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Dear HRD Scholars and Scholar-Practitioners:


Since the inception of the Academy, the purpose of our research conference has been to lead the field of HRD through research. Our conferences bring together scholars and scholar-practitioners to discuss theories, research, and practice to improve the disciplinary 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 professional and personal development.

In addition to hosting the annual research conference, the Academy continues to provide members with a variety of benefits. There are many exciting reasons to be a member of AHRD. AHRD continues to provide its members four quarterly refereed research journals, international conferences, special interest groups, a 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 research needs of our members and the broader field of HRD.

As we launch our 2012 Conference, I want to express my deepest appreciation to our AHRD Executive Director Kathie Pugaczewski, our AHRD Conference Organizer, Scott Franzmeier, and our AHRD Main Office team – Ewald Consulting. In addition, the Conference Planning Committee, the Program Chair Committee, and the AHRD Board of Directors all have worked tirelessly to make this year’s conference a success. This year, the Conference begins with two exciting and engaging Preconference Professional Development Workshops. Preconference attendees will enjoy and learn presentations from world-class HRD scholars in the “Emerging Research Course.” Professor Sharan Merriam will present “Introduction to Qualitative Research” and a second on “Intensive Qualitative Data Analysis.”

There are many special events and activities to engage our scholarship and collegiality. Elliott Masie will provide the conference keynote address, with an address titled “Trends, Research, and Affordances: Evolving Technology and HRD.” We will again hold a Town Forum featuring our thought leaders – those who have received the Outstanding Scholar Award – who will address their ideas concerning the future of HRD. A Silent Auction has been planned in conjunction with one of the receptions in order to raise funds for the AHRD Foundation. In addition to the Food ‘n Thought Sessions, we have planned an informal networking dinner for Friday evening; all that you have to do is sign up for one of the groups.

Under the direction of our Conference Program Chair Khalil Dirani and the Program Chair Team, consisting of Jia Wang and Julie Gedro, papers for the conference program were submitted under thematic tracks that included: Assessment, Measurement & Evaluation, Career Development, Critical & Social Justice Perspectives of HRD, International, Global & Cross-Cultural Issues, Virtual HRD, Technology & Distance Learning, Leadership, Workplace Learning, Training & Development, Organization Development & Change, Performance, Strategic HRD, and Theory & Foundations of HRD. Submissions for each of these tracks were reviewed by Track Chair Editors, who were selected for these important roles through a competitive process. Track Chairs are an esteemed group of HRD scholars who have established themselves as subject matter experts in the thematic areas represented by the tracks. We are extremely grateful to the Program Chair Team and Track Chairs for making our conference learning and development experiences worthwhile. The Conference Program will consist of 68 sessions with 201 research papers, including numerous research roundtable sessions and 13 innovative sessions.

Looking towards the future, in 2013, AHRD International Research Conference in The Americas will be held in Washington, DC, at the Marriott Crystal City on February 13-17, 2013. In preparation, I urge you to give the 2013 Call for Papers the widest possible dissemination. Please refer interested parties to the Events and Conferences listing on the AHRD web site (www.ahrd.org) and contact the AHRD Main Office for complete contact information.

Additionally, The University Forum for Human Resource Development (UFHRD) and The Academy of Human Resource Development (AHRD) will sponsor the 13th International Conference on Human Resource Development Research and Practice across Europe, hosted this year by the faculty of the Universidade Lusíada de Famalicão and by Centro Lusiada de Engenharia e Gestão Industrial. The conference theme this year will be “The Future of HRD: 2020 and Beyond: Challenges and Opportunities.” Please join your colleagues May 23-25, 2012 in Famalicão, Portugal. Please see the AHRD website for more details on this wonderful conference. We look forward to seeing you there.

Finally, our 11th International Conference of the AHRD Asia Chapter and the 2nd Conference of the MENA Chapter will be held in Istanbul, Turkey during November 8-10, 2012. It should be noted that this conference will be held in conjunction with the 10 International Conference on Knowledge, Economy, and Management. The theme of this year’s conference will be “HRD in Global Economic Crises.” The host institution will be Istanbul Medeniyet University, with support from Dogus University. Please note the call for papers deadline is May 12, 2012, and the paper
guidelines follow those required for the AHRD Americas Conference. Please see the AHRD website for more information; the full call for papers will also be located in your conference program for this conference.

This is an exciting time to be a member of the Academy of HRD and a participant 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!

Darlene Russ-Eft  AHRD President

Conference Program Committees

Program Chair
Khalil M. Dirani, University of Georgia

Proceedings Editor
Jia Wang, Texas A&M University

Proceedings Associate Editor
Julie Gedro, Empire State College

Proceedings Managing Editors
Priyanka Doshy, Texas A&M University

Program Chair’s Assistant
Sujin Son, University of Georgia

CONFERENCe PLANNING COMMITTEE
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Elisabeth E. Bennett, Tufts Univ. & Baystate Health
Khalil M. Dirani, University of Georgia
Scott Franzmeier, Ewald Consulting, Inc.
Julie Gedro, Empire State College
Darlene Russ-Eft, Oregon State University
Darren Short, Avanade, Inc.
Jia Wang, Texas A&M University

Food-N-Thought Committee
Chairperson
Christina Kamer, HR Capital Management Consultants

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Track Chair Editor:
Tomika Greer, University of Houston

Career Development
Track Chair Editor:
Alliki Nicolaides, University of Georgia

Critical HRD & Social Justice Perspectives
Track Chair Editor:
David Kopp, Barry University

International, Global & Cross Cultural Issues
Co-Track Chair Editors:
Ji Hoon Song, Oklahoma State University
Seung Won Yoon, Western Illinois University
Helena Knorr, Point Park University

Leadership
Co-Track Chair Editors:
John Cerrito, University of Augsburg
Christine Hamie, University of York

Organizational Development & Change
Track Chair Editor:
Jules Beck, University of Arkansas

Performance
Track Chair Editor:
James E. Bartlett, II, North Carolina State University

Strategic HRD
Track Chair Editor:
Thomas Garavan, University of Limerick
Assistant Track Chair Editor:
Andrew Rock, University of Limerick

Theory & Foundations of HRD
Track Chair Editor:
David McGuire, Queen Margaret University

Virtual HRD, Technology & Distance Learning
Track Chair Editor:
Elisabeth E. Bennett, Tufts University & Baystate Health
Assistant Track Chair Editor:
Rochell R. McWhorter, Univ of Texas, Tyler

Workplace Learning, Training & Development
Co-Track Chair Editors:
Shani Carter, Rhode Island College of Management
Myungweon Choi, Seoul National University, Korea
Associate Track Chair Editor:
Sujin Son, University of Georgia
2012 Conference At-A-Glance

WEDNESDAY, FEBRUARY 29
7 a.m. to 5 p.m.
Conference Registration Desk Open

1 to 5 p.m.
Introduction to Qualitative Research

8 a.m. to 8 p.m.
Emerging Research Pre-Conference

1 to 9 p.m.
AHRD Board Meeting

5 to 7 p.m.
Publications Committee Meeting

THURSDAY, MARCH 1
7 a.m. to 5 p.m.
Conference Registration Desk Open

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

7:30 a.m. to Noon
PEN Meeting

8 a.m. to 1 p.m.
Intensive Qualitative Data Analysis

8 a.m. to 1 p.m.
Emerging Research Pre-Conference

12:30 p.m. to 2 p.m.
Journal Meeting Lunches (AHRD, HRDI Managerial, HRDQ)

1 to 2 p.m.
Symposium Chairs Meeting

2:15 p.m. to 2:45 p.m.
Welcome and Opening Remarks

3 to 4:30 p.m.
Symposia 1-8, Innovative Sessions 1-2, Research Roundtable 1

5 to 6 p.m.
Reception and Poster Session with Authors

6 to 7:30 p.m.
Panel Discussion with Leading Scholars; The Future of HRD Research

FRIDAY, MARCH 2
7:30 a.m. to 4 p.m.
Conference Registration Desk Open

7:15 to 8:15 a.m.
Food ‘n’ Thought Sessions

7:30 to 8:30 a.m.
Journal Editors Meeting (Including How to Get Published)

8 to 9:30 a.m.
Research Taskforce Meeting

8:30 to 10 a.m.
Symposia 9-16; Innovative Session 3, Research Roundtable 2

8:30 a.m. to Noon
Conference Workshop: Navigating the Promotion and Tenure Process: A Workshop for Early and Mid-Career Faculty Development

10:30 a.m. to Noon
Symposia 17-24, Innovative Session 4, Research Roundtable 3

Noon to 1:30 p.m.
AHRD Foundation Lunch

Noon to 1:30 p.m.
HRDI Editorial Journal Meeting Lunch

12:15 to 1:15 p.m.
Food ‘n’ Thought Sessions

12:15 to 1 p.m.
SIG Leadership Meeting

1:30 to 3 p.m.
Symposia 25-33, Innovative Sessions 5-6, Research Roundtables 4-5

3 to 3:30 p.m.
Break

3:30 to 5 p.m.
Symposia 34-42, Innovative Sessions 7-8

5:15 to 6:15 p.m.
Award Presentations

6:15 to 7:15 p.m.
Asia Chapter Meeting

6:15 to 8:15 p.m.
UIUC Reception

7 p.m.
Networking Dinners - sign up at Registration Desk
2012 Conference At-A-Glance

SATURDAY, MARCH 3

7:30 a.m. to 3 p.m.  
Conference Registration Desk Open

7:15 to 8:15 a.m.  
Food ‘n’ Thought Sessions

7:30 to 9:30 a.m.  
HRDR Editorial Meeting

8:30 to 10 a.m.  
Symposia 43-50, Innovative Sessions 9-11, Research Roundtables 6-7

10 a.m. to 7 p.m.  
Silent Auction

10:30 to 11:30 a.m.  
Brunch with Elliott Masie (pre-registration required)

10:30 a.m. to Noon  
SIG Meetings - 2 sessions (45 mins each)

12:15 to 1:15 p.m.  
Annual Business Meeting

1:30 to 3 p.m.  
Keynote: Elliott Masie

3:30 to 5 p.m.  
Symposia 51-59, Innovative Sessions 12-13, Research Roundtables 8-9

6 to 7 p.m.  
Presidential Reception & AHRD Foundation Silent Auction

7 to 9 p.m.  
Presidential Banquet

Thank you, Sponsors and Exhibitors!

Your support and presence during our 20th Annual AHRD Americas International Research Conference is appreciated! The Academy of Human Resource Development invites all attendees to visit the exhibit tables listed below:

PRESIDENT’S DINNER SPONSOR:
ASTD-AMERICAN SOCIETY FOR TRAINING & DEVELOPMENT

OPENING RECEPTION SPONSOR:
EMERALD GROUP PUBLISHING INC.

BAG SPONSOR:
Jossey - Bass

Exhibitors:
North Carolina State University
Springer
University of Houston
INTERNATIONAL JOINT CONFERENCES*

11th International Conference of the Asia Chapter & 2nd Conference of the MENA Chapter of the Academy of Human Resource Development
HRD in Global Economic Crises
&
10th International Conference on Knowledge, Economy and Management

ISTANBUL, TURKEY
November 08 – 10, 2012

Host Institution:
Istanbul Medeniyet University
With support from
Dogus University

Venue:
Dogus University, Istanbul

Paper/Proposal Submission Dates:
Manuscripts submission deadline: May 12, 2012
Authors notified of decisions and rework status: June 12, 2012
Early bird registration deadline: July 12, 2012
Camera-ready submission deadline for accepted manuscripts: August 12, 2012
Payment deadline of Conference fees: September 12, 2012

• Conference Co-CEOs:
Dr. AAhad M. Osman-Gani, Coordinator, AHRD (Asia Chapter)
Professor of HRD & International Management, IIUM University, Malaysia
Dr. Gary N. McLean, Coordinator, AHRD (MENA Chapter)
Professor of HRD, Texas A&M University, USA
Dr. Seyfettin Erdogan, Executive Board Member, ICKEM & Editor The JKEM
Professor of Economics & Istanbul Medeniyet University, Turkey

• Conference Co-Chairs:
Dr. Ibrahim Guran Yumusak, ICKEM Secretary General
Assoc. Professor of Economics & Istanbul Medeniyet University, Turkey

• Conference Site Chairs:
Dr. Ertan Oktay, Dean of Faculty of Economics
Professor of Economics & Dogus University, Istanbul, Turkey
Dr. Mesut Akdere
Assoc. Professor of HRD, University of Wisconsin-Milwaukee, USA

Details available at the conference website: http://www.beykon.org Contact: kongre@beykon.org
To know more about AHRD, please visit: http://www.ahrd.org

*Participants can attend & get proceedings of both the conferences by paying one registration fee!
Call for Papers

11th International Conference of the Asia Chapter & 2nd Conference of the MENA Chapter of Academy of Human Resource Development (AHRD), the top global scholarly organization in the field of HRD, cordially invites scholarly and applied research papers for International Joint Conferences of 11th International Conference of the Asia Chapter & 2nd Conference of the MENA Chapter of the Academy of Human Resource Development (AHRD) in Global Economic Crises & 10th International Congress on Knowledge, Economy and Management to be held in Istanbul, Turkey from November 8th through 10th, 2012. The conference will be hosted by Istanbul Medeniyet University in collaboration with Dogus University, and International Congress on Knowledge, Economy and Management (ICKEM).

The objective of this joint conference is to bring together scholars and practitioners in the field of HRD, management, business, and other relevant disciplines. Besides HRD, scholars and practitioners from the areas of HRM, Management, Education, Psychology, Sociology, Anthropology, Philosophy, Economics and other fields of social sciences will be attending the conference. It will also be a venue for networking through professional interactions among scholars and practitioners coming from around the globe.

Based on the experiences of the past conferences, the participants of this conference are expected to come from all over Asia, the Middle East, and Europe as well as from USA, Canada, Australia, New Zealand, Africa, and South America. The theme of this year’s conference is: HRD in Global Economic Crises. The strategies for accelerating socio-economic growth and development of countries through HRD initiatives necessitate new mechanisms in updating knowledge for innovative products and services as well as for creative technologies that will affect the wellbeing of individuals, organizations and society in today’s global economy. The theme of the conference reflects the significance of contemporary research issues, and the conference is expected to draw a large group of scholars and practitioners who are interested in HRD and economic management policies, strategies, and practices as well as from other fields that are relevant to the conference theme. The conference will bring scholarly papers based on empirical research, conceptual analyses, and experience-based observations from various parts of the world. Participants will have opportunities for extensive networking with scholars and professionals with diverse backgrounds from various organizations representing many disciplines. Participants will also have the chance to gain insights about Turkish human resource development strategies against the backdrop of the country’s rich history and socio-cultural diversity.

Submissions

Scholars, practitioners, consultants, and policy-makers interested in HRD and Knowledge, Economy & Management are invited to submit manuscripts & proposals relevant to the following topical areas and streams:

Suggested Streams of Submissions

Human Resource Development
- Global Economic Crises & HRD
- Global & Cross-Cultural HRD
- HRD Theories & Practices Relevant to Asian & MENA Contexts
- Performance & Career Development
- Training & Organization Development
- Learning & Performance Development
- Decent Work & Quality of Work Life
- Values, Politics, Power, Ethics & HRD
- Leadership & HRD
- Talent Development, Engagement & Retention
- Social Networking & HRD
- Community Resource Development
- Gender, Ethnicity, Diversity & HRD
- Spirituality, Religiosity & HRD
- National HRD Policies & Strategies
- Sustainable Development & HRD
- Emerging Issues in HRD

The Knowledge Economy
- Innovation and Technology Absorption for Growth
- Diversification Through Innovation: Prospects for Growth
- Implementing Knowledge Economy Strategies
- Improving Competitiveness Through a Knowledge-Based Economy
- Human Capital & Economic Growth
- Technology & Economic Theory
- Global Economic Crises & The Knowledge Economy
- The Knowledge Economy & Asian & MENA Countries

Knowledge Management & E-Business
- Electronic Human Resources Management
- Innovation Management
- Content Management
- Data Mining
- E-Learning and Distance Education
- ICT Management and Standards
- Electronic Commerce and Payment Systems
- Electronic Banking and Finance
- Security Issues and Standards
- Enterprise Resource Planning
Call for Papers (continued)

11th International Conference of the Asia Chapter

The Knowledge Society
• Social Networks and Societal Impact
• E-Government & Knowledge Cities
• Information, Politics and Democratization
• International Relations in the Knowledge Society
• Social Policy in the Knowledge Society
• Privacy Issues in the Knowledge Society
• Labor Relations in the Knowledge Society
• Management of Education and Training
• Globalization and Impacts
• Other relevant issues (covering the areas of HRM, Economics, Management, Education, Psychology, Sociology, Anthropology, Philosophy and other fields of social sciences)

If you feel your contribution does not fit into any of the above category, you are welcome to make your submission in the last listed category.

Types of Submissions

Submissions should be made to one or more of the following categories, and all submissions will be subjected to blind peer review process:

• Refereed Papers (full papers): Should be submitted as a full publishable manuscript with empirical findings, or conceptual/qualitative research articles. After acceptance, the full refereed papers should be formatted properly with no more than 6,000 words. All accepted papers will be published in the refereed conference Proceedings. The best papers awards will be selected from the accepted papers of this category only.

• Work-in-Progress (WIP) Papers: Please submit an extended summary of your proposal/paper in no more than 3,000 words. These papers will be scheduled for presentation, and the abstracts will be included in the conference program. Work-in-progress (WIP) papers could be proposed conceptual framework based on extensive literature reviews, or research in progress papers with partial results. Based on review reports, the Editors may recommend some papers for consideration in the WIP category, although those papers were submitted for the refereed category.

• Pre-conference Practice Workshops: Interested professionals and institutions (research institutes, companies, consulting agencies, etc.) may organize & 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. A brief CV of workshop leader(s) should be attached.

Formatting Requirements

All submissions are required to include the following information in a separate cover page:
• Title of paper, Name of the author(s), Organization
• affiliation, and Position(s)
• Address (surface mail), E-mail address, contact numbers (Telephone, Fax)
• Submission type: (a) full refereed paper, (b) work-in-progress paper, or (c) pre-conference practice workshop proposal.

Please remove all identification information about authors and institutions after the cover page, before making final submission. All submissions must strictly follow the APA style guidelines (6th edition) & other requirements posted at the website. Details on formatting are available at the conference website, http://www.beykon.org and at the Asian/MENA Conference link of the AHRD website (www.ahrd.org).

Submission Deadlines

Manuscripts/proposals submission deadline: May 12, 2012
Authors notified of decisions and rework status: June 12, 2012
Early bird registration deadline: July 12, 2012
Camera-ready submission deadline for accepted manuscripts: August 12, 2012
Payment deadline for Conference fees: September 12, 2012
Notification of conference final program: October 12, 2012

Submission Process:

All manuscripts are to be submitted through e-mails as Word file attachments to: kongre@beykon.org

Registration
• At least one author for each accepted submission must register for the conference by September 12, 2012, in order for the submission to be included in the conference program and proceedings. The registration form will be available at the conference website: http://www.beykon.org
• Participants are requested to register in advance either by submitting registration online at http://www.beykon.org, or mail, fax, or by e-mailing a completed Registration Form to the Conference Secretariat.

Conference Secretariat Information:
Web Site: www.beykon.org
Mailing address: Associate Professor Ibrahim Guran Yumusak, Istanbul Medeniyet University, D-100 Karayolu Merdivenkoy Mevkii No:6/1 Goztepe Kadiyoy – ISTANBUL, TURKEY
Tel: +90216 602 28 00/ 01-02-03-04; Fax: +90216 602 28 05
E-mail: kongre@beykon.org
Call for Papers (continued)

11th International Conference of the Asia Chapter

Conference Registration Fees:

<table>
<thead>
<tr>
<th>Currency (Euros)</th>
<th>Registration Fees (Early Registration)</th>
<th>3 nights lodging* (double room)</th>
<th>3 nights lodging* (single room)</th>
<th>Additional nights* (double room)</th>
<th>Additional nights* (single room)</th>
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<tr>
<td>Presenter</td>
<td>225-200</td>
<td>+150</td>
<td>+200</td>
<td>+60</td>
<td>+75</td>
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<tr>
<td>Spouse or Child</td>
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<td>-</td>
<td>+60</td>
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<td>Student</td>
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<tr>
<td>Workshop</td>
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(Registration Fees includes conference materials, proceedings CD, opening reception, 3 lunches, coffee/tea breaks, concluding conference dinner)

Early registration fees: Completed registration form & payments received by July 12, 2012
Pre-Conference workshop registration: 50 Euro (half day); 75 Euro (full day)

* Validoogretmenevi, Zübeyde Hanım Ögretmenevi, Holiday Inn Express

PROCEEDINGS

The Refereed Conference Proceedings will be reviewed and indexed by ASOS Academia, and will be distributed in Electronic CD-ROM Format. The Refereed Conference Proceedings CD-ROM disk will be included in each Conference Registrant’s Packet.

SPECIAL JOURNAL ISSUE (The JKEM)

The joint conference has teamed up with the International Journal of Knowledge Economy and Knowledge Management for publishing selected articles in a Special Issue of the journal, and may also be considered for publishing in a special monograph in HRD. All accepted papers in the full refereed category will have the opportunity for consideration in this Special Journal Issue. The selection will be carried out during the review process, as well as at the conference presentation stage. Submitted papers must not be under consideration by any other journal or publication. The final decisions will be made jointly by the guest editors and the Editor-in-Chief, based on peer review reports.

Conference Venue & Accommodations

Conference Venue:
Dogus University Campus, Acibadem, Kadikoy, Istanbul
http://www.dogus.edu.tr/en/

Accommodations:
Zübeyde Hanım Ögretmenevi:
http://www.zubeydehanimogretmenevi.com/
Validebag Ögretmenevi:
https://foursquare.com/v/valideba
Holiday Inn Express:
http://www.hiexaltunizade.com/#/en/HomePage/

Conference Leaders & Hosts

Conference Co-CEOs:
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Conference Chair:
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Conference Site-Chairs:
Dr. Mesut Akdere
Assoc. Professor of HRD, University of Wisconsin-Milwaukee, USA
Email: akdere@uwm.edu

Dr. Ertan Oktay, Chair of Department of International Trade and Business Professor of Economics, Dogus University, Istanbul, TURKEY
Email: eoktay@dogus.edu.tr

For specific questions about the Conference, please contact:
kongre@beykon.org
Details available at the conference website: http://www.beykon.org
To learn more about AHRD, please visit: http://www.ahrd.org
WEDNESDAY | FEBRUARY 29

2012 AHRD International Research Conference
in the Americas

HRD & TECHNOLOGY:
Exploring the Intersectionality
Events and Meetings  
WEDNESDAY | FEBRUARY 29

7 a.m. to 5 p.m.  
Conference Registration Desk Open, Conference Foyer

8 a.m. to 8 p.m.  
Emerging Research Pre-Conference, Pikes Peak

- Breakout 1, Larkspur
- Breakout 2, Primrose
- Breakout 3, Aspen

This course, designed for students, will examine the role of research in HRD, emerging themes in HRD research, criteria for evaluating research in HRD, critique of past and future conference presentations, the role of professionalism and professional organizations in HRD. This course is offered in association with the annual conference of the Academy of HRD.

Participants will have the opportunity to engage with students and faculty across HRD academic programs. They will also describe the role of theory and research in HRD and understand various research paradigms.

There will be an opportunity to meet HRD scholars who will share their professional journeys.

1 to 5 p.m.  
Introduction to Qualitative Research (1/2 Day Wednesday afternoon, 1 to 5 p.m.) Blanca Peak
Presented by Sharan B. Merriam, Professor Emeritus of Adult Education and Qualitative Research at The University of Georgia in Athens, GA, USA

This half-day workshop is designed to acquaint new researchers with qualitative research methodology. Topics presented are the nature of qualitative research, types of qualitative research, how the literature review and the theoretical framework structures a qualitative study, drafting a qualitative research problem statement, sample selection, and data collection techniques in qualitative research with an emphasis on interviewing. If time allows, issues of validity and reliability in qualitative research will also be addressed.

1 p.m. to 9 p.m.  
AHRD Board Meeting, Humboldt Peak

5 p.m. to 7 p.m.  
Publications Committee Meeting, Crestone Peak
THURSDAY | MARCH 1

2012 AHRD International Research Conference
in the Americas

HRD & TECHNOLOGY:
Exploring the Intersectionality

AHRD
14

Events and Meetings
THURSDAY | MARCH 1

7 a.m. to 5 p.m.
Conference Registration Desk Open, Conference Foyer

7:30 a.m. to Noon
PEN Meeting

7:30 a.m. to 5 p.m.
Exhibits, Crestone Peak

8 a.m. to 1 p.m.
Emerging Research Pre-conference Session, Conifer Ballroom, A, B, C, Humboldt Peak, Larkspur, Primrose

9 a.m. to 1 p.m.
Intensive Qualitative Data Analysis (1/2 Day Thursday morning, 9 am – 1 pm) Humboldt Peak
Presented by Sharan B. Merriam, Professor Emeritus of Adult Education and Qualitative Research at The University of Georgia in Athens, GA, USA

Perhaps the most challenging aspect of conducting a qualitative study is data analysis. This half-day interactive workshop is devoted to qualitative data analysis. The instructor will first demonstrate the constant comparative method of data analysis followed by participants engaging in data analysis with various types of data supplied by the instructor. Poetic data analysis will also be demonstrated. The session concludes with the instructor, using data from a recent qualitative study, presenting a short overview of the process of designing, collecting and analyzing data to arrive at publishable findings.

12:30 to 2 p.m.
Journal Meeting Lunches
• ADHR, Maroon Peak
• HRDI Managerial, Blanca Peak
• HRDQ, Longs Peak

1 to 2 p.m.
Symposium Chairs Meeting, Lupine

2:15 to 2:45 p.m.
Welcome & Opening Remarks, Pikes Peak

3 to 4:30 p.m.
Symposia 1-8, Innovative Sessions 1-2, Research Roundtable 1, see specific session descriptions for room names

5 to 6 p.m.
Reception & Poster Sessions with Authors, Atrium

6 to 7:30 p.m.
Panel Discussion with Leading Scholars, Evergreen A-B
Symposium 1: Informal Learning, Retention, Crafting and Delivering Scenario

Thursday | March 1 | 3:00 - 4:30 p.m.
Symposium Chair: Michael Liembach

049 | RTF
1-2 A Model of Retention for Emergency Medical Technicians (EMTs)
Darlene Russ-Eft, Oregon State University
Roger Levine, Independent Consultant/ American Institutes for Research

131 | RTF
1-3 Exploring the Arts of Crafting and Delivering Scenarios
Thomas Chermack and Laura Coon, Colorado State University

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Symposium 2:  
Ethical Business Culture, Action Learning & Learning Organization in Korea

**Thursday | March 1 | 3:00 - 4:30 p.m.**
Symposium Chair: Kori Whitener Fellows

011 | RTF
**2-1**

Development and Validation of the Ethical Business Culture Construct and Survey Instrument

*Douglas Jondle, University of St. Thomas, Minnesota*  
*Alexandre Ardichvili, University of Minnesota*  
*James Mitchell, Center for Ethical Business Cultures*

016 | RTF
**2-2** A Case Study of Action Learning for Organization Development in South Korea

*Yonjoo Cho, Indiana University*  
*Hyeon-Cheol Bong, Chonbuk National University, Republic of Korea*

019 | RTF
**2-3**

Team Performance Improvement and Learning Organization Culture in the Korean Business Context: The Mediating Effect of Employee Engagement

*Ji Hoon Song, Oklahoma State University*  
*Doo Hun Lim, University of Oklahoma*  
*In Gu Kang, Indiana University*  
*Woocheol Kim, Pennsylvania State University*
Symposium 3: Problems of Exclusion, Male-Dominated Industries, Rethinking Human Resources Development

Thursday | March 1 | 3:00 - 4:30 p.m.
Symposium Chair: Mary Alfred

017 | RTF
3-1
Problems of Exclusion: Transgender Identity and Human Resource Development

Mary Katherine Mathis, Texas A&M University
Joshua C. Collins, Florida International University

051 | RTF
3-2
Women Employed in Male-Dominated Industries: Lessons Learned from Female Aircraft Pilots, Pilots-in-Training and Mixed-Gender Flight Instructors

Marie-Line Germain, Western Carolina University
Penny Hamilton, Teaching Women to Fly Research Project, Colorado

194 | RTF
3-3
Rethinking Human Resources Development (HRD): Issues of Race, Gender, and Culture of Hispanic Women in HRD Discourse

Johana P. Lopez and Andrew C. Hurt, Purdue University
Symposium 4:
Filipino Migration, Charismatic Leadership, Leadership Effectiveness Across Nations

Thursday | March 1 | 3:00 - 4:30 p.m.
Symposium Chair: James Bartlett

003 | RTF
4-1 A Humanist Approach to Understanding the Migration of Filipino Nurses to the United States

Benjamin B. Yumol, Claflin University, Orangeburg, SC, United States Minor Outlying Islands

005 | SPF
4-2 Charismatic Leadership in a Chaotic Marketplace

Edie Williams, George Washington University

010 | RTF
4-3 Deducing a General Taxonomy of Perceived Managerial and Leadership Effectiveness: A Multiple-Case, Cross-Sector and Cross-Nation Study of Effective and Ineffective Managerial Behavior

Robert G. Hamlin, University of Wolverhampton, Wolverhampton, West Midlands, UK
Taran Patel, Grenoble Ecole de Management, Grenoble, Cedex, France
Carlos E. Ruiz, Georgia Gwinnett College
Symposium 5:
Positive Psychology, Curricular Content, Multi-Paradigmatic HRD Perspectives

Thursday | March 1 | 3:00 - 4:30 p.m.
Symposium Chair: Seung Won Yoon

059 | RA
5-1 Positive Psychology: An Overview and Discussion of Its Impact on Human Resource Development
Denise A. Bonebright, University of Minnesota

073 | RTF
5-2 Characteristic Changes and Perceived Importance of Curricular Content of Graduate HRD Programs in the United States
Doo Hun Lim and Kathleen Rager, University of Oklahoma

142 | RTF
5-3 Teams and Change: The Missing Pieces Needed To Propose a Multi-Level and MultiParadigmatic HRD Perspective
Kara Sonsky and Melissa Santos, Barry University
Symposium 6: Vertical Transfer, Vision Driven Company, Organizational Readiness

Thursday | March 1 | 3:00 - 4:30 p.m.
Symposium Chair: Catherine Marsh

136 | RTF
6-1 Development of the Adult Vertical Transfer Student Experiences Questionnaire (AVTSEQ)
Jeremy Schwehm and Khalil Dirani, University of Georgia

140 | RTF
6-2 Making of a Vision Driven Company: OIL’s Journey
Pranati Goswami, Bipul Kumar Das, and Prakash Deka, Oil India Limited, Duliajan, Assam, India

151 | RTF
6-3 Organizational Readiness for Scenario Planning
Felix Weitzman, Colorado State University
Symposium 7: Leadership Development, Successful Beginnings, Service Profit Chain in Education

Thursday | March 1 | 3:00 - 4:30 p.m.
Symposium Chair: Martin Kormanik

170 | RA
7-1  Leadership Development Training and its Impact on Emotional Intelligence Skills
Fredrick M. Nafukho, Helen Muyia, Texas A&M University
Susan Lynham, Colorado State University
Kit Kacirek, University of Arkansas

171 | SPF
7-2  Successful Beginnings
Jean McAtavey and Levern O’Neil, Barry University

184 | RT
7-3  The Applicability of the Service Profit Chain in Education
Donnell G. Bayot, Yeonsoo Kim, University of Nevada
Timothy M. Lam, The International School of Hospitality
Symposium 8:
Immersive Virtual Learning, Onboarding Virtual Employees, Social Desirability

Thursday | March 1 | 3:00 - 4:30 p.m.
Symposium Chair: Jason Moats

021 | RTF
8-1 Immersive Virtual Learning in the Workforce: Building a Roadmap for Organizational Impact

Erastus Ndinguri and Krisanna Machtmes, Louisiana State University
John-Paul Hatala, Rochester Institute of Technology
Mary Leah Coco, Louisiana Transportation Research Center

048 | RP
8-2 “You Had Me at Hello”: Onboarding Virtual Employees

Tekeisha Zimmerman, University of North Texas

097 | RA
8-3 Reporting More than Learned in Training? Social Desirability and Trainees’ Needs as Interactive Predictors of Unrelated Knowledge

Dan S. Chiaburu, Texas A&M University
Jason L. Huang, Wayne State University
Holly M. Hutchins, University of Houston
Richard G. Gardner, Texas A&M University
Innovative Sessions*

Thursday | March 1 | 3:00 - 4:30 p.m.

Innovative Session 1: Creating an Inclusive Culture for Distance Education Students
Vanessa Ann Claus and Larry M. Dooley, Texas A&M University
ROOM: LUPINE

Innovative Session 2: Dispelling Common Myths about Quantitative Research and Advancing Best Practices: Sponsored by the Quantitative Research Methods SIG
Kim Nimon, University of North Texas
Thomas G. Reio Jr., Florida International University
Brad Shuck, University of Louisville
Mariya Gavrilova Aguilar, University of North Texas
David B. Szabala, Northeastern University
Joshua Hawley, Ohio State University
Gertrude I. Hewapathirana, Suffolk University
ROOM: CRESTONE PEAK

Innovative Session Papers Are Not Published

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Research Roundtable 1
Symposium Chair: Kyeheon Cho

Thursday | March 1 | 3:00 - 4:30 p.m.

RR 1-1: Managerial Behavior Within a Strategic Organizational Culture and the Risk of Career Derailment

Shari Peterson, Louis Quast, and Bruce Center, University of Minnesota

RR 1-2: Resistance to Organizational Change: The Role of Organizational Commitment and Proactive Behavior

Nai-Fen Su, Pennsylvania State University

RR 1-3: The Utilization of Workplace Technology by Human Professionals

Kristopher Thomas, University of Wisconsin-Milwaukee
Poster Sessions

Thursday | March 1 | 5:00 p.m.

172 | IRP
Korean Employees’ Learning Style and Cognitive Traits: Implication for Korean Organizations’ Collaborative Performance

Yujin Kim, University of Connecticut
Young-Ah Kim, Huno Consulting Co., Seoul, Republic of Korea
Robin Grenier, University of Connecticut

228 | IRP
E-Portfolios as Virtual HRD: A Review of Literature and Analysis of a Tool in a Graduate Medical Education Program

Elisabeth Bennett, Tufts University
Rochell McWhorter, University of Texas at Tyler
Heather Sankey, Tufts University
FRIDAY | MARCH 2

2012 AHRD International Research Conference
in the Americas

HRD & TECHNOLOGY:
Exploring the Intersectionality
Events and Meetings
FRIDAY | MARCH 2

7:30 a.m. to 4 p.m.
Conference Registration Desk Open, Conference Foyer

7:15 to 8:15 a.m.
Food ‘n’ Thought Sessions, Larkspur

7:30 to 8:30 a.m.
Journal Editors Meeting (Including How to Get Published), Lupine

8 to 9:30 a.m.
Research Taskforce Meeting, Conifer 3

8:30 to 10 a.m.
Symposia 9-16; Innovative Session 3, Research Roundtable 2, see specific session descriptions for room names

8:30 a.m. to Noon
Conference Workshop: Navigating the Promotion and Tenure Process: A Workshop for Early and Mid-Career Faculty Development, Crestone Peak

10:30 a.m. to Noon
Symposia 17-24, Innovative Session 4, Research Roundtable 3, see specific session descriptions for room names

Noon to 1:30 p.m.
AHRD Foundation Lunch, Hotel Restaurant

Noon to 1:30 p.m.
HRDI Editorial Journal Meeting Lunch, Crestone Peak

12:15 to 1 p.m.
SIG Leadership Meeting, Hotel Restaurant

12:15 to 1:15 p.m.
Food ‘n’ Thought Sessions, Evergreen E&F

1:30 to 3 p.m.
Symposia 25-33, Innovative Sessions 5-6, Research Roundtable 4-5, see specific session descriptions for room names

3 to 3:30 p.m.
Break

3:30 to 5 p.m.
Symposia 34-42, Innovative Sessions 7-8, see specific session descriptions for room names

5:15 to 6:15 p.m.
Award Presentations, EV D&F

6:15 to 7:15 p.m.
Asia Chapter Meeting, Iris

6:15 to 8:15 p.m.
UIUC Reception, Conifer 1&2

7 p.m.
Networking Dinners - sign up at Registration Desk
FOOD ‘N’ THOUGHT SESSIONS  Larkspur
FRIDAY | MARCH 2 | BREAKFAST SESSION (7:15AM - 8:15AM)

Katryna Johnson, Marcia Hagen, Carol Bormann Young
Metropolitan State University Minnesota
Research and Practice

Using Politics to Enact Change: An Interactive Session
This session will discuss the planned change model of organizational development and the use of organizational politics and power to influence change. The session will be interactive as we discuss factors that influence change in organizations including communication styles, conflict management styles and processes, organizational culture, relationships between managers and subordinates, relationships between and within workgroups and technological processes and the systems that exist to maintain them. We will also briefly examine Weisbord’s Six Box Organizational Model and how it can assist in diagnosing an organization. In small groups, participants will engage in reverse brainstorming. This involves brainstorming a bad idea for implementing change or dealing with a problem. These bad ideas will then be discussed in light of organizational politics concepts such as negotiating, creating alliances and horse trading to implement positive effective change. Student examples will be provided.

Saphon Ren
Texas A&M University
Research Horizons

Mechanisms to Transform Situated Identity to Deep Structured Identity
Socialization tactics is one way in which newcomers can acquire the competencies needed for achieving valued outcomes such as tenure, job satisfaction, and high-level job performance. Little is known about how socialization tactics can develop social identity and strengthen organizational commitment. Social identities are important aspects of employee attachment because they influence organizational commitment. Therefore, the purpose of this Food ‘n’ Thought Session is to provide an open dialogue to determine socialization tactics that can moderate the effect of social identity development; more specifically, the study’s goal is to determine if this socialization tactic can transform situated identity to deep structured identity. This study hopes to extend the human resources development literature by examining different socialization tactics in organizations that will assist researchers and practitioners in developing strategies to transform social identities with the purpose of improving individuals, teams, and organizations.

FRIDAY | MARCH 2 | LUNCH SESSION (12:15PM - 1:15PM)  Evergreen E & F

Chan Lee, Dong Won Jeon, Young Jun Choi, Hae Sun Park & Bo Young Cheong
Vocational Education and Workforce Development Major
Seoul National University
Research and Practice

Diagnosis System for HRD Maturity Level
The purpose of this study is to develop a diagnosis system for HRD maturity level that makes organizations find the solutions to improve HRD as a strategic partner of business as well as define the maturity level of HRD. To achieve the purpose of the study, a 4-step development process was implemented. The first step was to set up the framework in the system approach which consists of Input, Process, Output and Feedback based on literature review and needs analysis targeting HRD practitioners. The second step is to develop indicators for the diagnosis. The third step is to validate the system by examination with expertise through the Delphi method and Analytic Hierarchy Process. The last step is to define the final model of the diagnosis system.

This system can diagnose alignment between organizational strategies and HRD activities in detailed because it includes the key factors of HRD that are essential for HRD to fulfill the organizational strategies. Moreover, it is possible to provide the specific solution and action plan to organizations to make HRD a strategic partner of business through use of this diagnosis system.
FOOD ‘N’ THOUGHT SESSIONS (continued)  
FRIDAY | MARCH 2 | LUNCH SESSION (12:15PM - 1:15PM)

Meera Alagaraja

Book Review

Managing Talent Retention in Organizations

The core content of the session will draw from Jack J. Philips and Lisa Edwards’ book, *Managing talent reduction: An ROI approach*. In addition to reviewing and presenting a critique of the book, the Food ‘n’ Thought session will extend its focus to include other systemic approaches for managing talent in organizations. For example, the performance improvement literature from ISPI and the ASTD will be incorporated to showcase industry benchmarks for managing talent in organizations.

Specifically the session will cover examples emphasizing the employee turnover and retention linkage, and internal and external drivers impacting these linkages. Building employee commitment and measurement of these initiatives (e.g., Q12) is important in understanding the pulse of employees. The communication of the data and the follow up implementation are areas not traditionally discussed in the HRD literature. The linkage of these initiatives to productivity, profitability, retention and customer satisfaction improvements will be elaborated through a case study. The conversion of data into monetary values and tabulating the costs will be demonstrated in a case example. Adopting a systemic approach towards assessing the return on investment has tremendous potential to meet the demands of different and often competing stakeholders in organizations.

Wenhao David Huang (Corresponding Organizer)
Jennifer Stanigar, Heeyoung Han, Paul Roberts, Diane Chapman, Rochell R. McWhorter, Elisabeth E. Bennett
University of Illinois at Urbana Champaign

Special Interest Group (SIG)

“Face”ing the Music: Metaphors and Symbols About the Meaning of Social Media and Technology in the 21st Century

The use of face pages (such as Facebook® and LinkedIn®) and other social media for personal and professional communication is rising as traditional email is going by the wayside (Kim, 2011). Social media, along with other sophisticated technologies, can be a double-edged sword. On the one hand, these technologies allow for creative expression of an individual’s life interests and offer real-time communication with friends and colleagues. On the other hand, they represent greater intrusion into one’s private space and the blurring of personal-professional boundaries. The purpose of this Food ‘n’ Thought session is two-fold. First, it will use a creative technique for promoting discussion about the meaning of social media in the 21st Century. We will ask participants to draw symbols or craft metaphors that represent what technology means to them personally and professionally. Second, we will introduce participants to the VHRD, Technology, and Distance Learning SIG and current research approaches.

J. Kori Whitener Fellows
Barbara Eversole and Se Jin Ho

Research and Practice

Qualitative Inquiry Special Interest Group

This is a discussion among faculty, practitioners, and students from different universities and institutions on topics pertinent to Qualitative Inquiry. This discussion will take place in the form of a book review, mini-lecture, and facilitated discussion on qualitative research and analysis. The aim of the session is to present ways to improve writing about qualitative research and learn new strategies for analysis of qualitative data.

The session will begin with an introduction of the panel topic and panel members. It will continue with a panel member presenting a book review, which will include a Q&A with guest speakers (Dr. Gary McLean & Darren Short), and another panel member presenting on a new qualitative analysis method.
Symposium 9:
Learning Organization, Learning Environment Design, Rethinking Technology Acceptance

Friday | March 2 | 8:30 to 10 a.m.
Symposium Chair: Tekeisha Zimmerman

018 | RT
9-1 Understanding the Learning Organization 30 years on: An Integrative Literature Review
Elizabeth Bechtel Jayanti, University of Minnesota

027 | RTA
9-2 Learning Environment Design: A Framework for Designing Comprehensive Learning Solutions in Organizations
Catherine Lombardozzi, Pennsylvania State University – Great Valley Campus

044 | SPA
9-3 Rethinking Technology Acceptance
Jason Moats, Texas A&M University
Symposium 10:
Self-Reflection and Experiential Learning, Effective Training Strategies, Developing a Literate and Skilled US Workforce

Friday | March 2 | 8:30 to 10 a.m.
Symposium Chair: Seung Won Yoon

165 | RA
10-1 Facilitating Self-Reflection and Experiential Learning in Medical Education: The Critical Role of Post-Simulation Debriefing
Rebecca D. Blanchard, Elisabeth E. Bennett, and Gladys L. Fernandez, Baystate Medical Center and Tufts University School of Medicine

157 | RTF
10-2 Effective Training Strategies: A Collective Case Study
Vishal Arghode and Jia Wang, Texas A&M University

163 | RA
10-3 Developing a Literate and Skilled US Workforce: Perspectives of Human Resource Development Scholars and Practitioners
Merlissa C. Alfred, Texas A&M University
Symposium 11: Leadership Development, Career and Family Balance, Informal Learning and Formal Training

Friday | March 2 | 8:30 to 10 a.m.
Symposium Chair: Susan Madsen

095 | RTF
11-1 Evaluating Leadership Development Using a Developmental Change Framework
Karen Watkins, Aliki Nikolaides, and Kathleen DeMarrais, University of Georgia

144 | RTF
11-2 The Effectiveness of Informal Learning and Formal Training on Improving Job Competences in Small Business
Gun Sung Joung and Cho Hyun Park, Pennsylvania State University

039 | RA
11-3 Revising the Watkins and Marsick Informal Learning Model: The Centrality of Frames of Reference
M. Grant Wofford, University of Illinois at Urbana-Champaign
Andrea D. Ellinger, The University of Texas at Tyler
Karen E. Watkins, The University of Georgia
Symposium 12: Employee Turnover, Horizontal Linkages

Friday | March 2 | 8:30 to 10 a.m.
Symposium Chair: Wayne Pace

024 | RA
12-1 The Cost of Employee Turnover in a Banking Institution in Kenya

Dan Obiero, Fredrick M. Nafukho and Homer Tolson, Central Bank of Kenya

041 | RP
12-3 Strengthening Horizontal Linkages: A Case Study of Re-Organization in Marketing & Trading Directorate, Pertamina Ltd

Helmi Nugroho and Saptiadi Nugroho, Pertamina LTD, Jakarta, Indonesia
Symposium 13:
Measuring Dogmatism in the Workplace, Social Network Analysis, Strategic Training and Development Using Balanced Scorecard

Friday | March 2 | 8:30 to 10 a.m.
Symposium Chair: Gertrude Hewapathirana

032 | RTF
13-1 Development and Validation of an Instrument for Measuring Dogmatism in the Workplace

*Margaret Lohman, Penn State University -Harrisburg*

123 | RA
13-2 Social Network Analysis as a Needs Assessment Tool for Team Building Intervention

*Cho Hyun Park and I-Pang Fu, Pennsylvania State University
Tai Hyun Park, SK Telecom*

196 | RTF
13-3 Establishing a Strategic Training and Development Function While Using Balanced Scorecard in a Newly Structured/Merged Multinational Bank

*Muhammad Burdbar Khan, Al Akhawayn University, Morocco*
Symposium 14:
Recruiting and Risk, Gender Differences, Women’s Leadership in the Workplace

Friday | March 2 | 8:30 to 10 a.m.
Symposium Chair: Cathy Cockrell

063 | SPF
14-1 Recruiting and Risk: Female Financial Advisor Candidates

*Kelsey Swanson and Kathi Tunheim, Gustavus Adolphus College, Minnesota*

119 | RA
14-2 Gender Differences in Managerial Behaviors Associated with High Advancement Potential

*Joseph Wohkittel, Chu-Ting Chung, Louis Quast, and Bruce A. Center, University of Minnesota*

226 | RP
14-3 Coaching Through Assessment: Women’s Leadership in the Workplace

*Rubina F. Malik and Lauren Griffeth, University of Georgia*
Symposium 15:
Emotional and Social Intelligence, Mentoring African American Women, Ethical Leadership

**Friday | March 2 | 8:30 to 10 a.m.**

Symposium Chair: Cho Yonjoo

038 | RP
15-1 Strengthen Leadership by Developing Your Emotional and Social Intelligence

*Matthew Hurtienne, Moraine Park Technical College, MSOL, Colorado State University*

173 | RP
15-2 Perceptions and Expectations of African American Women Doctoral Students Who Engage in Mentoring Relationships with Faculty

*Rhonda Fowler, Texas A&M University*

213 | RA
15-3 Ethical Leadership: Impact on Organizations

*Aileen Zaballero and Robert W. Clark, Pennsylvania State University*
Symposium 16:
Spirituality, Religiosity, and Personal Values, Emotion and Turnover, Sustainability Strategic Domain

Friday | March 2 | 8:30 to 10 a.m.
Symposium Chair: Diane Chapman

083 | RTF
16-1  Effects of Spirituality, Religiosity, and Personal Values on Employee Performance: An Empirical Analysis
AAhad Osman-Gani, Junaidah Hashim, and Yusof Ismail, IIUM University, Kuala Lumpur, Malaysia

215 | SPF
16-2  Emotion and turnover: How Emotional Labor in Quick Service Restaurants Affects Turnover
Alonso Fierro, University of Texas

254 | RA
16-3  HRD Practitioners as Change Agents Within the Sustainability Strategic Domain
Petulia Blake and Marion Schafer, Indiana State University
Innovative Session*

Friday | March 2 | 8:30 to 10 a.m.

Innovative Session 3: A Civil Conversation Between Scholars and Practitioners About Workplace Incivility: Tensions and Challenges in the Discourse

Julie Gedro, SUNY-Empire State College
Jia Wang, Texas A&M University
Deborah Amory, SUNY-Empire State College
Priyanka Doshy, Texas A&M University
Brad Estes, Barry University
Mary Morton, SUNY-Empire State College

ROOM: Iris

Research Roundtable 2:
Symposium Chair: Ashwini Joshua-Gojer

Friday | March 2 | 8:30 to 10 a.m.

ROOM: Conifer 1&2

RR 2-1: Exploring Organizational Factors and Two Modes of Knowledge Sharing

EunJee Kim, Korea Advanced Institute of Science and Technology (KAIST)
Sunyoung Park, Indiana University

RR 2-2: Measuring Performance Improvement: An Exploration of New Tools for Practitioners

Margaret Glick, Colorado State University

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Symposium 17: Strategic Learning, Scenario Planning, Lean Strategy Implementation

Friday | March 2 | 10:30 a.m. to 12 p.m.
Symposium Chair: Mark Ellison

214 | RTF
17-1 Toward Further Conceptualizations of Strategic Learning
Hanna Moon and Wendy Ruona, University of Georgia

064 | RTF
17-2 Mediators and Outcomes of Scenario Planning: A Canonical Correlation Analysis
Thomas Chermack, Colorado State University
Kim Nimon, University of North Texas

082 | RTF
17-3 The Strategic Value of HRD in Lean Strategy Implementation
Meera Alagaraja, University of Louisville
Toby Egan, Texas A&M University

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Symposium 18: Responsible Leadership Framework, Employee Loyalty, Global Talent Management

Friday | March 2 | 10:30 a.m. to 12 p.m.
Symposium Chair: Blanca Garcia

183 | RTF
18-1 The Application of a Theoretical Framework of Responsible Leadership to a South African Study on Business Leadership
Susan Lynham, Colorado State University
Robert Taylor, University of KwaZulu-Natal, South Africa
Vassi Naidoo, Global Management Partner-Talent

216 | RTF
18-2 Exploring the Relationship Between Supervisor Leadership Style and Employee Loyalty
Xi Yu, University of Minnesota

145 | RTF
18-3 Global Talent Management: Necessity, Challenges, and the Roles of HRD
Sehoon Kim and Gary McLean, Texas A&M University
Symposium 19:
Working Across Organizational Cultures, Perceptions of Online Learning, the Value of Education

Friday | March 2 | 10:30 a.m. to 12 p.m.
Symposium Chair: Rachelle Lehner

094 | RP
19-1 HRD Academics Working in Training Practitioner Realms: Challenges Associated with Working across Organizational Cultures

_Diane Chapman, North Carolina State University_

099 | RTF
19-2 Students’ Perceptions of Master’s Level Online Learning: A Phenomenological Study

_Michael E. Smith and Jules Beck, University of Arkansas_

174 | SPF
19-3 Understanding the Value of Education: A Critical Component of a Major Social Change Effort

_Susan Madsen, Cheryl Hanewicz, Nicolle Johnson, and Jessica Burnham, Utah Valley University_
Symposium 20: Social Media, Strategizing Learning, and Identity Matters in the Workplace

Friday | March 2 | 10:30 a.m. to 12 p.m.
Symposium Chair: Cho Yonjoo

050 | SPF
20-1 Social Media in the Workplace and Implications for HRD Professionals

Charlotte Akers, Western Carolina University
Ann Locklear, Scotland Health Care System
Fawad Rafi, Western Carolina University
Marie-Line Germain, Western Carolina University

180 | SPF
20-2 Strategizing Learning for a Better Quality of Work Life: Integrating Context and Learning Orientation

Roland Yeo, Kuwait Maastricht Business School, Salmiya, Kuwait
Jessica Li, University of Illinois

054 | RTF
20-3 Identity Matters in Workplace Learning

Robert Mizzi and Tonette Rocco, Florida International University
Symposium 21:
Intercultural Competence, Self-Efficacy in Workforce Training Deployment, Work Relationships

Friday | March 2 | 10:30 a.m. to 12 p.m.
Symposium Chair: Mary Alfred

152 | RA
21-1 Gaining an Understanding of Intercultural competence: A Look at the Theory, Research and Practice
Katie Rosenbusch, Towson University

177 | RTF
21-2 Failure to Launch: The Role of Self-Efficacy in Workforce Training Deployment
Dave Hamilton and Richard Torraco, University of Nebraska

181 | SPF
21-3 Do Work Relationships Matter? Exploring the Impact of the Organizational Social Climate on Health Promotion
Karen Mastroianni and Julia Storberg-Walker, North Carolina State University
Symposium 22: Burke-Litwin Organizational Assessment Survey, Propensity Scores, Albert Bandura’s Human Agency Theory

Friday | March 2 | 10:30 a.m. to 12 p.m.
Symposium Chair: Kori Whitener Fellows

138 | RTF
22-1 Burke-Litwin Organizational Assessment Survey: Reliability and Validity

Kyle Stone, Fort Hays State University

241 | RA
22-2 Using Propensity Scores to Evaluate the Long-Term Effect of Work-Related Training on Wages Among Middle-Aged People in Taiwan

Chueh-An Hsieh, National Sun Yat-sen University, Kaohsiung, Taiwan
Hsin-Jung Hsieh, Kainan University, Taiwan

026 | RTF
22-3 The Development and Initial Validation of the Assessment of Human Agency: Utilizing Albert Bandura’s Human Agency Theory

Hyung Joon Yoon, Pennsylvania State University
Brian Hutchison, University of Missouri - Saint Louis
Symposium 23:  
Computer-Mediated Action Learning (CMAL), Training Design with eLearning, Incidental/Informal Learning

Friday | March 2 | 10:30 a.m. to 12 p.m.  
Symposium Chair: Grant Wofford

197 | RTF  
23-1 Educating Managers Through Computer-Mediated Action Learning (CMAL): An Interdisciplinary Management Skill Development Model  
Sharon E. Norris, Spring Arbor University

217 | RA  
23-2 Training Design with eLearning  
Larry M. Dooley, Texas A&M University

233 | RA  
23-3 Incidental/Informal Learning of Women Administrators in Higher Education  
Lauren L. Griffeth, The University of Georgia
Symposium 24:  
Workplace Career Counselors, Personality Assessments by Executive Coaches, and Predictors of Career Satisfaction

Friday | March 2 | 10:30 a.m. to 12 p.m.  
Symposium Chair: Suhel Imroz

158 | RTF  
24-1 Workplace Career Counselors: Who Are They and Why Are They Valued?  
Priyanka Doshy and Jia Wang, Texas A&M University

203 | RP  
24-2 Utilization of Standardized Personality Assessments by Executive Coaches  
Rubina F. Malik, University of Georgia

210 | RTF  
24-3 Organizational Justice and Predictors of Career Satisfaction: A Conceptual Framework from an Integrative Literature Review  
Jeong Rok Oh, University of Minnesota  
Baek-Kyoo (Brian) Joo, Winona State University
Innovative Session*

Friday  |  March 2  |  10:30 a.m. to 12 p.m.

Innovative Session 4: Unlocking Fabulosity: What Can HRD Learn from Fashion?

Joshua Collins, Florida International University

ROOM: Iris

Research Roundtable 3:

Friday  |  March 2  |  10:30 a.m. to 12 p.m.

ROOM: Conifer 1&2

RR 3-1: An HRD Model for Corporate Social Responsibility and Sustainability: Validation and Comparative Perspective

Muhammad Burdbar Khan, Al Akhawayn University, Ifrane, Morocco

RR 3-2: Pathways to Organizational Commitment Among Different Groups of Employees Within Organizations

Carissa Semanski, Southern Illinois University

RR 3-3: The Practice-Research Gap in the Use of Workplace Assessments for Selection: A Content Analysis of Top Scholar and Practitioner HR Publications

Whitney Martin, University of Louisville
Ann Herd, University of Louisville

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Symposium 25:
Structuration Theory, Conflict Management Principles, Work Engagement and Performance

Friday | March 2 | 1:30 to 3 p.m.
Symposium Chair: Wendy Ruona

047 | RTF
25-1 Structuration Theory’s Relevance to HRD: A Review and Application
Abby J. Veliquette, Colorado State University

009 |
25-2 Conflict Management Principles for Groups and Teams: Integrating Research and Practice
Judith A. Kolb, Pennsylvania State University

022 | RTF
25-3 The Relationship Between Work Engagement and Performance: A Literature Review and Proposed Research Agenda
Woocheol Kim, Judith Kolb, and Taesung Kim, The Pennsylvania State University

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Symposium 26: Leadership Programs for Women

**Friday | March 2 | 1:30 to 3 p.m.**

**Symposium Chair: Susan Madsen**

046 | RA

26-1 Leadership Programs for Women in Higher Education

*Susan Madsen, Utah Valley University*
*Karen Longman, Azusa Pacific University*
*Jessica Daniels, Northwest University*

065 | RA

26-2 Preparing Women for Leadership in Faith-Based Higher Education

*Karen Longman, Azusa Pacific University*

150 | RP

26-3 State-Based Networks for Women: Developing Leadership in Higher Education

*Leah Jackson, Baylor University*
*Josefina Baltodano, University of California*
*Susan Carlo, University of California*
*Wanda Mitchell, University of New Hampshire*

200 | RP

26-2 Developing Women Leaders at the University of Minnesota

*Denise A. Bonebright, Anitra D. Cottledge, and Peg A. Lonnquist, University of Minnesota*

030 | RA

26-2 Leadership Development for Senior Women in New Zealand Universities: Participant Perspectives and Experiences

*Sarah Leberman, Massey University, New Zealand*
*Candice Harris, AUT University, New Zealand*
Symposium 27: Multi-Rater Feedback, Women’s Careers, Career Adaptability

Friday | March 2 | 1:30 to 3 p.m.
Symposium Chair: Gertrude Hewapathirana

058 | SPF
27-1 Developing Public Sector Leaders to Engage Employees: A Primary Synthesis of the Literature

David A Rude and Ellen Scully-Russ, George Washington University
Brad Shuck, University of Louisville

247 | RTF
27-2 Knowledge Sharing and Organizational Effectiveness

Khalil M. Dirani, University of Georgia

071 | RTF
27-3 The Impact of an Organization’s Procedural Justice and Transformational Leadership on Employees’ Citizenship Behaviors in the Korean Business Context

Ji Hoon Song, Oklahoma State University
In Gu Kang, Indiana University
Yeonho Shin, Oklahoma State University
Hye Kyoung Kim, Oklahoma State University
Symposium 28:
Trust, Tournament Theory, Corporate Socio-Ecological Sustainability

Friday | March 2 | 1:30 to 3 p.m.
Symposium Chair: Priyanka Doshy

148 | RTF
28-1  A Conceptual Exploration of Trust and Distrust

Samuel Adams, Amplify Leadership Consulting
Thomas G. Reio, Jr., Florida International University

155 | RTF
28-2  Tournament Theory and HRD in Academe or Why You Are Not/Will Not Be at the Top

Ross E. Azevedo, University of Minnesota
Mesut Akdere, University of Wisconsin
Eric C. Larson, University of Minnesota

161 | RA
28-3  Role of HRD in Corporate Socio-Ecological Sustainability Implementation in a Family Run Indian Business

Yogita Abichandani, University of Georgia
Symposium 29:
Jingle Jangle of Employee Engagement, Training Outsourcing and Organizational Commitment, Systemic Workplace Learning and Performance

Friday | March 2 | 1:30 to 3 p.m.
Symposium Chair: Steve Maffei

061 | RTF
29-1 The Jingle Jangle of Employee Engagement: Exploring the Nomological Network of an Emerging Construct & it’s Implications for Organizational Learning and Workplace Performance

Brad Shuck, University of Louisville
Rajashi Ghosh, Drexel University

072 | RTF
29-2 The Relationship Between Training Outsourcing and Organizational Commitment

Sanghamitra Chaudhuri, Ohio State University

029 | RA
29-3 Construct Development for Systemic Workplace Learning and Performance

Seung Won Yoon, Western Illinois University
Ji Hoon Song, Oklahoma State University
Doo Hun Lim, Oklahoma State University
Symposium 30:
Basic Concepts of Workplace Learning and Effects on Individual Employee Productivity

Friday | March 2 | 1:30 to 3 p.m.
Symposium Chair: Evie Chenhall

218 | RTF
30-1  Workplace Learning: Basic Concepts and Foundational Disciplines

Sunyoung Park, Indiana University

248 | RTF
30-3  A Literature Review, Analysis, and Synthesis of Training and Development Departments Effect on Individual Employee Productivity and Organizational Financial Performance

Mark Hutt, Colorado State University
Symposium 31:
Construct Validity of Work Intention Inventory, Managerial Coaching Scale in China, Factors Affecting International Students in Iranian Universities

Friday | March 2 | 1:30 to 3 p.m.
Symposium Chair: Judy Yi Sun

105 | RTF
31-1 The Work Intention Inventory: Initial Evidence of Construct Validity

Kim Nimon, University of North Texas
Drea Zigarmi, University of San Diego, The Ken Blanchard Companies
Dobie Houson, David Witt, and Jim Diehl, The Ken Blanchard Companies

219 | RTF
31-2 Construct Validation of the Managerial Coaching Scale Tailored for the Chinese Context

Xuya Chen, Baiyin Yang, and Xuefen Chen, Tsinghua University, Beijing, China

007 | RTF
31-3 The Study of Factors Affecting Attraction of International Students to Iranian Universities

Kourosh Fathi Vajaargah and Hamed Zamani Manesh, Shahid Beheshti University, Iran
Symposium 32:
Managerial Coaching Efficacy in US & Korea, Framework for Comparative HRD Research, Managing Cultural Diversity in Nigeria

Friday | March 2 | 1:30 to 3 p.m.
Symposium Chair: Katherine H. Rosenbusch

037 | RTF
32-1 Managerial Coaching Efficacy in West and East: Two Studies Across the U.S. and South Korea

Sewon Kim, SUNY-Empire State College
Toby Egan, Texas A&M University

056 | RTF
32-2 Toward a Framework for Comparative HRD Research

Greg Wang, The University of Texas at Tyler

070 | SPF
32-3 Managing Cultural Diversity in the Public Sector Through the Constitutional/Administrative Imperative: Outcomes and Lessons from Nigeria

Peter Nwaoma and Michael Okpara, University of Agriculture, Umudike, Umuahia, Abia, West Africa, Nigeria
Symposium 33: Social Networking Policy, Feedback Interventions, Women in (STEM) Careers

Friday | March 2 | 1:30 to 3 p.m.
Symposium Chair: Alonia Waite

121 | RTF
33-1 A Conceptual Framework for Social Networking Policy in the Workplace
Sohel M. Imroz, Pennsylvania State University

207 | RA
33-2 When Feedback Fails: Cognitive Processes that Impede Feedback Interventions from Delivering the Desired Performance Improvement
Christine A. Wiggins-Romesburg, University of Louisville

220 | RA
33-3 Where Have All the Women Gone? A Study of Women in Science, Technology, Engineering, and Mathematics (STEM) Careers and the Challenges for HRD
Teresa J. Carter, Mary A. Hermann, Donna J. Dockery, and Marie F. Shoffner, Virginia Commonwealth University
Innovative Sessions*

Friday | March 2 | 1:30 to 3 p.m.

Innovative Session 5: Giving Voice to Women of Color Experiences in Work Settings: Implications for HRD (Sponsored by the Cultural Diversity SIG)

Chaunda Scott, Marilyn Byrd, Angelia Titi Amayah, Johana P. Lopez, and Wei Zheng, Oakland University

ROOM: Iris

Innovative Session 6: Going to the Dark Side: Moving to Academic Administration

Kimberly S. McDonald, Indiana-Purdue University, Fort Wayne
Kenneth R. Bartlett, University of Minnesota
Paul B. Roberts, University of Texas at Tyler

ROOM: Crestone Peak

Innovative Session Papers Are Not Published

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Research Roundtable 4
Symposium Chair: Joshua Collins

Friday | March 2 | 1:30 to 3 p.m.

RR 4-1: Self-Conscious Emotions in the Workplace
Andrea Shirocky, Texas A&M University

RR 4-2: Critical Feminist Theory and Research in Human Resource Development: Implications for Diversity
Maria Cseh, George Washington University
Laura Bierema, University of Georgia

Research Roundtable 5
Symposium Chair: Joshua Collins

Friday | March 2 | 1:30 to 3 p.m.

RR 5-1: Exploring a Virtual Learning Environment for Nanotechnology Safety Training
Rochell R. McWhorter, University of Texas at Tyler
Krystle A. Lindjem, KR Virtual Designs

RR 5-2: Online Students in Workforce Education Classes Provide Unintended Feedback on Program Relevance through Blackboard Discussions
V. Marie Vicher, Southern Illinois University Carbondale
Symposium 34:  
Six Boxes™ Model for an Ethical Workplace, Restorative Benefits of Hiking in Wilderness Solitude, Ethics & Learning in Organization

Friday | March 2 | 3:30 to 5 p.m.  
Symposium Chair: Tess Price

107 | RA
34-1 Organizational Interventions for an Ethical Workplace: Using the Six Boxes™ Model

Hyung Joon Yoon and Aileen G. Zaballero, Pennsylvania State University

139 | RTF
34-2 An Exploratory Study of the Restorative Benefits of Hiking in Wilderness Solitude and the Relationship to Job Satisfaction

Mark Ellison and James Bartlett, North Carolina State University

074 | RA
34-3 An Exploratory Examination of Ethics & Learning in Organization: Implication for HRD

Kate Guerdat and Timothy Hatcher, North Carolina State University
Symposium 35: Reframing HRD for a Complex World, Critique of Foundational Change Theories, Towards a Theory of Workforce Development

Friday | March 2 | 3:30 to 5 p.m.
Symposium Chair: Rubina F. Malik

167 | RTF
35-1 Reframing Human Resource Development for a Complex World
Suzanne Armatas Dickson and Joel Janov, Colorado State University

182 | RTF
35-2 A Review and Critique of Foundational Change Theories and Implications for the Modern Workforce
Tabitha K.L. Coates, Colorado State University

187 | RA
35-3 Towards a Theory of Workforce Development Through Human Resource Development
Julia Storberg-Walker, North Carolina State University
Symposium 36: Studying Executives, Models of Leadership Development, The Emerging Leader

Friday | March 2 | 3:30 to 5 p.m.
Symposium Chair: Martin Kornmanik

076 | RTF
36-1 Studying Executives: Gaining Access
Margaret B. Glick, Colorado State University

086 | RTF
36-2 Models of Leadership Development: A Comparative Analysis and Conceptual Framework
Gail Latta, Gannon University

092 | RTF
36-3 The Emerging Leader: Towards a Model of Leader Identity Development
Douglas Muir, Notre Dame Parish
Wei Zheng, University of Wisconsin
Symposium 37: 
Generation Y and Tacit Knowledge, Emotional Labor & Performance, Organizational Social Capital Formation

Friday | March 2 | 3:30 to 5 p.m.
Symposium Chair: Jason Heffner

031 | SP
37-1 Generation Y and Tacit Knowledge: Use ‘Em Before You Lose ‘Em

Katherine Gonzalez, Barry University

062 | RTF

Angie Shuck, Kosair Children’s Medical Center, Louisville, KY
Brad Shuck, University of Louisville
Thomas G. Reio, Florida International University

043 | RTF
37-3 Organizational Social Capital Formation Through an HRD Intervention: An Exploratory Study of Structural, Relational, and Reflective Aspects in Social Networks Formed During a Corporate Leadership Development Conference

Yoshie Tomozumi Nakamura and Lyle Yorks, Columbia University
Symposium 38:
Online Professional Certificate in Training & Development, Facilitating Transition from Higher Education to the Workforce

Friday | March 2 | 3:30 to 5 p.m.
Symposium Chair: Hee Young Han

212 | SPF
38-1 Developing and Delivering an Online Professional Certificate in Training & Development

Larry M. Dooley, Texas A&M University

225 | RA
38-2 Facilitating Transition from Higher Education to the Workforce: A Literature Review of ePortfolios as Virtual Human Resource Development

Rochell McWhorter, The University of Texas at Tyler
Elisabeth E. Bennett, Tufts University
Symposium 39:
21st Century Definition of HRD, Grounded Theory for Affective Organizational Commitment, Hierarchical Competency Model Based on Competency Model of HRD

Friday | March 2 | 3:30 to 5 p.m.
Symposium Chair: Julie Gedro

201 | RA
39-1 Establishing an Au Courant 21st Century Definition of HRD Based Upon Five Identifiable Practitioner and Scholar Competencies

Vanessa Ann Claus, Amanda Nicole Boyd, and Victoria Leigh Claus, Texas A&M University

229 | RA
39-2 Affective Organizational Commitment: A Grounded Theory Study

Michael Kroth, University of Idaho

227 | RA
39-3 An Elucidatory Addition to the Field of HRD: A Hierarchical Competency Model Based on the Quintessential Competency Model of HRD

Amanda Nicole Boyd, Vanessa Ann Claus, and Victoria Leigh Claus, Texas A&M University
Symposium 40:
Exploring Self-Other Agreement, Organizational Service Orientation, Customer Service Training, Employee Engagement, Organizational Diversity, Organizational Commitment and Creativity

Friday | March 2 | 3:30 to 5 p.m.
Symposium Chair: Steve Maffei

101 | RA
40-1 Linking Managers’ Self-Awareness to Advancement Potential: Exploring a Model of Self-Other Agreement
Louis Quast, Joseph Wohkittel, Bruce Center, Chu-Ting Chung, and Bai Vue, University of Minnesota

193 | RTF
40-2 The Relationships Among Organizational Service Orientation, Customer Service Training, and Employee Engagement
Karen Johnson, University of Minnesota

246 | RTF
40-3 Exploring Organizational Factors: The Effect of Organizational Diversity on Organizational Commitment and Creativity
Mariya Gavrilova Aguilar, University of North Texas
Symposium 41: Parental Role Salience and Family-to-Work Conflict, Building a Systematic Model of Employee Engagement, Beyond Sustainable Organizations

Friday | March 2 | 3:30 to 5 p.m.
Symposium Chair: Tekeisha Zimmerman

179 | RTF
41-1 The Moderating Effects of Stereotype Threat on Parental Role Salience and Family-to Work Conflict
Tomika Greer, University of Houston
Toby Egan, Texas A&M University

234 | RTF
41-2 Building a Systematic Model of Employee Engagement: The Implications to Research in Human Resource Development
Woocheol Kim and Cho Hyun Park, Pennsylvania State University
Ji Hoon Song, Oklahoma State University
Seung Won Yoon, Western Illinois University

221 | RTF
41-3 The Co-evolution of Human Resource Development and Sustainability: Beyond Sustainable Organizations
Ellen Scully-Russ and Cynthia Way, The George Washington University
Symposium 42: Exploring Franchise Boards, Efficacy of Diversity Training

Friday | March 2 | 3:30 to 5 p.m.
Symposium Chair: Tony Lee

134 | RTF
42-2 Exploring Franchise Boards: A Stakeholder Typology

Denise M. Cumberland and Rod P. Githens, University of Louisville

109 | RTF
42-3 The Efficacy of Diversity Training as Preparation for Organizational Change: Perceptions of Diversity Trainees at a Large Public Health Department

Catherine Marsh and Meryl Fury, North Park University
Innovative Sessions*

Friday | March 2 | 3:30 to 5 p.m.

Innovative Session 7: Sculpting Psycho-Social Space with Forms and Formlessness: A Storytelling Event
Jo A. Tyler, Penn State University – Harrisburg

ROOM: Iris

Innovative Session 8: Challenging Consulting: Preparing OD/HRD Professionals to Consult in a Changing World Workshop
Ann Brooks, Texas State University
Kathy Edwards, University of Texas at Austin
Tim Garippa, Accenture, Dallas

ROOM: Crestone

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SATURDAY | MARCH 3

2012 AHRD International Research Conference

in the Americas

HRD & TECHNOLOGY:
Exploring the Intersectionality
Events and Meetings
SATURDAY | MARCH 3

7:30 a.m. to 3 p.m.
Conference Registration Desk Open, Conference Foyer

7:15 to 8:15 a.m.
Food ‘n’ Thought Sessions, Larkspur

7:30 to 9:30 a.m.
HRDR Editorial Meeting, Evergreen D

8:30 to 10 a.m.
Symposia 43-50, Innovative Sessions 9-11, Roundtables 6-7, see specific session descriptions for room names

10 a.m. to 7 p.m.
Silent Auction

10:30 a.m. to 12 p.m.
SIG Meetings, Evergreen A, B, C

10:30 to 11:30 a.m.
Elliott Masie Brunch, Evergreen E

12:15 to 1:15 p.m.
Annual Business Meeting, Evergreen A-C

1:30 to 3 p.m.
Keynote: Elliott Masie, Evergreen A-C

3:30 to 5 p.m.
Symposia 51-59, Innovative Sessions 12-13, Research Roundtables 8-9, see specific session descriptions for room names

6 to 7 p.m.
Presidential Reception & AHRD Foundation Silent Auction, Evergreen D-F

7 to 9 p.m.
Presidential Banquet, Evergreen A-C
FOOD ‘N’ THOUGHT SESSIONS
SATURDAY | MARCH 3 | BREAKFAST SESSION (7:15AM - 8:15AM)

Laurie Brummitt, Lisa Smith and Jennifer Stanigar, North Carolina State University
Research Horizons

Mobilizing Social Capital in the White Space
This session will engage participants in a conversation around ways HRD practitioners can think about using social media to contribute to learning and performance. The use of social media has led to the creation of new relationship webs that overlap one’s personal and professional life; these new webs have implications for the social capital an employee can access at work. Historically, organizational networks consisted of a top-down hierarchy found in the organizational chart and in end-to-end process relationships. This perspective limited the potential of capitalizing on hidden connections and the accompanying stock of social capital. In 1995, Rummler and Brache introduced the idea of ‘white space’ between the boxes and lines of a typical organizational structure. Of interest is how the bonds of social networks form around shared purpose, interests and culture. On one hand, there may be concerns about putting the organizational culture in a public unmediated space, but on the other hand having “just enough” structure may allow for innovation and knowledge creation through mass collaboration and prototyping of ideas. Has mobilizing the white space become a core competency for the social organization?

J. Li, W. David Huang & Rose Mary Cordova-Wentling
Research Horizons

Web 2.0 Technology and the Changing Paths of HRD Research on Learning
Web 2.0 technology has become a fixture of today’s learning space, such as the usage of social networking tools, wikis, blogs, 3-D gaming, etc, to allow learners to create their own personalized learning space. The Web 2.0 technologies have quietly revolutionized the world of learning (Thomas, 2010). Learning is no longer curriculum or subject based; it is about being able to do something (Gilmore, 2010). Learning has transformed from content/knowledge based learning to need based learning. The control of learning activities has shifted from the trainer/facilitator to the learner. While individuals construct their own personal learning environment, they may or may not need involvement of HRD professionals. In a personalized learning space, a learner can control and manage their own learning, set their own learning goals, manage their content, and communicate with others, and there by try to achieve and enhance their own learning (Al-Zoube El-Seoud & Wyne, 2010). Then, what will become of the roles of HRD professionals? This Food ‘n’ Thought session will explore and discuss the changing world of learning and the implications for HRD research. We expect as the outcome of this Food ‘n’ Thought section, researchers with similar interests will form teams to pursue specific research agendas in defining new roles of HRD in this technology based new learning environment.

Mark A. Ellison, Ed.D., Julia Storberg-Walker, Cabarrus College of Health Sciences, North Carolina State University
Research and Practice

Eco-HRD: Exploring the Connections Between HRD and the Environment
This Food ‘n’ Thought session will explore the role of HRD in facilitating the integration of research and practice related to environmental sustainability, and the utilization of natural environments for workforce development. HRD can have a significant voice in the emerging international discussion on the environment. This can be accomplished by engaging in research focusing on improving employee work performance and health via restorative experiences in natural environments. HRD also has a responsibility to become involved in research and practice that inform decision making and policy related to sustainability initiatives that protect the environment. Additional research is needed that investigates more directly the relationships between the restorative benefits of nature and variables related to HRD, human performance, and coping with stress in the workplace. Also of central importance is research from a HRD perspective that informs organizational practice related to environmental sustainability, and the impact on organizations. This session will provide an opportunity to engage in scholarly dialogue with colleagues interested in exploring the connections between the environment and HRD, and to discuss strategies to advance this agenda.
Conference Keynote

Saturday | March 3 | 1:30 to 3 p.m.

Trends, Research and “Affordances”:
Evolving Technology and Human Resource Development

Keynote Presenter: Elliott Masie

Elliott Masie will focus on the trending that is occurring as technology evolves and we apply evolving applications to the HRD process. He will address:

» Realistic and Disruptive Trends in Tech/HRD
» Research on Impacts of Technology and the Workplace (e.g., Transactive Memory vs. Stored Memory)
» Key Questions to Be Researched Re: Technology, Human Resources, Learning and Work/Career

Elliott Masie Biography

Elliott Masie is an internationally recognized futurist, analyst, researcher and organizer on the critical topics of workforce learning, business collaboration and emerging technologies. He is the editor of Learning TRENDS by Elliott Masie, an Internet newsletter read by over 52,000 business executives worldwide, and a regular columnist in professional publications. He is the author of a dozen books, and is the convener of Learning 2012.

He heads The MASIE Center, a Saratoga Springs, NY think tank focused on how organizations can support learning and knowledge within the workforce. He leads the Learning CONSORTIUM, a coalition of 240 global organizations cooperating on the evolution of learning strategies, including Allstate, Sears, Bank of America, American Express, Emirates Airlines and the U.S. Departments of Defense and Labor.

Elliott’s professional focus has been in the fields of corporate learning, organizational performance and emerging technology. He has developed models for accelerating the spread of knowledge, learning and collaboration throughout organizations. Elliott is acknowledged as the first analyst to use the term e-Learning and has advocated for a sane deployment of learning and collaboration technology as a means of supporting the effectiveness and profitability of enterprises.

Elliott serves as an advisor to a wide range of government, education and non-profit groups. He serves on the Board of Trustees of Skidmore College and as a Board member of FIRST Robotics. He has served as a pro-bono advisor to the Department of Defense and on the White House Advisory Council on Expanding Learning Opportunities.

Elliott is known as a highly approachable speaker and trainer, blending humor, applicable stories of best practice and high levels of audience involvement. Over the past 30 years, he has presented programs, courses and speeches to over 1,700,000 professionals around the world. He lives in Saratoga Springs, owns thoroughbred horses, and travels extensively each year.
Symposium 43: Emotional Intelligence and Transformational Leadership in Kenya, Collaborative Learning Structures

Saturday | March 3 | 8:30 - 10 a.m.
Symposium Chair: Aliki Nicolaides

078 | RP
43-1 Emotional Intelligence, Transformational Leadership and Service Quality: A Case for Quality Assurance Managers in a Kenyan Public University

Laban Ayiro and Fredrick Nafukho, Texas A&M University

060 | RTF
43-2 A Randomized Control Study to Assess the Effectiveness of Collaborative Learning Structures in Improving Learner Performance

Jonah Njenga, Louisiana State University
Fredrick Nafukho, Texas A&M University

090 | RTF
43-3 Developing Global Leaders with Intercultural Competencies: Out of Box Thinking from the Theory of Social Constructivism

Pi-Chi Han, University of Missouri-St. Louis
Symposium 44:
Co-Working Industry and Contingent Workers, Informal Learning and Complex Problem Solving

Saturday | March 3 | 8:30 - 10 a.m.
Symposium Chair: Kate Guerdat

231 | SPF
44-1 Workers: Implications for HRD
Laura Coons, Abby Veliquette, Henry Luckel, Tabitha Coates, Rene Gonzalez, and Brian Gauck, Colorado State University

110 | RA
44-2 Informal Learning and Complex Problem Solving in a Medical Imaging Workplace
Jennifer Yates, Merritt College
Victoria Marsick, Teachers College, Columbia University
Symposium 45:
Impact of Race on Role Salience, Training for Project Management, and Role of HRD in Use of Social Media

Saturday  |  March 3  |  8:30 - 10 a.m.
Symposium Chair: Khalil Dirani

088 | RA
45-1 The Impact of Race on Role Salience, Work-Family Conflict and Working Parent Stereotype Threat in Working Mothers
Tomika Greer, University of Houston
Toby Egan, Texas A&M University

249 | RP
45-2 Training for Project Management: A Review of the Critical Factors
Marcia Hagen, Carol Borman Young, and Katryna Johnson, Metropolitan State University

052 | SPF
45-3 The Role of HRD in the Use of Social Media at the Workplace
Kelley Dameron, Elizabeth Mathai, Kerry Simmons, and Marie-Line Germain, Western Carolina University
Symposium 46:
Role of Culture on Careers of Skilled Migrants, National HRD in Brazil, and Career Transitions Among Chinese Managers

Saturday | March 3 | 8:30 - 10 a.m.
Symposium Chair: Mike Wukitsch

239 | RTF
46-1 Contemporary Careers of Skilled Migrants: The Role of National, Organizational, and Professional Cultures

_Nisha Manikoth and Maria Cseh, The George Washington University_

242 | SPF
46-2 National Human Resource Development in Brazil: Lessons from Korea

_Tania Kjerfve, Sehoon Kim, Minjung Kim, and Gary McLean, Texas A&M University_

115 | RF
46-3 System Induced Voluntary Career Transitions Among Chinese Managers: A Grounded Theory Study

_Judy Sun and Greg Wang, University of Texas at Tyler_
Symposium 47: Demographics and Business-to-Business Sales Performance, Position of Performance Consultant, Transfer of Training

Saturday | March 3 | 8:30 - 10 a.m.
Symposium Chair: Rachelle Lehner

004 | RTF
47-1 The Role of Demographics on Business-to-Business Sales Performance
Michael Frino, David Kopp, and Lawrence Ross, Barry University

189 | SPF
47-2 A Practice-Based Examination of the Position of Performance Consultant: What Is and What Could Be
Ria Roy and Ray Haynes, Indiana University

042 | RTF
47-3 Transfer of Learning from Managerial Harassment-Free Workplace Training to the Job
Mark Myers, Howard County District Junior College
Marijke Kehrhahn, University of Connecticut
Symposium 48:
Significance of Leadership, the “Practice” of Planned Change, HRM and HRD in Innovatively Active Companies

Saturday | March 3 | 8:30 - 10 a.m.
Symposium Chair: Martin Kormanik

126 | RTF

Junhee Kim and Jamie Callahan, Texas A&M University

066 | RA
48-2 The “Practice” of Planned Change

Jeanne L. Koehler, Illinois Wesleyan University
Andrea D. Ellinger, University of Texas at Tyler

122 | RP
48-3 Strategies and Tactics of HRM and HRD in Innovatively Active Companies

Elena Zavyalova, Sofia Kosheleva, Vera Minina, and Victoria Tsybova, St.Petersburg State University, St.Petersburg, Russia
Symposium 49: Citation Network Analysis of ETR&D, Horizontal and Vertical Dimensions of Individualism and Collectivism, Leaves System in South Korea

Saturday | March 3 | 8:30 - 10 a.m.
Symposium Chair: Hanna Moon

020 | RTF
49-1 Citation Network Analysis of ETR&D and Implications for HRD
Yonjoo Cho and Sunyoung Park, Indiana University
Sung Jun Jo, Utica College
Susan Suh, Indiana University

146 | RTF
49-2 Review on Theoretical Relationship Between the Horizontal and Vertical Dimensions of Individualism and Collectivism and Conflict Management Styles
Irena Nikolovska, David Kopp, and Katsiaryna Matusovich, Barry University

162 | RA
49-3 The Study Leaves System in South Korea: Looking Through the Lens of Policy Borrowing for National Human Resource Development
Jeong Rok Oh, University of Minnesota
Sung Jun Jo, Utica College
Symposium 50: Contextual Performance Behavior Expectations, Charismatic Leadership, Loyalty to Supervisor and Work Performance in China

Saturday | March 3 | 8:30 - 10 a.m.
Symposium Chair: Darlene Russ-Eft

098 | RA
50-1 Contextual Performance Behavior Expectations: Interpersonal Hierarchy Expectation and Target Gender as Interactive Predictors

Heather Kissack and Dan Chiaburu, Texas A&M University

089 | RTF
50-2 Charismatic Leadership, Loyalty to Supervisor and Work Performance in China

Jia Wang, Texas A&M University
Min Wu, Sichuan University, China
Innovative Sessions*

Saturday | March 3 | 8:30 - 10 a.m.

Innovative Session 9: Instructional Strategies for Fostering Professional Skills with Problem-Based Learning

Jane Ostrander, Truckee Meadows Community College
Rosemary Closson, University of South Florida

ROOM: Iris

Innovative Session 10: Innovative Approaches to Phenomenological Studies within the Field of HRD: Sponsored by the Qualitative Inquiry Special Interest Group

Mary A. Adeniyi, The George Washington University;
Teresa J. Carter, Virginia Commonwealth University;
J. Kori Whitener Fellows, Texas A & M University;
Robin Grenier, University of Connecticut;
Jia Wang, Texas A & M University

ROOM: Crestone Peak

Innovative Session 11: Speed-Dating: Scholarly Writing

Thomas G. Reio, Jr. and Tonette S. Rocco, Florida International University;
Linda Hite, Indiana University-Purdue University

ROOM: Conifer 3

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Research Roundtable 6

Saturday  |  March 3  |  8:30 - 10 a.m.

RR 6-1: Life-Long Learning In South Korea

Dennis Awen, Northern Illinois University

RR 6-2: Highly Educated, New Foreign Employees’ Perceptions of Their Acculturation into a Large Korean Company in Korea

Dae Seok Chai and Gary McLean, Texas A&M University

RR 6-3: Does Investment in Technology Lead to the Productivity of CTE Administrators?

Ashwini Joshua-Gojer, University of North Texas
Research Roundtable 7

Saturday | March 3 | 8:30 - 10 a.m.

RR 7-1: Reasonable Training Accommodations for Disabled Individuals: Simplicity for Trainers, Lingering Appreciation from Employees

*Vanessa Ann Claus, Texas A&M University*

RR 7-2: Using Virtual 3D Simulations for Management Development

*Barbara A.W. Eversole, Indiana State University*


*Jerry Zellars and Bojan Ljubenko, Colorado State University*
Symposium 51:
3 Cs: Enhancing Organizational Learning Culture, Trainers’ Creative Role Identity, Facilitative Executive Coaching Competencies

Saturday | March 3 | 3:30 - 5 p.m.
Symposium Chair: Andrea Ellinger

096 | RTF
51-1  3 Cs: Enhancing the Organizational Learning Culture Through Coaching, Commitment, and Communication

*Melissa Santos and Andis Tamayo, Barry University*

118 | RA
51-2 Trajectories of New Trainers’ Creative Role Identity

*Yu-Shu Chen, National Chung Cheng University, Chia-Yi, Taiwan*

124 | RTF
51-3 Awareness and Communication as Facilitative Executive Coaching Competencies: Reviewing Literature to Inform Practice and Future Research

*Terrence Maltbia, Columbia University*
*Rajashi Ghosh, Drexel University*
*Victoria Marsick, Columbia University*
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Trafficking, Crises Management from an Indian Perspective, Self-Directed Learning Ability Inventory in Korea

Saturday | March 3 | 3:30 - 5 p.m.
Symposium Chair:

103 | SPF
52-1 Beneath the Surface: A Secondary Analysis of the Trafficking in Persons Report Country Tier Placement from 2001 to 2011
Stephanie Mace, Colorado State University

250 | RTF
52-2 Understanding Crises and Crisis Management from an Indian Perspective
Mrudula Anne and Jia Wang, Texas A&M University

127 | RTF
52-3 Developing Self-Directed Learning Ability Inventory for Employees of HRD Companies in Korea
Min Young Lee, PSI Consulting
Dae Young Kim, CREDU
Eul Kyoo Bae, Inha University Korea
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Psychological Capital, Organizational Learning Deficiencies, and Continuing Professional Development

Saturday  |  March 3  |  3:30 - 5 p.m.
Symposium Chair: Tess Price

111 | RTF
53-1  The Mediating Role of Psychological Capital in Managerial Coaching Behaviors and Employee Performance: A Conceptual Framework
Xuefen Chen and Baiyin Yang, Tsinghua University, Beijing, China

116 | RA
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Jason Dean and Carroll Graham, Indiana State University

117 | RA
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Gerard Brekelmans and Susanne Maassen, University Hospital Erasmus MC, Rotterdam, The Netherlands
Rob F. Poell, Tilburg University, Tilburg, The Netherlands
Kees van Wijk, Erasmus University, Rotterdam, The Netherlands
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Work/Life Conflict and Life Satisfaction, Leaders’ Social Identity, Mobbing in México

Saturday | March 3 | 3:30 - 5 p.m.
Symposium Chair:

135 | RTF
54-1 Examining the Relationship Between Work/Life Conflict and Life Satisfaction in Executives: The Importance of Problem-Solving Coping Interventions and HRD
Heather McMillan, Southeast Missouri State University
Michael Lane Morris, University of Tennessee

164 | SPF
54-2 Organizational Leaders’ Social Identity: A Basis for Employer-Employee Motivation in Small Organizations in Sri Lanka
Gertrude Hewapathirana, Suffolk University

202 | RTF
54-3 Mobbing in México: Survey Application of CISNEROS Inventory at an Outsourcing Facility in Ensenada Baja California, México
Blanca Garcia, Universidad Autonoma de Baja California, Ensenada, B.C. Mexico
Ignacio Mendoza, Universidad La Salle, Mexico, D.F., Mexico
John Cox, Universidad Autonoma de Baja California, Ensenada, B.C. Mexico
Symposium 55:
Learning Practices in Law Enforcement in a Caribbean Context, Factors Affecting Training Transfer Over Time, Creation of White Spaces in the Workplace

Saturday | March 3 | 3:30 - 5 p.m.
Symposium Chair: Lou Quast

130 | RA
55-1 Training Instructors’ Perceptions of Learning Practices and Culture in Law Enforcement: A Caribbean Context
Yvonne Hunter-Johnson and Rosemary Closson, University of South Florida

137 | RTF
55-2 An Investigation of Organizational Context Factors Affecting Training Transfer Over Time
Mary Cowman, Waterford Institute of Technology, Waterford, Ireland
Alma McCarthy, National University of Ireland, Galway, Ireland

159 | RTF
55-3 Issues of Race in Workplace Organizations: Whiteness and the Creation of White Spaces
Alicia Friday, Jennifer Mease, and Mary Alfred, Texas A&M University
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Saturday | March 3 | 3:30 - 5 p.m.
Symposium Chair: Sanghamitra Chandhuri

168 | SPF
56-1 Role Efficacy and Quality of Work Life (QWL) as Predictors of Organizational Citizenship Behaviour (OCB) and Empathy in Nurses in Mumbai Hospitals

*Deepak Mathew and Ashwini Joshua-Gojer, University of Mumbai, Mumbai, India*

209 | RTF
56-2 A Phenomenological Exploration of How Employees with Different National Identities Experience a Geocentric Organizational Culture of a Global Corporation

*Maria Plakhotnik, Florida International University*

211 | RTF
56-3 The Relationship Between Culture, Family Factors and Expatriate Adjustment

*Hye-Seung (Theresa) Kang and K. Peter Kuchinke, University of Illinois*
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Saturday | March 3 | 3:30 - 5 p.m.
Symposium Chair: Samuel Adams

154 | RA
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Holly Hutchins, University of Houston
Kim Nimon, University of North Texas
Ed Holton and Reid Bates, Louisiana State University

255 | RTF
57-2 Information Technology Services in Taiwan: Investigating Connections Augmenting Organizational Learning Readiness

Shyang-Yuh Wang, Chinese Culture University
Carroll M. Graham, Indiana State University;
Hsiang-Wei Wang, China University of Science and Technology
Tzu-Yün Ko, Chinese Culture University
Hwa-Kai Chiu, China University of Science and Technology
Fredrick M. Nafukho, Texas A&M University

244 | RA
57-3 Workplace Incivility: Antecedents of Instigator Affect and Potential Implications

Barbara A.W. Eversole and Carroll M. Graham, Indiana State University
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Organizational Unfairness in Diverse Workplaces, Global Competence in India, Japan, and the Netherlands

Saturday | March 3 | 3:30 - 5 p.m.
Symposium Chair: Don Venneberg

087 | RA
58-1 Collectivism as a Moderator of Perceived Organizational Unfairness in Diverse Workplaces
Sanam Ghandehari and Robert Yawson, University of Minnesota

091 | RTF
58-2 Exploring Global Competence with Managers in India, Japan, and the Netherlands
Gerard Ras, Wayne State College
Richard Torraco, University of Nebraska
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Global Virtual Teams, Work-Life Balance and Organizational Culture

Saturday | March 3 | 3:30 - 5 p.m.
Symposium Chair: Mike Wukitsch

079 | RTF
59-1 The Effects of Virtualness and Diversity on Global Virtual Teams: Collaboration Technology for Facilitating Global Virtual Team Process

Sujin Horwitz and Cecilia Santillan, University of St. Thomas, Minnesota

106 | SP
59-2 Understanding Work-Life Balance and Organizational Culture through Employee Perceptions, Organizational Alignment and Employee Engagement

Carol T. Miller and Alina M. Waite, Colorado State University

232 | RA
59-3 Exploring Linkages Between Organizational Alignment and Employee Engagement

Meera Alagaraja and Brad Shuck, University of Louisville
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Innovative Session 12: Disclosing “Deviance” in the Workplace: LGBT, BDSM, Convicts, and the Disabled
Joshua C. Collins, Carolyn Meeker, Chaundra L. Whitehead, and Tonette S. Rocco, Florida International University

ROOM: Conifer 3

Innovative Session 13: Teaching Team Leadership: Experiential Activities for Educators and Trainers (Sponsored by the Leadership Special Interest Group (SIG))
Susan Madsen, Utah Valley University
Katherine A. Tunheim, Gustavus Adolphus College
Jessica Burnham, Utah Valley University

ROOM: Aspen

Innovative Session Papers Are Not Published

*Innovative Session papers are not included in the 2012 proceedings file. Conference patrons who attend innovative sessions will receive handouts and materials.
Research Roundtable 8

Saturday | March 3 | 3:30 - 5 p.m.
Symposium Chair: Cathy Cockrell

RR 8-2: Athletic Emotional Intelligence: Beyond Cognitive Beliefs

Carlos Sepulveda and Larry M. Dooley, Texas A&M University

ROOM: CONIFER 1&2

RR 8-3: Safety Culture Types, Leadership Styles, and Safety Performance Indicators

Everon C. Chenhall, Mid-Continent University
Alina M. Waite, Colorado State University

ROOM: CONIFER 1&2
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Saturday | March 3 | 3:30 - 5 p.m.
Symposium Chair: Cathy Cockrell

RR 9-1: Long Working Hours in Korea and HRD’s Role

Sehoon Kim and Gary N. McLean, Texas A&M University

ROOM: CONIFER 1&2

RR 9-2: Mentoring in International Development Organizations: Are All Employees Benefiting?

Jason Heffner and Maria Cseh, George Washington University

ROOM: CONIFER 1&2

RR 9-3: Empathy in Training: Trainees’ Perceptions

Vishal Arghode and Jia Wang, Texas A&M University

ROOM: CONIFER 1&2
Representing the Cutting Edge Award
From the 2012 Academy of Human Resource Development International Research Conferences in the Americas

MESSAGE FROM THE ACADEMY PRESIDENT

Cutting Edge Conference Proceeding Papers: The Best of the Best

At the Academy of Human Resource Development’s International Research Conference, the leading HRD researchers, scholars, and scholar practitioners come together to share their research and its implications for practice, research, and the field of HRD. Collectively, we generate cutting-edge research that helps shape, define, and alter the field of HRD and its practitioner. The papers from our conference proceedings help shape the research agendas for both seasoned and emerging scholars for years to come. Quite simply, our conference proceeding is an excellent example of leading human resource development through research.

The Cutting Edge candidates for 2012 were nominated by Proceedings Reviewers and Track Chair Editors. Subsequently, the papers were distributed in a peer-reviewed, double-blind review process. As a result, eight papers were determined to meet the cutting edge criteria and are being awarded as the Cutting Edge Papers for the 2012 AHRD Americas Conference Proceedings. This volume represents the 16th annual volume of the Cutting Edge Papers.

As in previous years, the breadth and depth of issues and topics included in the Americas Conference papers was impressive. The high standards of acceptance to the conference made selecting only best papers for recognition a real challenge. The top papers for each of these years are recognized in this monograph and truly represent the best of the best. These papers also represent the highest quality of HRD research since they are being honored by one’s colleagues through a critical lens. Accordingly, please take time to congratulate each of the authors on a job well done.

Darlene Russ-Eft
Academy of Human Resource Development
INTRODUCTION TO THE VOLUME

This monograph is the fifteenth annual volume of the Cutting Edge papers from the Academy of Human Resource Development and includes 2012 Americas Conferences proceedings papers.

The 2011 AHRD Americas Conference Proceedings papers were reviewed by the committee shown on page 108. Candidates were selected after the traditional refereed processes, and eight were selected as shown below.

The Cutting Edge candidates for 2012 were nominated by Proceedings Reviewers and Track Chair Editors. Subsequently, the papers were distributed in a peer-reviewed, double-blind review process. As a result, six papers were determined to meet the cutting edge criteria and are being awarded as the Cutting Edge Papers for the 2012 AHRD Americas Conference Proceedings.

As in previous years, the breadth and depth of issues and topics included in the Americas Conference papers was impressive. The high standards of acceptance to the conference made selecting only the best papers for recognition a real challenge.

2012 AHRD AMERICAS CONFERENCE CUTTING EDGE AWARD RECIPIENTS

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011
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Alexandre Ardichvili, University of Minnesota
James Mitchell, Center for Ethical Business Cultures

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Toward Further Conceptualizations of Strategic Learning
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Training Design with eLearning
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Representing the Cutting Edge Award, continued

From the 2012 Academy of Human Resource Development International Research Conferences in the Americas

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

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