
Gary N. McLean, McLean Global Consulting

0165 Organizational Culture in Cross-Border Acquisitions: Convergence, Crossvergence, or Acculturation?

Robin Hurst, Virginia Commonwealth University

0059 How Can Higher Education Become Relevant to Global Problems through Interdisciplinarity?

Solymer Ferreras, Teachers College, Columbia University

SESSION 87 Technology, E-Learning, and Virtual HRD, Briar Park 1

0308 Exploring LinkedIn as a Career Management Strategy

Rochell McWhorter, The University of Texas at Tyler
Gail Johnson, The University of Texas at Tyler
Paul Roberts, The University of Texas at Tyler
Julie Delello, The University of Texas at Tyler
Ashley Hall, The University of Texas at Tyler

0200 Learning through Web-Based Authoring Tools

Tony Lee, University of Oklahoma
Doo Hun Lim, University of Oklahoma

0008 Synchronous Constructivist Discussion Strategies for the 21st Century

Ann Armstrong, Capella University

SESSION 88 Evaluation and Assessment, Briar Park 2

0088 Untangling the Jangle: Examining the Common and Unique Variance of Engagement

Brad Shuck, University of Louisville
Drea Zigarmi, The Ken Blanchard Companies and The University of San Diego College of Business Administration
Kim Nimon, University of North Texas

0229 Employee Engagement: Job Attitude or Mediator between Job Attitude and Affect

Drea Zigarmi, Ken Blanchard Companies
Kim Nimon, University of North Texas
Brad Shuck, University of Louisville

0283 Exploring the Learning Organization with Self-Directed Learning

James Bartlett, North Carolina State University
Darren Masier, BB&T Corporation

Thank You, Volunteers

The Academy of Human Resource Development depends on the participation of researchers, students, and practitioners from around the world. All of the activities, events, and publications the Academy sponsors happen because people are committed to AHRD and our vision of "Leading Human Resource Development through Research."

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.

Thank You to Our Session Hosts!

Valerie Anderson
Emeka Anazia
Robin Hurst
Vicky Katsioloudes
Jeanne Koehler
Jules Beck
Jessica Li
John Dirkx
Kori Whitener Fellows
Jana Craft
Torrence Sparkman

Emma Flack
Heather Annulis
Stephen Maffei
Lynn Godkin
Martin Kormanik
Jane Thall
Diane Wilcox
Paul Nesbit
David McGuire
Angela Titi Amayah
Peter Williams

Katie Rosenbusch
Stuart Allen
Diana McBurnett
Rosemary Cooper
Yonjoo Cho
Karen Johnson
Mauvalyn Bowen
Daniel McGurrian
Damon Geiger
Dwuena Wyre
Diana McBurnett

AHRD Board of Directors

President & CEO

Darren Short, Avanaade, Inc.

Senior VP, Conferences and Events,

President-Elect 2013-2014

Ron Jacobs, University of Illinois

Past President, Senior VP, Research, Education and Development

Darlene Russ-Eft, Oregon State University

Senior VP, Membership Communications & Practice

Holly Hutchins, University of Houston

VP, Conference in the Americas (Refereed)

Seung Won Yoon, Western Illinois University

VP, Conference in the Americas (Non-Refereed)

Julia Storberg-Walker, North Carolina State University

VP, Membership & SIGS

Martin B. Kormanik, O.D. Systems

VP of Webcasts & Conferences (International)

Khalil Dirani, University of Georgia

VP, Journals & Awards

Carole Elliott, Hull University Business School

VP, Strategic Relationships

Rajashi Ghosh, Drexel University

VP, HRD Practice & Membership Communications

Robin Grenier, University of Connecticut

VP, Development & Education

Wendy Ruona, University of Georgia

AHRD Office Staff

Kathie Pugaczewski, CAE, CMP, Executive Director

Carissa Wolf, Meeting Planner

Jazzy McCroskey, Communications Specialist

Jeanne DeMartino, Member Service Specialist

Amanda Ewald, Finance

Website: www.ahrd.org

Phone: (651) 290-7466



Call for Papers, Asia Conference

THE 13TH INTERNATIONAL CONFERENCE OF THE ASIA CHAPTER OF THE ACADEMY OF HUMAN RESOURCE DEVELOPMENT

SEOUL, KOREA, NOVEMBER 12-14, 2014

CONFERENCE THEME: Exploring Leadership from a Human Resource Development Perspective

PRE-CONFERENCE WORKSHOPS:

Wednesday, November 12, 2014

MAIN CONFERENCE SESSIONS:

Thursday-Friday, November 13-14, 2014

CONFERENCE CEO & AHRD ASIA CHAPTER COORDINATOR: Dr. Mesut Akdere, Associate Professor of HRD, University of Wisconsin-Milwaukee

CONFERENCE SITE-CHAIR: Dr. Ki-sung Lee, President of the Korean Association of Human Resource Development

ASIA CHAPTER CO-COORDINATOR: Dr. Mesut Akdere, Associate Professor of HRD, University of Wisconsin-Milwaukee, USA

CONFERENCE SITE CHAIR: Dr. Yi-chun Jane Lin, Assistant Professor of Graduate Institute of International Human Resource Development, National Taiwan Normal University, Taipei, Taiwan

CONFERENCE VENUE: HOTEL PRIMA, SEOUL

(http://www.prima.co.kr/2005_english/)

- The hotel offers: 100 rooms
- Standard room rate: US \$130 (includes breakfast)
- Amenities: Restaurants (lobby lounge, buffet, bar, Korean restaurant, Café, bar), fitness center, sauna, bakery, shops, museum, free WiFi connection
- Conference facilities: large halls for reception, keynote speeches, and closing dinner, various rooms for pre-conference and concurrent sessions
- Travel from Incheon International Airport (70 minutes, 68 km)
- The Airport Limousine shuttle runs every 20 minutes from 5:30 AM to 11 PM at the airport and from 4:00 AM to 21:30 PM at the hotel (\$10)
- Taxi fare: \$50-60

VISA EXEMPTION COUNTRIES: Australia, Canada, most EU countries, Hong Kong, Japan, Singapore, Thailand, Taiwan, Turkey, and USA ...etc. (For more information visit http://www.hikorea.go.kr/pt/main_en.pt)

HOST INSTITUTION: The Korean Joint Association for Human Resource Development (KJAHRD)

- The Korean Association of Human Resource Development
- Korean Society for Learning and Performance
- Korean Society for Training & Development
- Korea Action Learning Association

SIGHTSEEING TOURS: Insa-dong District & Myeong-dong District in Seoul (\$5)

CULTURAL SHOW/PERFORMANCE: available during the closing dinner

PAPER/PROPOSAL SUBMISSION DATES:

Date	Submission
May 1	Submission begins
August 1	Submission deadline
September 1	Notification to authors
September 25	Author revisions



TYPES OF SUBMISSIONS:

- 1) Refereed Papers: Papers should be no more than 6,000 words in length (all inclusive) with an abstract of no more than 250 words. Accepted papers will be published in the proceedings.
- 2) Work-in-Progress Papers (Poster Session): Extended summary of proposal/paper is no more than 3,000 words. These papers will be scheduled for presentation, and the abstracts will be included in the conference program. WIP papers could be proposed conceptual framework based on extensive literature review or research in progress paper with partial results.
- 3) Pre-conference Practice Workshops: Interested professionals and institutions (research institutes, companies, consulting agencies, etc.) may propose pre-conference workshops to demonstrate examples of good HRD practice. Please submit a proposal outlining deliverables of such workshops within 3,000 words. Proposals should have significant learning potential, must be based on sound theory and research, and should not be for publicity or commercial benefits. The workshop may be for half-day or full-day duration. A brief CV of workshop leader(s) should be attached. Pre-conference proposals in Korean are also welcome.

European Conference

* The paper review process will be handled by an online conference paper management system.

Registration:

Conference Registration Fees (tentative):

	AHRD Member	Non-AHRD Member
Regular Registration (Early Fee*)	US \$180	US \$230
Regular Rate	US \$215	US \$265
Full-time** Student Rate, (Early Fee*)	US \$105	US \$125
Regular Rate	US \$140	US \$160

* Benefits of registered participants include: opportunity to publish accepted paper in the conference proceedings, one free CD containing the proceedings, opening reception, 2 free lunches, morning and afternoon coffee/tea breaks, free WiFi, and the closing dinner, as well as the opportunity to meet and network with renowned international scholars & professionals in a friendly environment. The participants will be also given a choice of dietary options.

* Early Bird Rate registration ends at 5:00 PM, on September 10, 2014

* The conference website will be launched soon. The participants can make online payments for registration in the conference site.

Pre-Conference Registration:

Pre-Conference Registration Fee (tentative):

	AHRD Member	Non-AHRD Member
Pre-Conference 1	US \$50	US \$80
Pre-Conference 2	US \$50	US \$80



HOTEL PRIMA, SEOUL 52-3 Chengdamdong, Gangnam, Seoul, Korea

The hotel is located near COEX Mall (Convention & Exhibition), the Trade Center, and the Olympic main stadium and is connected through various urban transit routes. There are several hotels near the conference venue that

participants can choose to stay in (Seoul Riviera Hotel, Richvil Hotel, Khan Hotel, and Hotel Tiffany).

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

Fax: +886-2-2362-2562

European Conference

16TH INTERNATIONAL CONFERENCE ON HRD RESEARCH AND PRACTICE ACROSS EUROPE

In 2015, the University Forum for Human Resource Development (UFHRD) and AHRD will sponsor the 16th International Conference on Human Resource Development Research and Practice across Europe. It is being hosted by the Kemmy Business School, University of Limerick, Ireland www.ul.ie/business and we will circulate a call for papers this summer. For more information please contact Ronan Carbery at Ronan.Carbery@ul.ie.





Track Editors and Manuscript Reviewers

ASSESSMENT & EVALUATION

Track Chair Editor:

James Bartlett, North Carolina State University

Reviewers:

- Samuel Adams, Consultant
- Michelle Bartlett, North Carolina State University
- Tracey Lovejoy Collum, High Point University
- Darren Maiser, BB & T
- Jim Hale, North Carolina State University
- Tara Shollenberger, High Point University
- Heather Williams, H Williams, LLC
- Bo Boylan, Ravenwood Consulting
- Jennifer Stanigar, North Carolina State University
- Keith Waugh, University of Southern Illinois
- Mark Ellison, Cabarrus College
- Martin Mulder, Wageningen University
- Bridget O'Conner, New York University

INTERNATIONAL; GLOBAL & CROSS CULTURAL ISSUES

Track Chair Co-Editors:

Ji Hoon Song, University of North Texas
Sunyoung Park, Louisiana State University

Reviewers:

- Laura Esparza, Universidad de Monterrey
- Dae Seok Chai, Texas A&M University
- Elva A. Resendez, Texas A&M University – Commerce
- Woocheol Kim, Pennsylvania State University
- Alexandre Ardichvili, University of Minnesota
- Greg G. Wang, The University of Texas at Tyler
- Katherine Rosenbusch, Towson University
- Junhee Kim, Texas A&M University
- Thomas Garavan, University of Limerick
- Daniela Truty, Northeastern Illinois University
- Kristin Firmery, University of North Texas
- Jeff Allen, University of North Texas

- Belinda Cole, Oklahoma State University
- A. Esther Joshua-Gojer, University of North Texas
- Lynna Ausburn, Oklahoma State University
- Tracy Pakornsawat, North Carolina State University
- Gary Dotterer, Rogers State University
- Jason Moats, Texas A&M University
- Seog Joo Hwang, CJ America
- James West, Western Illinois University
- Judy Sun, The University of Texas at Tyler
- Jon Martens, Oklahoma State University
- Denise Philpot, University of North Texas
- Stanley Adjabeng, University of North Texas
- Taiyi (Fischer) Huang, University of North Texas
- Cliff Zintgraff, University of North Texas
- Joy Royal, University of North Texas
- Yu Kyoung Park, Pennsylvania State University
- Robin Tamez, University of North Texas
- Chungil Chae, Pennsylvania State University
- Godwin Okeke, University of North Texas
- Shanyuan (Shelly) Zhu, University of North Texas
- Laura A. Pasquini, University of North Texas
- M.J. Park, Pennsylvania State University
- Seung Won Yoon, Western Illinois University
- Robert Dionne, University of Oklahoma
- Barbara Abercrombie, Oklahoma State University
- Earlene Washburn, University of Arkansas Fort Smith
- Putthachat Angnakoon, University of North Texas
- Ji Hoon Song, University of North Texas
- Karen Watkins, University of Georgia
- Marla Stubblefield, Oklahoma State University
- Hanna Moon, University of Georgia
- Sunyoung Park, Louisiana State University

Track Editors and Manuscript Reviewers

LEADERSHIP & CAREER DEVELOPMENT

Track Chair Editor:

Julia Storberg-Walker, North Carolina State University

Managing Track Chair:

Kristina Natt och Dag, North Carolina State University

Reviewers:

- Samuel Adams, Amplify Leadership Consulting
- Renato Azevedo, University of Minnesota
- Elaine Chew, Tarleton State University
- Jason Dean, Indiana State University
- Roselynn S. Dow, SUNY Empire State College
- Barbara Eversole, Indiana State University
- Mariya Gavrilova Aguilar, University of North Texas
- Brenda Gourdin, Capella University
- Laura R Hammons, Texas A & M University
- Earl Harewood, University of Minnesota
- Meredith Henthorn, Texas A&M University
- Mike Jacobson, Advent Software
- Thomas Jandris, Concordia University Chicago
- Vicky Katsioloudes, Louisiana State University
- Robert Lion, Idaho State University
- Susan Madsen, Utah Valley University, Woodbury School of Business
- Stephen Maffei, University of Texas at Tyler
- Angela Titi Manyaka, SUNY Empire State College
- Yoshie Nakamura Tomozumi, Columbia Business School
- Paul Nesbit, Macquarie University
- Tracy Pakornsawat, North Carolina State University
- Louis Quast, University of Minnesota
- Tom Sechrest, St. Edward's University
- Torrence Sparkman, University of Houston
- Kevin Thompson, University of Connecticut
- Linda Tolan, Rochester Institute of Technology
- Alina M. Waite, Indiana State University
- Kori Whitener, Texas A & M University
- Aisha Wright, Automatic Data Processing Inc.
- Robert Yawson, School of Business & Engineering, Quinnipiac University

CRITICAL SOCIAL JUSTICE & DIVERSITY PERSPECTIVES IN HRD

Track Chair Editor:

Marilyn Byrd, University of Mary Hardin-Baylor

Reviewers:

- Angela Titi Amayah, SUNY Empire State College, USA
- Shani Carter, Rhode Island College, USA
- Szu-Fang Chuang, Fooyin University, China
- Princess Cullum, University of North Texas, USA
- Karen Dielmann, Pennsylvania College of Health Sciences
- Christina Evans, University of Roehampton | London
- Thomas Golden, Cornell University, USA
- Kevin S. Harvey, The Harvey Center, USA
- Linda Hunt, Bowie State University, USA
- Heather Kissack, Hill College, USA
- Ame Lambert, University of Texas at Tyler, USA
- Sarah Minnis, Texas A&M University
- Kristina Natt och Dag, North Carolina State University, USA
- Neelu Rohmetra, University of Jammu, India
- Chaunda Scott, Oakland University, USA
- Cynthia Sims, Southern Illinois University Carbondale, USA
- Jo Tyler, Penn State University Harrisburg
- Marie Vicher, Southern Illinois University Carbondale, USA
- Christine Wiggins-Romesburg, University of Louisville, USA



Track Editors and Manuscript Reviewers

ORGANIZATION DEVELOPMENT & CHANGE

Track Chair Editor:

Baek-kyoo (Brian) Joo, Winona State University

Reviewers:

- Sahar Ahadi, University of Illinois (Visiting scholar)
- Daeyeon Cho, Korea University, South Korea
- Kyehyeon Cho, University of Illinois
- Julie Cincotta, CLA Organizational Solutions
- Janet Colvin, Colorado State University GS
- Maria Cseh, The George Washington University
- Barbara Eversole, Indiana State University
- Seung Hyun Han, University of Illinois (Visiting scholar)
- Seung Won Hong, University of Illinois
- Eulho Jung, Indiana University
- Hyounju Kang, Texas A&M University
- Ji-Yun Kang, University of Minnesota
- Haena Kim, Ohio State University
- Junhee Kim, Texas A&M University
- Minjung Kim, Texas A&M University
- Sehoon Kim, Texas A&M University
- Steve Maffei, University of Texas at Tyler
- Hanna Moon, Seoul National University, South Korea
- JeongRok Oh, Woosok University, South Korea
- Cho Hyun Park, Pennsylvania State University
- Jong Gyu Park, Pennsylvania State University
- John R. Turner, University of North Texas
- Don Venneberg, Colorado State University
- Karen Watkins, University of Georgia
- Kori Whitener, Texas A&M University
- Sun Joo You, University of Illinois
- Drea Zigarmi, Ken Blanchard Companies

PERFORMANCE AND STRATEGY

Track Chair Editor:

Claire Gubbins, Dublin City University

Reviewers:

- Meera Alagaraja, University of Louisville
- Alan Clardy, Towson University
- Thomas Garavan, University of Limerick
- A Wognum, University of Twente
- Martin Mulder, Wageningen University
- Peter Kuchinke, University of Illinois
- Michelle O'Sullivan, University of Limerick
- Edel Conway, Dublin City University
- Heather Annulis, The University of Southern Mississippi
- Elisabeth Bennett, Northeastern University
- Lawrence Dooley, University College Cork
- Valerie Shanahan, University of Limerick
- Cyndi Gaudet, The University of Southern Mississippi
- Michael Beyerlein, Texas A&M University
- Xue Yang, University of Illinois at Urbana & Champaign
- Claire Gubbins, Dublin City University
- Ronald Jacobs, University of Illinois
- Diane Bardsley, Academy of HRD Member
- Robert Lion, Idaho State University
- Darlene Russ-Eft, Oregon State University
- Mark Hutt, Colorado State University
- Bob Stearnes, University of Texas at Tyler
- Ingu Kang, Indiana University
- Denise Cumberland, University of Louisville
- Julie Cincotta, CLA Organizational Solutions, LLC
- Brad Estes

Track Editors and Manuscript Reviewers

TECHNOLOGY, E-LEARNING, AND VIRTUAL HRD WORKPLACE LEARNING

Track Chair Editor:

Rochell McWhorter, The University of Texas at Tyler

Reviewers:

- Mike Beyerlein, Texas A&M University
- Steve Maffei, University of Texas at Tyler
- Jerry Zellars, Zellars Consulting, LLC
- Seung Won Yoon, Western Illinois University
- Christopher Washington, Franklin University
- Joe Upatham, University of Texas at Tyler
- Robert Schwindt, Pittsburg State University
- Paul Roberts, University of Texas at Tyler
- Jon Martens, Oklahoma State University
- Diana McBurnett, University of Texas at Tyler
- Heeyoung Han, SIU School of Medicine
- Dominick Fazarro, University of Texas at Tyler
- Julie Delello, University of Texas at Tyler
- Lynna Ausburn, Oklahoma State University
- Beth Adele, University of Texas at Tyler
- Jennifer Stanigar, North Carolina State University
- Ben LeVan, University of Texas at Tyler
- David Huang, University of Illinois at Urbana-Champaign
- Elisabeth Bennett, Northeastern University
- Rochell McWhorter, University of Texas at Tyler
- Gerard Ras, Wayne State College
- Paula Anthony, University of Texas at Tyler
- Carla Smith, University of South Florida
- Brandon Gilpin, University of Texas at Tyler
- David Linberg, Aspen University
- Darren Short, Avande, Inc.
- Irina Popova-Nowak, George Washington University
- Jason Moats, Texas A&M University/Texas A&M Engineering Extension Service

Track Chair Editor:

Yonjoo Cho, Indiana University

Associate Chair:

Doo Hun Lim, University of Oklahoma

Reviewers:

- Jeff Allen, University of North Texas
- Ann Armstrong, Capella University
- Alexandre Ardichvili, University of Minnesota
- Sanghamitra Chaudhuri, The State of Minnesota/Drexel University
- Maria Cseh, The George Washington University
- Daeyeon Cho, Korea University, South Korea
- Rajashi Goshi, Drexel University
- Caroll Graham, Indiana State University
- David Hamilton, University of Nebraska
- Heeyoung Han, Southern Illinois University
- Seog Joo Hwang, CJ USA
- Sung Jun Jo, Utica College
- Baek-kyoo (Brian) Joo, Winona State University
- Eulho Jung, Indiana University
- Ingu Kang, Indiana University
- Muhammad Sohail Khan, University of Illinois at Urbana-Champaign
- Minjung Kim, Texas A&M University
- Minkyung Kim, Indiana University
- Sehoon Kim, Texas A&M University
- Sewon Kim, SUNY Empire State
- Yeonsoo Kim, University of Nevada
- Jessie Kong, Franklin University
- Rita Kowalski, Work Life Consulting LLC
- Tracy Lowrance, The George Washington University/Clarkston Consulting
- Tony Lee, University of Oklahoma
- Doo Hun Lim, University of Oklahoma
- Seth Martinez, Indiana University
- Diana McBurnett, University of Texas at Tyler
- Jason Moats, Texas A&M Engineering Extension Service
- Hanna Moon, Seoul National University, South Korea
- Sunyoung Park, Louisiana State University
- R.F. (Rob) Poell, Tilburg University, the Netherlands
- David Rude, The George Washington University
- Steven Schmidt, East Carolina University
- Brad Shuck, University of Louisville
- Kevin Thomson, University of Connecticut
- Tod Treat, Richland Community College
- Seung Won Yoon, Western Illinois University
- Aaron Zachmeier, Indiana University



Program Excellence Network (PEN)

Join the AHRD Program Excellence Network (PEN). You must be an individual member in AHRD in order for your organization to join the PEN. The PEN is committed to strengthening academic programs and promoting excellence in teaching HRD. It provides a forum for its members to explore, learn, and work together to shape the future direction of HRD education. This includes professional development as well as fostering the scholarship of teaching. See the AHRD website for benefits and instructions to join the Network.

PEN Members

- Al Akhawayn University in Ifrane
- Barry University
- Center for Executive Education, IBA, Karachi
- Drexel University
- Indiana State University
- Indiana University
- North Carolina State University
- Northeastern University
- Oregon State University
- Penn State Harrisburg
- Pennsylvania State University
- Pittsburg State University
- Texas A&M University
- The George Washington University
- The University of Southern Mississippi
- Towson University
- University of Connecticut
- University of Georgia
- University of Illinois at Urbana-Champaign
- University of Louisville
- University of Minnesota
- University of North Texas
- University of Texas At Tyler
- University of Wisconsin-Stout
- Xavier University

HUMAN RESOURCE DEVELOPMENT INTERNATIONAL EDITORIAL BOARD

Editor-in-Chief

Alexandre Ardichvili, University of Minnesota, USA

Associate Editor - Refereed Section

Carole Elliott, Durham University, UK

Associate Editor - Perspectives Section

Jessica Li, University of Illinois, USA

Qualitative Methods Editor

Tonette S. Rocco, Florida International University, USA

Quantitative Methods Editor

Andreas G. Klein, Goethe University, Frankfurt, Germany

Managing Editor

Sowath Rana, University of Minnesota, USA

Board of Directors

- Monica Lee, Northumbria University and University of Lancaster, UK
- Sally Sambrook, Bangor University, UK
- Valerie Anderson, Portsmouth University, UK
- Rob Poell, Tilburg University, The Netherlands
- Laura Bierema, University of Georgia, USA
- Darren Short, Avanade, Inc., USA

Editorial Board

- Chiraprapha Tan Akaraborworn - National Institute of Development Administration, Thailand
- Mesut Akdere - University of Wisconsin-Milwaukee, USA
- Ken Bartlett - University of Minnesota, USA
- Stephen Billett - Griffith University, Australia
- Wasita Boonsatorn - National Institute of Development Administration, Thailand
- Jamie Callahan - Texas A&M University, USA
- Ronan Carbery - University of Limerick, Ireland
- Edgard Cornachione - University of Sao Paulo, Brazil
- Maria Cseh - George Washington University, USA
- Peter Cunningham - Nelson Mandela Metropolitan University, South Africa
- Amy Edmondson - Harvard Business School, USA
- Andrea Ellinger - University of Texas at Tyler, USA
- Tara Fenwick - University of Stirling, UK
- Thomas Garavan - University of Limerick, Ireland
- Jeff Gold - Leeds Business School, UK
- Robert Hamlin - University of Wolverhampton, UK
- Zunsang Han - Yonsei University, Korea

- Anne-Wil Harzing - University of Melbourne, Australia
- Maimunah Ismail - University Putra Malaysia, Malaysia
- Baek-Kyoo Joo - Winona State University, USA
- Russel Korte - University of Illinois at Urbana-Champaign, USA
- Peter Kuchinke - University of Illinois at Urbana-Champaign, USA
- Eva Kyndt - Katholieke Universiteit Leuven, Belgium
- Manuel London - State University of New York at Stony Brook, USA
- Allan M. Macpherson - University of Wisconsin-La Crosse, USA
- Victoria Marsick - Columbia University, USA
- Sharan Merriam - University of Georgia, USA
- Beverly Metcalfe - University of Manchester, UK
- Richard W. Moore - California State University, Northridge, USA
- Regina Mulder - University of Regensburg, Germany
- Fred Nafukho - Texas A&M University, USA
- AAhad M. Osman-Gani - IIUM University, Malaysia
- Rob Poell - Tilburg University, The Netherlands
- T. V. Rao - TVRLS, India
- Neelu Rohmetra - University of Jammu, India
- Gene Roth - Northern Illinois University, USA
- Andrzej Rozanski - Maria Skłodowska-Curie University, Lublin, Poland
- Wendy Ruona - University of Georgia, USA
- Eugene Sadler-Smith - University of Surrey, UK
- Sally Sambrook - Bangor University, UK
- Ji Hoon Song - University of North Texas, USA
- Jim Stewart - Coventry University, UK
- Dave Ulrich - University of Michigan, USA
- Beatrice van der Heijden - Radboud Universiteit Nijmegen, The Netherlands
- Marcel van der Klink - Open Universiteit, The Netherlands
- Marianne van Woerkom - Tilburg University, The Netherlands
- Consuelo Waight - University of Houston, USA
- Greg Wang - University of Texas at Tyler, USA
- Jia Wang - Texas A&M University, USA
- Feng Wu - Peking University, People's Republic of China
- Roland K. Yeo - Saudi Aramco PDA, Saudi Arabia
- Elena Zavyalova - St Petersburg State University, Russia



HUMAN RESOURCE DEVELOPMENT QUARTERLY EDITORIAL BOARD

Publisher

David Famiano, Senior Editor, Professional Development
Subscription Content, John Wiley & Sons, Inc.

Editor

Andrea D. Ellinger, The University of Texas at Tyler

Managing Editor

Mary Lynn Lunn, The University of Texas at Tyler

Associate Editors

Valerie Anderson, University of Portsmouth
Claire Gubbins, Dublin City University, Ireland
Kim F. Nimon, University of North Texas
Maura Sheehan, NUI Galway, Ireland
Jon M. Werner, University of Wisconsin-Whitewater

Editorial Board

- Mesut Akdere, University of Wisconsin-Milwaukee, visiting Professor at International Antalya University, Turkey
- Mary V. Alfred, Texas A&M University
- Ken Bartlett, University of Minnesota
- Reid Bates, Louisiana State University
- Rona S. Beattie, Glasgow Caledonian University
- Elisabeth E. Bennett, Northeastern University
- Laura L. Bierema, University of Georgia
- Kenneth Brown, University of Iowa
- Shani D. Carter, Rhode Island College
- Karen Chapman, University of Alabama
- Maria Cseh, The George Washington University
- Thomas G. Cummings, University of Southern California
- John M. Dirkx, Michigan State University
- Toby M. Egan, Purdue University
- Thomas Garavan, University of Limerick, Ireland

- Robin Grenier, University of Connecticut
- Jonathon Halbesleben, University of Alabama
- Robert G. Hamlin, University of Wolverhampton
- Linda Hite, Indiana-Purdue University Fort Wayne
- Holly M. Hutchins, University of Houston
- Ronald L. Jacobs, University of Illinois at Urbana-Champaign
- Susan A. Lynham, Colorado State University
- Victoria J. Marsick, Teachers College Columbia University
- Larry G. Martin, University of Wisconsin-Milwaukee
- David McGuire, Edinburgh Napier University, Scotland
- John McGurk, The Chartered Institute of Personnel and Development (CIPD)
- Gary N. McLean, McLean Global Consulting, Inc.
- Michael Lane Morris, University of Tennessee
- Regina H. Mulder, University of Regensburg
- AAhad M. Osman-Gani, IIUM University, Malaysia
- Rob Poell, University of Tilburg
- Thomas Reio, Florida International University
- Wendy Ruona, University of Georgia at Athens
- Sally Sambrook, University of Bangor
- Darren C. Short, Avanade, Inc.
- Sabina Siebert, University of Glasgow
- Francesco Sofo, University of Canberra, ACT, Australia
- Julia Storberg-Walker, North Carolina State University
- Richard Torraco, University of Nebraska-Lincoln
- Russ Vince, University of Bath
- Jia Wang, Texas A&M University
- Karen E. Watkins, University of Georgia at Athens
- Seung Won Yoon, Western Illinois University
- YiChi Zhang, Peking University

HUMAN RESOURCE DEVELOPMENT REVIEW EDITORIAL BOARD

Editor:

Jamie L. Callahan, Drexel University

Associate Editor:

Julia Storberg-Walker, North Carolina State University

Managing Editor:

Minjung Kim, Texas A&M University

Editorial Board:

- Frank Achtenhagen, Georg-August University, Göttingen, Germany

- Chiraprapha Akaraborworn, The National Institute for Development Administration, Thailand
- Mesut Akdere, University of Wisconsin, USA
- Ross Azevedo, University of Minnesota, USA
- Monica Danielson, The Toro Company, USA
- John Dirkx, Michigan State University, USA
- Per-Erik Ellström, Linköping University, Sweden
- Karen Evans, University of London, UK
- Tom Garavan, University of Limerick, Ireland
- Julie Gedro, SUNY Empire State College, USA
- Rajashi Ghosh, Drexel University, USA
- Irena Grugulis, University of Leeds, UK

HUMAN RESOURCE DEVELOPMENT REVIEW EDITORIAL BOARD, CONTINUED

- Holly Hutchins, University of Houston, USA
- Christian Helms Jørgensen, Roskilde University, Denmark
- Baek-Kyoo (Brian) Joo, Winona State University, USA
- TJ Kamalanabhan, Indian Institute of Technology, India
- Marijke Kehrhahn, University of Connecticut-Storrs, USA
- Michael Kroth, University of Idaho – Boise Center, USA
- Victoria Marsick, Columbia University, USA
- Pat McLagan, McLagan International, Inc., USA
- Gary McLean, McLean Global Consulting, USA
- Paul Nesbit, Macquarie University, Australia
- Raymond Noe, Ohio State University, USA
- AAhad Osman-Gani, IIUM University, Malaysia
- Scott Poole, University of Illinois, Urbana-Champaign, USA
- Tom Reio, Jr., Florida International University, USA
- Alan Saks, University of Toronto, Canada
- Eduardo Salas, University of Central Florida, USA
- James Scoville, University of Minnesota, USA
- Andy Smith, University of Ballarat, Australia
- Rich Torracco, University of Nebraska, USA
- Marianne van Woerkom, University of Tilburg, The Netherlands
- Consuelo Waight, University of Houston, USA
- Susanne Weber, Ludwig-Maximilians University, Germany
- Ida Wognum, University of Twente, The Netherlands
- Lyle Yorks, Columbia University, USA

ADVANCES IN DEVELOPING HUMAN RESOURCES EDITORIAL BOARD

Editor-in-Chief:

Kimberly S. McDonald, Indiana-Purdue University Fort Wayne

Associate Editors:

Marilyn Y. Byrd, University of Mary Hardin-Baylor
 Martin B. Kormanik, O.D. Systems
 Michael P. Leimbach, Wilson Learning Worldwide, Inc.
 David McGuire, Edinburgh Napier University

Editorial Assistant:

Emily R. Meller, Indiana-Purdue University Fort Wayne

Editorial Board:

- Mesut Akdere, University of Wisconsin-Milwaukee
- Mary V. Alfred, Texas A&M University
- Ikhlas Al-Tarawneh, Al-Hussein Bin Talal University (Jordan)
- Claire Armstrong, Open University (UK)
- Ross E. Azevedo, University of Minnesota
- Maria Cseh, George Washington University
- Khalil M. Dirani, University of Georgia
- Laura Esparza, Universidad de Monterrey, Mexico
- Thomas N. Garavan, University of Limerick, Ireland
- Julie Gedro, SUNY Empire State College, State University of New York
- Rod Githens, University of Louisville
- Carroll M. Graham, Indiana State University
- Richard Herling, Pittsburg State University
- Linda M. Hite, Indiana-Purdue University Fort Wayne
- Barry Johansen, Independent Consultant
- Baek-Kyoo (Brian) Joo, Winona State University

- Jeffrey M. Keefer, New York University, Visiting Nurse Service of New York
- Namhee Kim, Walden University
- Judith A. Kolb, The Pennsylvania State University
- Katharine Leigh, Colorado State University
- Catherine Lombardozi, Learning 4 Learning Professionals
- Susan A. Lynham, Colorado State University
- Susan R. Madsen, Utah Valley University
- Steven V. Manderscheid, Concordia University
- Heather S. McMillan, Southeast Missouri State University
- Liliana Mina, University of Wisconsin - Milwaukee
- Fredrick M. Nafukho, Texas A&M University
- Beatriz Padilla, University Institute of Lisbon (Portugal)
- Wendy Ruona, University of Georgia, Athens, GA
- Brad Shuck, University of Louisville
- Kyle B. Stone, Colorado Mesa University
- Alina M. Waite, Indiana State University
- Nelson H. Wawire, Kenyatta University (Kenya)
- Sue Williams, Gloucestershire Business School (UK)
- Robin Yap, Phronetic International, Inc. (Canada)
- Tuncay Yilmaz, Sakarya University (Turkey)
- Seung Won Yoon, Western Illinois University

Ex Officio Board Members:

- Rob Poell, University of Tilburg, The Netherlands
- Jamie L Callahan, Drexel University
- Darlene F. Russ-Eft, Oregon State University
- Darren Short, Avanade, Inc.
- Baiyin Yang, Tsinghua University, China



AHRD Award Committees

Advances in Developing Human Resources Outstanding Issue Award Committee

- Chair, Marilyn Byrd

MEMBERS:

- Thomas Garavan
- Jeff Keefer
- Gary McLean

AHRD Service Award Committee

- Chair, Darren Short

Cutting Edge Award Committee

- Chair, Jessica Li
- Associate Chair, Thomas Garavan

MEMBERS:

- Claire Armstrong
- Ronan Carbery
- Christine Cross
- Jennifer Hennessy
- Ciara Nolan
- Andrew Rock
- Maura Sheehan

Monica M. Lee Research Excellence Award Committee, HRDI

- Chair, Alexandre Ardichvili

MEMBERS:

- Carole Elliott
- Robert Hamlin
- Peter Kuchinke
- Jessica Lee
- Rob Poell

Outstanding HRD Scholar Award Committee

- Chair, AAhad Osman-Gani

MEMBERS:

- Laura Bierema
- Andrea Ellinger
- Jerry Gilley

Early Career Scholar Award Committee

- Chair, Toby Egan

MEMBERS:

- Mesut Akdere
- Holly Hutchins
- Julia Storberg-Walker
- Jia Wang

HRD Scholar Hall of Fame Committee

- Chair, Darlene Russ-Eft

MEMBERS:

- Gary McLean
- Darren Short
- Richard A. Swanson

Elwood F. Holton III Research Excellence Award Committee, HRDR

- Chair, Julia Storberg-Walker

MEMBERS:

- Ross Azevedo
- Monica Danielson
- John Dirkx
- Rajashi Ghosh
- Christian Helms Jorgensen
- Holly Hutchins
- Marijke Kehrhan
- Victoria Marsick
- Raymond A. Noe
- Thomas Reio
- Eduardo Salas
- Richard Torraco
- Marianne Von Woerkom
- Conseulo L. Waight
- Lyle Yorks

Excellence in Scholarly Practice Committee

- Chair, Carol B. Packard

Esworthy Malcolm Knowles Dissertation of the Year Award Committee

- Chair, Tom Reio, Jr.

MEMBERS:

- Samuel Adams
- Regina Carpenter
- Cindy Crowder
- Jesus Fernandez
- Vannetta Iddrisu
- Rachelle Lehner
- Sewon Kim
- Joanne Sanders-Reio
- Jeannie Trudel
- Seung Won Yoon

R. Wayne Pace HRD Book of the Year Award Committee

- Chair, Brad Shuck

MEMBERS:

- Marcia Hagen
- Lisa Weinberger
- Judy Sun

Richard A. Swanson Research Excellence Award Committee, HRDQ

HRDQ Editorial Board Members and Nominators

[All Editorial Board Members were invited to nominate refereed articles from Issues 1–4 of Volume 24 for this award process]

- Chair, Andrea Ellinger

[This Committee synthesized the nominations and engaged in a second tier review process to determine the award recipient]

- Mary Alfred
- Claire Gubbins, Associate Editor and Committee Co-Chair
- Karen E. Watkins
- Jon M. Werner, Associate Editor and Committee Co-Chair

MEMBERS:

- Mesut Akdere
- Mary V. Alfred
- Ken Bartlett
- Reid Bates
- Rona S. Beattie
- Elisabeth E. Bennett
- Laura L. Bierema
- Kenneth Brown
- Shani D. Carter
- Karen Chapman
- Maria Cseh
- Thomas G. Cummings
- John M. Dirkx
- Toby M. Egan
- Thomas Garavan
- Robin Grenier
- Jonathon Halbesleben
- Robert G. Hamlin
- Linda Hite
- Holly M. Hutchins
- Ronald L. Jacobs
- Susan A. Lynham
- Victoria J. Marsick
- Larry G. Martin
- David McGuire
- John McGurk
- Gary N. McLean
- Michael Lane Morris
- Regina H. Mulder
- AAhad M. Osman-Gani
- Rob Poell
- Thomas Reio
- Wendy Ruona
- Sally Sambrook
- Darren C. Short
- Sabina Siebert
- Francesco Sofo
- Jim Stewart
- Julia Storberg-Walker
- Richard Torraco
- Russ Vince
- Jia Wang
- Karen E. Watkins
- Seung Won Yoon
- YiChi Zhang

Special Interest Groups

China HRD Research

Chair: Jessica Li, jli2011@illinois.edu

Co-Chair: Robin Grenier, robin.grenier@uconn.edu

Co-Chair: Kori Whitener koriwhitener@netzero.net

Critical HRD & Social Justice Perspectives

Co-Chair: Joshua Collins, jcoll088@fiu.edu

Co-chair: Julie Gedro, Julie.Gedro@esc.edu

Quantitative Research Methods

Chair: Kim Nimon, Kim.Nimon@unt.edu

HRD Theory

Co-Chair: Catherine Marsh, Ed.D., cmarsh@northpark.edu

Co-Chair: Carol Rusaw, Ed.D., carol.rusaw@cpms.osd.mil

Faculty Learning & Development

Chair: Jeff Allen, jeff.allen@unt.edu

India HRD

Chair: Rajashi Ghosh, rajashi.ghosh@drexel.edu

Scholar-Practitioner

Chair: Jason Moats: jbmoads@tamU.edu

International HRD

Chair: Khalil Durani, dirani@uga.edu

Virtual HRD

CoChair: Liz Bennett, bennettliz@charter.net

Co-chair: Rochell McWhorter, rmcwhorter@uttyler.edu

Leadership

Co-Chair: Gail Latta, latta001@gannon.edu

Co-Chair: Lou Quast, louquast@umn.edu

Workforce Diversity and Inclusion

Chair: Marilyn Y. Byrd, mbyrd@umhb.edu

Qualitative Inquiry



Advances in Developing Human Resources



Kimberly S. McDonald, Editor-in-Chief

Indiana-Purdue University Fort Wayne

Associate Editors:

Marilyn Y. Byrd, University of Mary Hardin-Baylor

Martin B. Kormanik, O.D. Systems

Michael P. Leimbach, Wilson Learning Worldwide, Inc.

David McGuire, Edinburgh Napier University

Editorial Assistant:

Emily R. Meller, Indiana-Purdue University Fort Wayne

Published by Sage Publications

For more about *Advances in Developing Human Resources*, visit
<http://www.sagepub.com/journal.aspx?pid=267>

Advances in Developing Human Resources (ADHR) is a quarterly journal whose single issues explore and examine discrete topics. Its unique features include:

- **Research to Practice:** *ADHR* focuses on the issues that help you work more effectively in human resource development. The journal spans the realms of performance, learning, and integrity within an organizational context. Balancing theory and practice, each issue of the journal is devoted to a different topic central to the development of human resources. *ADHR* has covered subjects as wide-ranging and vital as performance improvement, action learning, on-the-job training, informal learning, work-life balance, career development and HRD, leadership, and the philosophical foundations of HRD practice.
- **Current and Concise:** Each issue of *ADHR* focuses on a single topic of importance to HRD professionals. Special guest editors lead each issue. Experts in their specific fields coordinate papers from some of the most noted professionals in HRD today. Each special issue is comprehensive yet concise, giving full coverage to each specific subject area.
- **Dynamic and Relevant:** *ADHR* is easy to read and is highly relevant to both scholars and practitioners. Dealing with the demands of the global economy a diverse workforce can be difficult. From ethics to on-the-job training, from leadership development to action learning to cultural competence, *ADHR* gives you a quick, easy-to-use reference on each area important in your practice. Complete your library of HRD literature with the comprehensive coverage in *ADHR* – the essential tool for human resource development specialists.

Each issue of *Advances in Developing Human Resources* is available for course adoption or for use in a consulting or training environment. Multiple quantity discounts apply. For more information about submitting a proposal, or to submit a proposal to *ADHR*, please contact:

Kimberly S. McDonald, Editor-in-Chief

Advances in Developing Human Resources

Indiana-Purdue University Fort Wayne, 2101 Coliseum Blvd, Fort Wayne, IN 46805-1499 Telephone: 260-481-6418

Fax: 260-481-5734 E-mail: mcdonalk@ipfw.edu

Human Resource Development International

Editor-in-Chief

Alexandre Ardichvili, *University of Minnesota, USA*

Associate Editor - Refereed Section

Carole Elliott, *Durham University, UK*

Associate Editor - Perspectives Section

Jessica Li, *University of Illinois, USA*

Qualitative Methods Editor

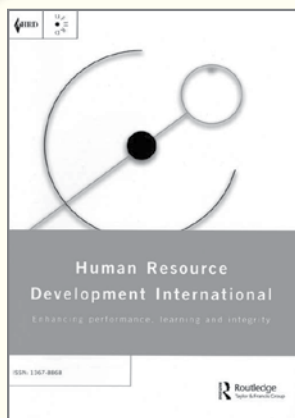
Tonette S. Rocco, *Florida International University, USA*

Quantitative Methods Editor

Andreas G. Klein, *Goethe University, Frankfurt, Germany*

Editorial Assistant

Sowath Rana, *University of Minnesota, USA*

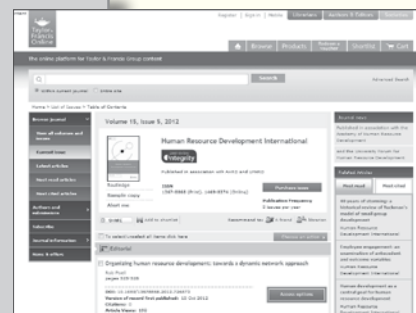


Human Resource Development International promotes all aspects of practice and research that explore issues of individual, group and organisational learning and performance. In adopting this perspective *Human Resource Development International* is committed to questioning the divide between practice and theory; between the 'practitioner' and the 'academic' between traditional and experimental methodological approaches and between organisational demands of scholarship.

Human Resource Development International is committed to a wide understanding of 'organisation' - one that extends through self-managed teams, voluntary work, or family businesses to global enterprises and bureaucracies. *Human Resource Development International* also commits itself to exploring the development of organisations and the life-long learning of people and their collectivity (organisation), their strategy and their policy, from all parts of the world. In this way *Human Resource Development International* will become a leading forum for debate and exploration of the interdisciplinary field of human resource development.

www.tandfonline.com/rhrd

- Online sample copy
- Free articles
- Back issues
- Content alerts
- Submission details
- Pricing and ordering
- Library recommendation form
- Libsite Archive and Collection





HUMAN RESOURCE DEVELOPMENT QUARTERLY

ANDREA D. ELLINGER, EDITOR



NOW INCLUDED IN
THOMSON REUTERS' SSCI
IMPACT FACTOR 0.653

CALL FOR PAPERS

Human Resource Development Quarterly (HRDQ) is the first scholarly journal focused directly on the evolving field of human resource development (HRD). *HRDQ* is a respected forum for interdisciplinary and scholarly exchange on the subject of HRD.

HRDQ provides a central focus for research on human resource development issues as well as the means for disseminating such research. *HRDQ* recognizes the interdisciplinary nature of the HRD field and brings together relevant research from the related fields, such as economics, education, management, organization study, sociology, and psychology. It provides an important link in the application of theory and research to HRD practice.

MANUSCRIPT SUBMISSION

In general, *HRDQ* publishes theoretical and empirical work that addresses a broad range of human resource development issues and evaluation of HRD interventions and contexts. Articles concerned solely with the practice of HRD are not within the scope of this journal but may be more appropriate for practitioner-oriented publications. Authors may contribute to *HRDQ* by submitting manuscripts for peer review, for the non-refereed forum section, and for the media reviews section. Authors are encouraged to discuss actual and potential research and conceptual manuscripts with the editor prior to submittal.

Editorial correspondence may be sent via e-mail to the Editor, Andrea D. Ellinger at andrea_ellinger@uttyler.edu or the Managing Editor, Mary Lynn Lunn at hrdq@uttyler.edu.

Manuscripts can be submitted online at <http://mc.manuscriptcentral.com/hrdq>

KEYWORDS

- Adult Learning
- Assessment
- Career Development
- Creativity
- Cross-Cultural
- Diversity and Gender Issues
- Entrepreneurial Learning
- Evaluation
- Expertise
- Feedback
- Human Capital
- Informal Learning
- Instructional Design
- International Issues
- Knowledge Management
- Leadership Development
- Learning Organization
- Learning Theory
- Literacy Issues
- Management Development
- Mentoring and Coaching
- Organizational Change and Development
- Performance Management
- Improvement
- Organizational Learning
- Strategic HRD
- Team Learning
- Training
- Transfer of Training
- Upward Appraisal

JOSSEY-BASS™
A Wiley Brand



Academy of Human Resource Development
Leading Human Resource Development Through Research

Sponsored by the Academy of Human Resource Development. • Jossey-Bass and the Jossey-Bass logo are registered trademarks of John Wiley & Sons, Inc.

Human Resource Development Review



Jamie L. Callahan, Editor

Drexel University

Julia Storberg-Walker, Associate Editor

North Carolina State University

A quarterly refereed journal from the Academy of Human Resource Development
Published by Sage Publications

Human Resource Development Review is a theory journal for scholars of human resource development and related disciplines. *Human Resource Development Review* publishes articles that make theoretical contributions in papers devoted to theory development, foundations of HRD, theory building methods, and integrative reviews of the literature. The journal provides new theoretical insights that can advance our understanding of human resource development, including:

- Syntheses of existing bodies of theory
- New substantive theories
- Exploratory conceptual models
- Taxonomies and typologies developed as foundations for theory
- Treatises in formal theory construction

Send electronic submissions to <http://mc.manuscriptcentral.com/hrdr>

Jamie L. Callahan

Editor, *Human Resource Development Review*

Professor of Human Resource Development

School of Education, Drexel University

Philadelphia, PA 19104

<http://drexel.academia.edu/JamieCallahan>

<http://goodwin.drexel.edu/soe/>



This image shows a full page of white paper with horizontal ruling lines. The lines are evenly spaced and run across the width of the page, typical of notebook paper or a document template. There are no margins, text, or other markings present.

HOTEL MAP



Floor Plan

Save the Date for 2015



AHRD International Research Conference
in the Americas

February 18-21, St. Louis, Missouri

Hyatt Regency St. Louis at the Arch | St. Louis, MO