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
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SUNY Empire State College

**Proceedings Editor**
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Kate Guerdat  
Manchester Community College

**Innovative Sessions**
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University of Georgia

**Food-N-Thought Chair**
Tracy Pakornsawat  
North Carolina State University

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**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

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**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
Dear Conference Attendees:

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 enewsletter
• 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:**

![University of Houston](image1.png)

![The University of Southern Mississippi Gulf Coast](image2.png)

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**EXHIBITORS:**

American Society for Training & Development (ASTD)

Columbia Southern University
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
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
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
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

12:15-1:15pm
Annual AHRED Business Meeting — All AHRED 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 73 Leadership and Career Development, Briar Park 1
Session 74 Innovative Session, Briar Park 2

3:00-3:30pm
Break, Ballroom Foyer

3:30-5:00pm
Breakout Sessions
Session 75 Performance and Strategy, Westchase 1
Session 76 Evaluation and Assessment, Westchase 2
Session 77 Innovative Session, Westchase 3
Session 78 Organization Development and Change, Salon A
Session 79 Innovative Session, Salon B
Session 80 Innovative Session, Salon C
Session 81 Workplace Learning, Salon F
Session 82 Leadership and Career Development, Salon G
Session 83 Leadership and Career Development, Salon H
Session 84 Innovative Session, Salon I
Session 85 Evaluation and Assessment, Briar Park 3
Session 86 Innovative Session, Briar Park 2

6:00-8:00pm
Reception and AHRED Silent Auction, Ballroom Foyer

8:00-10:00pm
Presidential Banquet, Salon A-H

SUNDAY, FEBRUARY 23

8:00-11:00am
AHRED Board of Directors Meeting, Diplomat Boardroom
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 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.

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, Premera 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
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 development 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.
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 Lombardozzi
Catherine Lombardozzi 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 organizational 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.

MINING FOR GOLD: TRANSLATING AND POSITIONING THE BEST OF HRD THEORY AND RESEARCH TO IMPROVE PRACTICE
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 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

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 Assessment 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
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
Session Schedule

**SECTIONS: 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 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
Sunyoung 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
Russel 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 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
Minkyoung 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 Multidisciplinary Approach
Regina Yanson, Francis Marion University
SESSION 32 Evaluation and Assessment, Westchase 4

0213 Assumptions and Attitudes of Writing Letters of Recommendation: Deception or Development?
Jamie Callahan, Drexel University
Cindy Schaaarschmidt, 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 Muyia, Texas A&M University
Katherine Broussard, Texas A&M University

SESSION 34 Organization Development and Change, Briar Park 2

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 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

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 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

SESSION 37 Innovative Session, Richmond 3

0318 Assessments in Executive Coaching: A Conceptual Decision Framework
Ann Herd, University of Louisville
Christine Wiggins-Romesburg, University of Louisville

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

SESSION 40 Workplace Learning, Salon C

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 Allert, University of La Verne
Peter Williams, North Central University

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

BREAKOUTS 1:30-3:00PM
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 Lombardozi, 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
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 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
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

0120 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
Dwuen 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 Kucherov, 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 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 Schedule

### SESSION 63 Innovative Session, Salon B

0347 Best Practices in Qualitative Research: Bridging Research and Real World Experiences  
Jia Wang  
Meera Alagaraja  
Priyanka Doshy  
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
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

SESSION 73 Leadership and Career Development, Briar Park 1

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
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
Hye-ran 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 Assessment: Toward 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

SESSION 81 Innovative Session, Salon B

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

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, Maquarie Graduate School of Management
Paul Nesbit, Maquarie 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 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

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
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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

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<table>
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<td>May 1</td>
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<td>August 1</td>
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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.
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European Conference

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Jamie L. Callahan
Editor, Human Resource Development Review
Professor of Human Resource Development
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