This booklet provides descriptions of all of the non-refereed sessions at this year’s conference. While the proposals for these sessions are not blind reviewed, a Track Chair Editor and a committee of AHRD members invests their energy and expertise to ensure that each of these sessions is poised to be high-quality and valuable for conference participants. There are four types of non-refereed sessions presented at AHRD:

- **FOCUS Sessions** offer an in-depth focus on a specific topic area. These might be colloquiums, expert panel discussions, or other kinds of session designs that foster scholarly exploration.

- **Interactive Roundtables** are designed for small groups to focus on topics of common interest. The organizer frames the topic and poses guiding questions (for approximately 15 minutes) and then facilitates a 30-minute dialogue with participants joining the table. Attendees of these sessions will be able to attend two roundtables in one 90-minute session.

- **A Professional Development Workshop (PDW)** provides the opportunity for colleagues to share knowledge and expertise that fosters professional development around capabilities to support research, theory-building, and/or scholarly practice.

- **Food ‘n’ Thought (FNT) sessions** are informal brown bag sessions where participants engage in thoughtful conversations about topics important to HRD researchers and scholar-practitioners. These are designed to be learning spaces that encourage lively dialogue, networking, and community-building. Grab your own lunch and join in!

All non-refereed sessions are scheduled in the Conference Program with the title and a list of the sponsors/facilitators/presenters. This booklet and the conference mobile app also provide a brief (100-word maximum) description for each session.

There are no materials printed in the conference proceedings for these sessions. Instead, session organizers are invited to provide handouts (at their own expense) in whatever format they wish to enable the aims of the session (although AHRD does request that APA formatting is used for citations and references on these handouts).
FOCUS SESSIONS

The Korea HRD SIG’s FOCUS Session: Research on HRD in Korea — Jacksonville
Yonjoo Cho, Indiana University, Bloomington
Heeyoung Han, Southern Illinois University School of Medicine

Upon the Human Resource Development International’s (HRDI) call for a special issue on HRD in Korea, we have delivered articles on the topic that have recently been published. Increased attention from the international HRD community to Korea has motivated the Korea SIG to initiate a Focus session. The purpose of this session is to present research evidence generated from different research topics and approaches so that we can engage AHRD members in a stimulating dialogue which leads to future research collaborations, particularly international comparison studies. To this end, we will present the following studies including: (a) The evolution of Korean corporate HRD; (b) New employee orientation; (c) An intersectionality and hope-based career development model for married female international immigrants; and (d) South Korean women leaders’ struggles for a work and family balance. Individual research presentations will be followed by group discussions in which presenters and attendees share research experience and perspectives.
The concept of authenticity has been found to be an essential part leadership development, supporting the leader’s well-being and effectiveness (Susing, Green, & Grant, 2011). The use of assessment tools in human resource and organization development (HROD) is increasing, particularly to develop leaders. Assessment tools can be used by human resource and organizational development practitioners to assist in leadership development, to determine employee success potential, to explore whether a person is a good fit for the organization and/or specific role, and to help individuals improve their effectiveness at work (Diedrich, 1996) and with others. The session hosts will facilitate a round table discussion focused on how leaders are able to maintain their authenticity while leveraging results of their assessment to change behavior.

**Improv Tenets and Activities: Development of an Improv Mentality in Workplace Learning**

Nicole Buras, Triton Community College

Henri Dugas IV, North Shore University Health System

This workshop engages attendees in collaborative and experiential applications of improvisational theatre to enhance workplace learning. Improvisation represents spontaneous performance on and off-stage (Spolin, 1999; Zaunbrecher, 2011), and has documented uses in corporate training (Crossan, 1998; FitzPatrick, 2002). Attendees develop an understanding of an improv mentality which includes foundational improv tenets and strategies. Presenters outline major uses of improv for developing receptive environments and learning organizations, and techniques of fostering experiential (Kolb, 1984) and reflective (Schon, 1987) meaning-making in the workplace. Attendees are provided example improv activities, resources, and reflective questions; in addition to, experiencing first-hand basic improv practices.
INTERACTIVE ROUNDTABLE DIALOGUE SESSIONS

SESSION 1:

Look Up: A Work-Life Boundary Discussion around Mobile Technologies — Pensacola Salon C
Rochell R. McWhorter, The University of Texas at Tyler
Paul B. Roberts, The University of Texas at Tyler
Julie A. Delello, The University of Texas at Tyler

Modern technology has changed the way we conduct our professional and personal lives in real-time (McWhorter, 2010). Mobile devices have allowed workers to stay connected to the workplace while they attend events such as professional conferences and training seminars, thereby allowing for the continued flow of information while away from the workplace (Brown & Palvia, 2015). Another trend is that individuals “off work” are still conducting work from their mobile devices which is blurring the boundaries between work and personal time (Thomas, 2014). This roundtable session will explore the work-life boundary issues surrounding the overuse of technology in both private life and work life and its unintended consequences as well as the advantages that it affords the contemporary worker.

Exploring Differences in Employee Engagement for Federal Government Supervisors and Non-supervisors and Examining the Implications for HRD (Session 1) — Pensacola Salon C
Teresa Hollingsworth, The George Washington University

The construct of engagement refers to employees’ involvement of their “full self” in their work. The Federal Employee Viewpoint Survey, administered annually across federal agencies, consistently reports higher engagement scores for supervisors than non-supervisors. This roundtable will consider employee engagement antecedents and outcomes for supervisors and non-supervisors. Roundtable participants will be invited to discuss a theoretical framework and quantitative methodology to explore the antecedents of engagement for supervisors and non-supervisors. In addition, the session will explore implications for HRD in preparing supervisors responsible for leading change efforts to improve employee engagement.
Non-Refereed Paper Descriptions

SESSION 2:

Strategies for Effective Interdisciplinary Teaching and Learning on Technology Ethics Training (Session 2) — Pensacola Salon B
Se Jin Heo, FutureTHINKNET

Ethical considerations in science/technology through interdisciplinary teaching have received some attention in science curriculum. This paper analyzes the strengths and challenges of interdisciplinary teaching and learning on ethical implications of science/technology. According to job (students, instructors) and major (science major, non-science major), the advantages and difficulties of interdisciplinary teaching and learning is collated in this paper. In order to stimulate future research, research agendas on developing strategies for effective pedagogies and policies of science/technology ethics training are presented at the end of paper.

Influence of Teaching Presence on Students’ Perceived Cognitive Learning and Affective Learning (Session 2) — Pensacola Salon B
Misha Chakraborty, Texas A&M University
Frederick Nafukho, Texas A&M University

Online classes are gaining popularity in both educational and professional spheres. This paper considers teaching presence and teaching immediacy as important aspects to consider how these factors influence students’ perceived cognitive learning and affective learning in online class environment. To achieve the stated purpose we propose a quantitative approach. The paper has both practical and theoretical implications. We attempt to perform reliability of the previous studies performed in similar context (Baker, 2010, Anderson, 2008). Also we attempt to list online class strategies that can enhance students’ learning experiences and promote positive learning environment.
**Non-Refereed Paper Descriptions**

**Friday (7:15–8:15am)**

**FT FOOD N’ THOUGHT**

**Book Club – The Culture Map by Erin Meyers (2014)**  
— Pensacola Salon C  
Oliver Crocco, The George Washington University  
Abdulrhman Alanzy, The George Washington University

This Food N’ Thought (FNT) session is a Book Club that engages in dialogue around Erin Meyer’s (2014) book *The Culture Map: Breaking Through the Invisible Boundaries of Global Business*. Meyer, a professor at INSEAD, is a rising international expert in cross-cultural leadership and management. Her book is relevant to Human Resource Development (HRD) issues including leadership development, adult learning, and organizational change. Most importantly, this book provides a platform for a compelling discussion on the benefits and downfalls of cross-cultural management books such as this, which tend to offer a mix of anecdotal experience combined with scholarly research.

**Sustainable Employment: Viable Construct, HR Jargon, or Both**  
— Pensacola Salon B  
Sarah Minnis, Anthology Consulting LLC

In 2007, the Comptroller and Auditor General of the National Audit Office in the United Kingdom issued a report highlighting the importance of “sustainable employment” practices to stem challenges to chronic cyclical unemployment. Since then, brief mention of this concept has emerged in the HR literature in the UK and none at all in the United States. This session will explore sustainable employment and its applicability within HRD scholar practitioner paradigms.
Tapping the Power of Conceptual Mapping for Scholarship, Management, and Instruction — Florida Salon A
Tad Foster, Department of Human Resource Development & Performance Technology
Jason Dean, Human Resource Development and Performance Technologies Department in the College of Technology at Indiana State University

A highly-interactive opportunity to explore the use of conceptual mapping to enhance cognition for teaching/learning, assessment, planning, research design, and project management. Participants will be exposed to the theory and current research regarding mapping, and will participate in hands-on activities to master the mapping process in general. During this session, the participants will learn to develop maps using the open-source software program, Visual Understanding Environment. All participants will receive a memory stick containing mapping software, tutorial, a sample training program, and relevant research articles.
Without good reviewers who write high quality reviews, the AHRD conferences and journals are unable to produce the research we expect of AHRD publications. Whether you are an experienced or new reviewer, this workshop will enhance participants’ skills as reviewers of academic manuscripts. Participants will discuss how to review manuscripts with senior AHRD scholars who are experienced reviewers. Issues for discussion include: Does feedback provided by reviewers address the main features and contributions of a manuscript (and not extraneous details and minutiae)? Is reviewer feedback provided with sufficient clarity and detail to be understandable to editors and authors as the basis for possible revisions? Are reviews balanced in providing both positive and constructively critical feedback? Are reviews and review forms complete and submitted on time? The goal of the workshop is to help participants to improve their work by writing and using manuscript reviews more effectively.
INTERACTIVE ROUNDTABLE DIALOGUE SESSIONS
SESSION 3:

**Virtual Coaching as an HRD Strategy** — Pensacola Salon C
Penelope McFarline, VCU
Juilia Tucker-Lloyd, Virginia Commonwealth University

Coaching is gaining ground as a preferred strategy for professional development. Instructional and other types of teacher coaching are critical components in effective professional development models (Cooper, pg.7). Virtual coaching, like virtual mentoring, is piquing interest because it is cost-effective, easy to manage, faster, unbounded by time and geography and learner-focused (Bierema & Hill, 2005). A consulting project executed by the authors with an educational program at Virginia Commonwealth University provided insight into how virtual teacher coaching can be designed and delivered for success. Challenges uncovered include building a community of inquiry in which critical engagement thrives, reducing costs of program implementation and ensuring the sustainability of the program.

**Career Coaching for Older Workers in South Korea** — Pensacola Salon C
Hae Na Kim, The Ohio State University
DooHun Lim, University of Oklahoma
Grace Oh, University of Illinois

In an era of aging, knowing how to respond to older workers’ transition and development needs becomes critical. Older workers’ career transitions and employability have been a significant societal issue as most developed countries are entering an aging population era. In addressing this issue, career coaching appears to be an effective way to facilitate flexible career paths for older workers and also provide timely skilled manpower to cope with a shortage of workforce participants in the society. In this regard, the purpose of this session is to encourage a discussion in addressing the elderly’s career development issues and the importance of career coaching among AHRD members.
SESSION 4:

Talent Management Best Practices: Harnessing the Dragon for Competitive Advantage — Pensacola Salon B
Marie Valentin, Texas A&M University

This purpose of this paper is to explore talent management (TM) practices in multi-national corporations (MNCs) in China to determine the most effective strategic talent management practices used for employee retention. Our aim is to explore TM practices within China that are best at creating a strategic competitive advantage for organizational effectiveness. With the expansion and globalization of current markets and opportunities, acquiring and keeping good talent have proven to be a challenge for organizations in countries with growing economies such as China.

The Human Factor to Profitability, Building a People-Centered Culture for Long Term Success — Pensacola Salon B
Jeanette Kersten, University of Wisconsin Stout, Menomonie WI
Kelly La Venture, Bemidji State University, Bemidji MN

This session brings to the forefront how profitability in organizations doesn’t happen through osmosis. The elements of a people-centered culture are woven into the fabric of the organization and are derived from the aspirations, talents, and dreams of the employees that constantly interact with and shape each other (Kendall & Bodinson, 2010). Organizational culture establishes both inspiration and aspiration. A firm’s culture is the essence of the organization and dictates how the organization approaches challenges, as well as representing the beliefs and attitudes that inspire employees (Denton, 1996).
Current Perspectives on Asian Women in Leadership and HRD Implications — Pensacola Salon C
Rajashi Ghosh, Drexel University
Yonjoo Cho, Indiana University, Bloomington
Judy Sun, The University of Texas at Tyler
Gary McLean, McLean Global Consulting Inc.

The China, Korea, and India SIGs of the AHRD are working together on a book series contract on Current perspectives on Asian Women in Leadership with the publisher Palgrave Macmillan. This project will consist of 10 Asian countries, including China, India, Indonesia, Japan, Korea, Malaysia, Myanmar, Sri Lanka, Taiwan, and Thailand. We are proposing a “Research and Practice” type Food ’n’ Thought (FNT) session at the 2016 AHRD conference to encourage dialogue among the prospective authors and also to generate interest for the book series in the academy.

Food N’ Thought Book Club: The 2016 Book of the Year Award Nominees — Pensacola Salon B
Marcia Hagen, Metropolitan State University
Joshua Collins, University of Minnesota
Satish Pandey, Pandit Deendayal Petroleum University
Brad Shuck, University of Louisville
Robert Yawson, Quinnipiac University
Judy Sun, The University of Texas at Tyler

This Food n Thought session, sponsored by the Book of the Year Award committee, will explore several of this year’s Book of the Year nominees. This session is designed to engage our community of learners in a discussion of the best new books in the field of HRD. The discussion, facilitated by Book of the Year committee members, is intended to spark a discussion on the nominated books, provide a forum for a broader discussion on the merits of great scholarship within HRD, and spark some lively dialogue and debate.
**Non-Refereed Paper Descriptions**

**Collaborating for Qualitative Research on Women Leaders in a Korean Context: Lessons Learned — Pensacola Salon A**  
Jiwon Park, The Pennsylvania State University  
Boreum Ju, University of Illinois at Urbana-Champaign  
Yonjoo Cho, Indiana University, Bloomington

Eight researchers, who had work experience in diverse organizations, collaborated in research on Korean corporate women leaders’ work-life balance. We found that Korean corporate women had difficulties in juggling multiple roles and faced challenges in their leadership roles. We propose a “Research & Practice” FNT session to share the study’s findings, the ways we collaborated as a research team, and the highlights of the research process. We will encourage the session participants to engage in a dialogue on the current state of and future research on women in leadership. In addition, practical implications suggested will engage the attending practitioners in an interactive dialogue on their applications.

**The Human Factor to Profitability, Building a People-Centered Culture for Long Term Success — Florida Salon A**  
Jeanette Kersten, University of Wisconsin Stout, Menomonie WI  
Kelly La Venture, Bemidji State University, Bemidji MN

A key management imperative is driving organizational profitability. In this informal session, we invite participants to review and engage in dialogue about book The Human Factor to Profitability: Building a people-centered culture for long-term success, authored by the facilitators, Dr. Jeanette Kersten and Dr. Kelly La Venture. This book describes the careful process and components necessary to create a people-centered culture – a culture that is the principal driver of increased profitability and long-term sustainability for organizations. The focus of the session is to showcase evidence-based research of a people-centered approach and the impact on organizational profitability and productivity while engaging participants in lively discussion about the topic and implications for management decision-making.
**FOCUS SESSION**

**What is Ethical Research and Practice in HRD? (Re-)Examining HRD Standards on Ethics and Integrity** — Tampa
Toby Egan, University of Maryland
Darlene Russ-Eft, Oregon State University
Hamett Q. Brown, University of Minnesota
Khalil Dirani, Texas A&M University
Kori Whitener Fellows, KWF Solutions, LLC
Amir Hedayati Mehdiabadi, University of Illinois at Urbana-Champaign
Boreum Ju, University of Illinois at Urbana-Champaign
Donna Logan, UT Health Science Center at Houston
Gary McLean, McLean Global Consulting Inc.
Xue Yang, University of Illinois at Urbana-Champaign

During this FOCUS Session, participants will directly impact the future of AHRD, as the results of this facilitated panel discussion and dialogue will contribute directly to the revision of the new official AHRD Standards on Ethics and Integrity. An important part of the revision process is to engage AHRD conference participants in reflection and to provide an opportunity for a lively exchange regarding key issues for HRD ethics and integrity in research and practice. This proposed collaborative session will engage HRD members in an interactive discussion with an expert panel and invites AHRD members and conference participants to provide advice and feedback toward the shaping of AHRD Standards.
PROFESSIONAL DEVELOPMENT WORKSHOPS

The Workplace Is a Stage: Using Improv Theater Techniques to Develop High Performing Employee Skills — Florida Salon A
Jason Moats, Texas A&M Engineering Extension Service
Mikayla Moats, Brazos Valley Troupe
Marie-Line Germain, Western Carolina University

This innovative workshop will provide hands-on experience on how to use Improvisational (Improv) theater techniques to improve specific employee skills such as creativity, communication and teamwork. This workshop will provide participants multiple opportunities to explore theatrical improvisation from different HRD perspectives. During the workshop, attendees will be invited to participate in Improv theater practical exercises, which they can later replicate in their workplace. The intended outcome of this workshop is to increase scholars’ and practitioners’ awareness of the value of Improv theater techniques in addressing varied organizational challenges. No prior theater experience is needed.

Scholar Practitioner 101: Bridging Theory & Practice and Fostering Scholarly Practice within the Academy, Part 1 — Florida Salon B
Sarah Minnis, Anthology Consulting LLC
Tomika Greer, University of Houston

In order to meet the needs in the existing gap, the Scholar-Practitioner SIG will present a three-hour professional development workshop during the conference designed to bridging theory/practice and fostering scholarly practice. This session would be open to master’s students, first-time attendees and anyone whose interest and passion is aligned with becoming a scholar-practitioner. This “SP 101: Introduction to AHRD and our community” workshop will examine what it means to work as a Scholar Practitioner and how that “fits” with a SP way of being in HRD. We are designing a new model aligned with a more scholar practitioner focus to prepare participants how to translate scholarly work into practice, connect with other scholar-practitioners, and to more deeply engage practitioners in the Academy.
INTERACTIVE ROUNDTABLE DIALOGUE SESSIONS

SESSION 5:

**How Can Professional Development Increase Technology Integration for Improved Instruction? — Pensacola Salon C**
Carla Liau Hing, Texas A&M University

Teachers in the 21st century can use technology to improve students’ learning processes by personalizing learning, enabling real-time feedback and adjusting pace, or creating learner agency. However, for teachers to be able to take advantage of the expanding possibilities of technology integration, quality professional development (PD) must be offered. The purpose of the roundtable is to discuss characteristics needed for quality PD in order to be effective and promote sustainability of the technological skills acquired. Main research question is “How can professional development increase technology integration for improved instruction?” Some qualitative instruments to assess teacher technology are shared as well as some theories.

**Instructional Design of a MOOC — Pensacola Salon C**
Norma Scagnoli, University of Illinois, College of Business

This roundtable will focus on the discussion of instructional design trends in Massive Open Online Course (MOOCs) Environments. MOOC participants’ do not come for credentials. The goals is ‘pure education’ and the instructional design needs to consider variations and provide space for those that come for the pure knowledge and leave, and also those that want to further their education or enhance their learning on a topic. This round table aims to discuss a proposed model for MOOCs that targets not only learners with ‘academic credit aspirations’ but also those that come only for information and not credentials.
Federal agencies, tasked by a memorandum from the Obama administration, have been charged with raising its employee engagement level to 67% from its current rating of 63%. However, agencies have not assessed the impact that leaders’ daily interaction and decision-making has on employees choosing to use their voice, which is a reflection of the outcome of discretionary effort. In addition, these anticipated practical outcomes are not grounded in empirical research to antecedents of employee engagement. This roundtable discussion will examine leaders’ behavior integrity, as an antecedent, to the employee voice, as an outcome.

Recent studies in HRD have focused on the humanization of work and workplaces. Shaping workplace cultures that foster self-awareness and meaning in individuals’ lives are gaining momentum in HRD. This roundtable session will draw on current HRD research to discuss what approaches are most effective in fostering these environments, how these approaches are implemented, what challenges practitioners face in shaping these environments, and how they compare across various workplaces and industries.
FOCUS SESSION

Meet the Editors Session — Tampa
Wendy Ruona, University of Georgia (Facilitator)
Valerie Anderson, University of Portsmouth
Kim F. Nimon, The University of Texas at Tyler
Jon M. Werner, University of Wisconsin-Whitewater
Julia Storberg-Walker, George Washington University
Carole Elliott, University of Roehampton, UK
Michael Leimbach, Wilson Learning Worldwide, USA

All members are invited to come and meet the Editors and Associate Editors of the four journals that AHRD sponsors (Human Resources Development Quarterly; Human Resource Development International; Human Resources Development Review; and Advances in Developing Human Resources). This is a great opportunity to meet the dynamic and knowledgeable scholars who lead the journals as well as learn about trends affecting the journals, publishing in the journals, etc…

PROFESSIONAL DEVELOPMENT WORKSHOPS

Introduction to Hierarchical Linear Modeling in Human Resource Development Research — Florida Salon A
Gregg Keiffer, The University of Texas at Tyler
Pamela Christian, The University of Texas at Tyler
David Conley, The University of Texas at Tyler
Bryn Hammack-Brown, The University of Texas at Tyler
Marvin Bontrager, The University of Texas at Tyler
Kim Nimon, The University of Texas at Tyler

This session will introduce scholars and scholar-practitioners to the multilevel analysis of hierarchical linear modeling (HLM) in HRD research. Participants will learn the fundamentals of HLM and how to fit the base-null/unconditional model (multilevel ANOVA), as well as a fixed- and random-effects models using the free software package R. Participants should have a basic understanding of statistics and regression.
In order to meet the needs in the existing gap, the Scholar-Practitioner SIG will present a three-hour professional development workshop during the conference designed to bridging theory/practice and fostering scholarly practice. This session would be open to master’s students, first-time attendees and anyone whose interest and passion is aligned with becoming a scholar-practitioner. This “SP 101: Introduction to AHRD and our community” workshop will examine what it means to work as a Scholar Practitioner and how that “fits” with a SP way of being in HRD. We are designing a new model aligned with a more scholar practitioner focus to prepare participants how to translate scholarly work into practice, connect with other scholar-practitioners, and to more deeply engage practitioners in the Academy.

This professional development workshop provides hands-on experiences using problem-based learning (PBL). PBL uses real-world, authentic problems to facilitate active learning, collaborative problem solving, critical thinking, and real-time knowledge exploration. Barrows (1994) implemented a PBL curriculum at Southern Illinois School of Medicine (SIUSOM), and since its onset to the present day, the university has been recognized for this innovative pedagogy. While PBL has been adopted by K-16 and medical schools, PBL is less understood and utilized in the field of Human Resource Development. This session is based on the successful Essentials of PBL Workshop provided by SIUSOM for over 20 years.
INTERACTIVE ROUNDTABLE DIALOGUE SESSIONS

SESSION 7:

**An Exploration of Millennial Leadership Development**
— Pensacola Salon C
Oliver Crocco, The George Washington University

This roundtable will explore millennial leadership development in the American workforce. Millennials are quickly becoming the largest population in the American workforce and are characterized in the literature as collaborative, independent learners, technology-oriented, less hierarchical, and ambitious. While there is a growing body of literature regarding how to manage millennials effectively, there is a lack of literature on millennial leaders and millennial leadership development. This roundtable will discuss the literature comparing millennials and previous generations to identify if there are important differences in how one should go about leadership development of millennials.

**Disruptive innovations: If you lead, will people follow?**
— Pensacola Salon C
Carol Packard, Institute for Learning Transformation, University of Texas
Norma Scagnoli, University of Illinois, College of Business

Because so many of us are undergoing so much change, a Psychological SWOT Planning Model will be presented and discussed as a strategy to identify and plan for probable emotional responses and possible resistance to disruptive change. By identifying specific existing employee motivators and demotivators, the model can help plan appropriate transition strategies to support both employees’ needs and organizational goals. The session will provide a short overview of how one college used this model to plan for a disruptive change, an interactive discussion of participants’ experiences with disruptive change, and examination of the proposed model as a strategic tool to improve emotional responses to proposed administrative changes.
SESSION 8:

**An Anecdote of Women Leadership Now and Then: A Cross Comparative Study between India and Korea — Pensacola Salon B**
Sanghamitra Chaudhuri, University of Minnesota
Sunyoung Park, Louisiana State University

Since time immemorial, there have been unspoken rules in the organizations that have often stifled the growth of women in strategic leadership positions. While the trend is universal and so the name glass ceiling effect indicating this phenomenon in organizations, the rules are more pronounced in Asian organizations. In spite of numerous bottlenecks that exist in organizations which impede women growth, there are many successful women leaders that not only make it to the top echelon of their organizations, they display leadership with panache. This study is an endeavor to explore the challenges and success of multigenerational women leaders (preferably baby boomers and Generation Xers) in both the countries through case study analysis.

**Democratic Workplaces: Minority Women Working in Freedom — Pensacola Salon B**
Mariela Campuzano, The George Washington University
Alicia Williams, The George Washington University

The concept of democracy in classrooms carries the potential to translate such concepts and ideas from education to the workplace. We explore this concept and the possible implications on minority women in the workplace. Democratic workplaces are, “founded on equality, in that power and authority are ultimately vested in the collective body of workers on the basis of one-person, one-vote” (Malleson, 2013, p. 618). Three themes emerged are discussed: the ambiguity in definition, the role of technology, and early inculcation of democracy in learners. These themes highlight the need to explore the experiences and identity development of minority women, particularly African-American and Latinas, in such work settings.
A Discussion of “The Rise of Creativity, the Gift of Failure, and the Search for Mastery,” by Sarah Lewis and “the Role of Creativity Innovation, and Grit in HRD — Pensacola Salon B
Amanda Rolle, University of Houston
Rhonda Fowler, Texas A&M University

This FNT will be facilitated by two authors with input from participants who have read The RISE to discuss how the identification and support for exploration in learning, through the acceptance of failure as learning opportunities can lead to groundbreaking ideas and success. The facilitators of this session encourage attendees to read the Rise, consider your greatest HRD research ideas that either failed or you were too afraid to pursue and share them with the group. In turn, we will brainstorm and offer feedback to help you move from fear to fire!

Exploring the Use of Degrees of Freedom Analysis to Build Theory in HRD — Pensacola Salon A
James Bartlett, North Carolina State University
Michelle Bartlett, North Carolina State University
Stephen Cathcart, North Carolina State University

This session will provide participants an overview of a research technique called Degrees of Freedom Analysis (DFA). The overview of Degrees of Freedom Analysis will discuss how the technique was introduced by experimental methodologist, Donald Campbell, in the late 1960s.” (Wilson & Woodside, p. 217, 1999). The introduction will offer an overview of topics in human resource development (HRD) that would be appropriate to use the technique. The purpose of Degrees of Freedom Analysis is not to make generalizations to a specific population, but better understand theory. This session will further discuss specific research ideas that can use Degrees of Freedom Analysis to build theory.
Non-Refereed Paper Descriptions

Saturday (8:30–10:00am)

**FOCUS SESSION**

**ShapeShifting: How Do Journal Ranking Lists Define and Shape HRD Research and Practice? — Jacksonville**

Julia Storberg-Walker, George Washington University
Jamie Callahan, Drexel University
Carole Elloitt, Durham University
Valerie Anderson, University of Portsmouth
Darlene Russ-Eft, Oregon State University
Laura Bierema, Department of Lifelong Education, Administration, and Policy, University of Georgia
Brad Shuck, University of Louisville

Academe has gone beyond arguments for or against the existence of journal rankings lists; these lists are here, and they are here to stay. The issue remaining, then, is about our choices as HRD scholars in shaping the shift that results from these lists. How do journal rankings influence what we study, what we write, and where we publish? Do the influences, if any, vary by geography, career level, or University? How do journal rankings influence the actual field of HRD? This session explores these provocative questions to examine the hidden structures that guide our work as HRD scholars.
Virtual HRD focuses on the technology-enabled environment through which people interact, learn, and work in today's organizations (Bennett, 2009; Bennett & McWhorter, 2014). Technology development is the process of increasing learning capacity with the addition of technology (Bennett & McWhorter, 2014) and it has been recommended as an important pillar of HRD (Bennett, 2010; Bennett & McWhorter, 2014; Bennett, 2014). The purpose of this FOCUS session is to inspire discussion about three technology development cases that reflect the intersection of technology with HRD practice, techniques and theories. The cases provide insight into real-life interventions, what decisions were made to meet project objectives, and how cases relate to concepts in the literature.

Creating Team-Centered Performance Improvement: Taking a Team from Average to Awesome — Florida Salon A
Drew Suss, Truebridge Partners LLC
Dori Rubin, Truebridge Partners LLC

Based on peer-reviewed research, see how 5 teams applied a scholar-practitioner model to self-guided $2+ million in performance improvement (Suss, 2015). Follow development and implementation of the “average” to “awesome” process. Briefly explore the underlying principles in motivation theory, adult learning, leadership and systems theory. Participants will be prepared to: Assess readiness; Launch their own version; Ideate process impacts; Brainstorm appreciative debrief questions; Craft pre-launch check list. Gain a new approach to nurturing team collaboration, accountability and empowerment. Address the desire for more responsibility among much of today’s workforce.
INTERACTIVE ROUNDTABLE DIALOGUE SESSIONS

SESSION 9:

Roundtable Dialogue: Military-to-Civilian Career Transition
— Pensacola Salon C
Lisa Stern, The George Washington University

Today’s military is different than the military of years past. Moving from a draft to an all-volunteer force has implications for those who serve and the communities to which they return. A shift from the notion of shared commitment to one of selective ignorance has created a significant disconnect between two cultures: one that served and one that did not. The impact of military service on the career trajectory for today’s veterans is worthy of attention. Programs have been created to help universities and employers welcome veterans, yet a dearth of research exists with regard to what keeps them there.

Returns for Education Investments: Prior Learning Assessment’s Impact on Degree Completion — Pensacola Salon C
Taheesha Quarells, Department of Defense, DANTES
Dale Lunsford, The University of Southern Mississippi

The acknowledgement by scholars of the importance of human capital accumulation necessitates the ability to capture and measure returns for investments that build this resource. Prior learning assessment (PLA) creates an array of alternatives that have proven successful in documenting the human capital accumulation of adult learners outside of the traditional college classroom. This interactive session focuses on the individual and organizational returns for investments in PLA by exploring the impact PLA has on time to degree completion. Participants will engage in collaborative learning that will inform future HRD research and organizational practice on the application of PLA for increasing adult learner and employer outcomes.
Supporting healthy marriages makes good business sense (Gallagher, 2002). Evidence reveals that employees in failing relationships cost employers money (Turvey & Olson, 2006). When companies invest in physical and relational wellness of their workers, return on investment can range from $1.50 to $6.85 for every dollar spent (Turvey & Olson, 2006). Emotional Intelligence which fosters emotions necessary for healthy marriage supports the continual need for marriage enrichment (Goleman, 1995). Increased cost to employers associated with unhealthy relationships, negatively impacts the organization’s bottom line (Olson & Turvey, 2006).

Leadership, climate, and culture and their effects on levels of employee engagement are the foci of this research paper. Particularly when looking at China’s “one country, two systems” perspective. Researchers visited four locations in China (Hong Kong, Macau, Shanghai, and Nanjing) in an effort to discover new knowledge that can add to existing literature on the topic of employee engagement. This study is meant to fill a gap in engagement literature by providing a springboard from where relational leadership, climate, and culture may be viewed as antecedents to employee engagement. More importantly, this research furthers understanding of leadership styles used in the regions specified and their influence on organizational climate and culture and the implications that they have on employee engagement in that region.
FOCUS SESSION

**Leading HRD Through Action Research** — Jacksonville
Aliki Nicolaides, University of Georgia
Karen Watkins, Department of Lifelong Education, Administration, and Policy, University of Georgia
Wendy Ruona, University of Georgia
Laura Bierema, Department of Lifelong Education, Administration, and Policy, University of Georgia
Lyle Yorks, Teachers College, Columbia University
Lorilee Sandmann, University of Georgia

This session reports work at two universities that advances our understanding and practice of the action research dissertation. At UGA, Bierema, Nicolaides, Ruona, Sandmann, and Watkins are developing an organizational action research approach that both embodies core organizational change and learning paradigms and advances scholarly practice in HRD to culminate in a professional doctorate. At Teachers College, Yorks has worked to understand action research as a collaborative research approach — and explores here how such collaboration can also contribute to advancing the field of HRD through action research. The core inquiry we will engage in this session is: What disciplines of research serve the development of scholar-leaders and how do those disciplines impact the systems where scholar-leaders engage with and lead timely and sustainable change?
Behavioral simulations are very popular amongst management trainers and academicians for teaching concepts such as motivation, interpersonal communication, negotiation, stress management, team-building, and leadership and developing behavioral skills related to these theoretical concepts. This workshop is focused on the simulation designed by the presenter for developing team-building and leadership skills. This simulation is an extended version of the simulation ‘My Work…’ which was originally designed by me to demonstrate stress-performance relationship and impart stress management skills to students who opted for a Stress Management course in their second year of MBA program. The presenter conducted experiments of this simulation in courses on stress management, organizational behavior, and executive training programs. The research work based on this simulation experiments was presented in the AHRD Conference 2013 and the presenter conducted another workshop for university teachers and researchers in the ELLTA Conference 2014.

Come enjoy an interactive conversation about building your personal brand in the academic environment. Presenters will share best practices on personal branding as well as understanding how to utilize technology including social media to distinguish your personal brand. We encourage you to come and share your insights and questions about personal branding. Sponsored By Faculty Learning & Development Special Interest Group.
Despite its popularity, coaching in general is a largely under-researched area of human resource development (HRD) practice, and managerial coaching research, more specifically, is still in its infancy. This proposed interactive roundtable dialogue is designed to foster discussion on specific research studies being designed to move the managerial coaching literature base further forward. Three currently in process studies are the focus for this proposed session. Key research questions in each study examine the impact of managerial coaching. Presenters will briefly describe the purpose associated with their respective study, overall design and current findings. Then, facilitators will engage participants in a constructive and reflective discussion regarding the challenges and opportunities within each study reported.
SESSION 12:

Training Transfer: Factors That Increase Direct-Care Worker Outcomes — Pensacola Salon B
Sandra Reddish, Indiana State University
Carroll Graham, Indiana State University

The purpose of this work-in-progress is to share with, as well as solicit input from, the community of human resource development scholars and practitioners about influential factors that transfer training to direct care workers (DCWs). There is a lack of empirical evidence confirming the extent to which training transfer results in acceptable outcomes within this population. Ultimately, we seek to implement a study, acquire new knowledge, and further inform existing training practices among the many training, learning, and development specialists in this ever-growing population. More specifically, the authors of this selective literature review paper elaborate herein on the previous findings of both direct and indirect barriers to training transfer. Further, we advise scholar-practitioners that new technologies and practices will require innovative approaches to learning complicated treatment and rehabilitation methodologies for the elderly of our country—many of whom are now living well beyond previous life expectancies of only a few decades ago.

Getting from Knowing to Doing: Knowledge Translation in the Field of HRD — Pensacola Salon B
Hannah Rudstam, Cornell University

The purpose of this session will be to co-explore how knowledge translation (KT) models can be applied to the field of HRD. During the session, we will use a knowledge- to-action framework to structure a discussion of the factors that facilitate and inhibit the translation of HRD research evidence into organizational practice.
FOCUS SESSION

Organizational Identity in Cross-border Acquisitions: The Implications for HRD Practitioners — Jacksonville
Robin Hurst, Virginia Commonwealth University

This FOCUS session will concentrate on issues and factors which influence the integration of organizations in cross-border mergers and acquisitions (M&A), and the implications for HRD practitioners. Organizational culture, organizational identity, and the mode and process of acculturation are the main themes for this session. Implications for HRD practitioners, as well as areas for further research for HRD scholars will also be addressed. Ongoing research in this area will be presented along with the opportunity for interactive discussion around the themes.

PROFESSIONAL DEVELOPMENT WORKSHOP

Publication Ethics and the Academy of Human Resource Development — Florida Salon A
Susan Madsen, Utah Valley University
Andrea Ellinger, University of Texas at Tyler
Valerie Anderson, University of Portsmouth
Kim Nimon, University of Tyler at Texas
Jon Werner, University of Wisconsin-Whitewater

The purpose of this professional development workshop is to provide a forum for human resource development (HRD) researchers, scholar practitioners, graduate students, and emerging scholars to discuss and address current issues and challenges related to the ethical decision-making and behavior of researchers, particularly as this relates to publishing. This interactive workshop will be moderated by a leading researcher and presenter on this topic (“moderator”), and facilitated by HRD journal editors and associate editors. It will feature a group of expert panelists, as well as the opportunity to discuss and debate various ethical scenarios.
INTERACTIVE ROUNDTABLE DIALOGUE SESSIONS
SESSION 13:

Understanding the Multidimensionality of Organizational Performance: An Interactive Roundtable Dialogue Proposal
— Pensacola Salon C
Bo young Suh, The University of Georgia
Kyoungshin Kim, The University of Georgia
Elizabeth Cox, The University of Georgia
Karen Watkins, The University of Georgia
Khalil Dirani, Texas A&M University

The purpose of this exploratory scholarly discussion is to collectively investigate relevant definitions, theories, terms and concepts around the major topic of interest, the multidimensionality of organizational performance. The dialogue will cover topics such as measuring the performance of inter-organizational collaborations, organizational performance in a higher education setting, organizations’ adaptive behavior, and organizational learning culture and its influence on organizational performance. This conversation will contribute to the authors’ research based on scholarly dialogue. Also, the discussion ignites new conversations in areas where little research has been conducted in HRD.

Exploring Basic Qualitative Studies for Consensus Challenging Research in Human Resource Development
— Pensacola Salon C
Elisabeth E. Bennett, Northeastern University
Robin Grenier, University of Connecticut

Qualitative research is an important research tradition in HRD because it illuminates phenomena not well understood. It is particularly instrumental for local organizational contexts in which there are small numbers of participants. Although there are many approaches to qualitative research, such as case study, phenomenology, narrative inquiry, and grounded theory (Creswell, 2013), a basic qualitative study is most common (Merriam, 2009), yet it has received little attention in the methodological literature (Caelli, Ray, & Mill, 2003). This roundtable discusses methodological strategies to help produce consensus challenging (Alvesson & Sandberg, 2011) scholarship in HRD. It includes a hands-on activity to explore research questions and coding issues of general induction.
Non-Refereed Paper Descriptions

SESSION 14:

A Mixed Methods Study Examining the High Turnover Rate of Direct Care Employees in a Healthcare Setting
— Pensacola Salon B
Ashley Scales, University of Southern Mississippi

The research presented in this proposal uses both quantitative and qualitative methods that will help identify the causes of high turnover rate among direct care employees in a healthcare setting. The design of the study will be transformative and conducted through the lens of direct care employees. The direct care staff are an underserved community among the healthcare field. The employees remain isolated within their community; therefore, no one hears their voices. The purpose of the roundtable would be to garner feedback on the topic to see how the researcher can further develop their topic.

Building Capacity Through Crisis: Lessons Learned from a Non-profit Organization Operating in Syria
— Pensacola Salon B
Khalil Dirani, Texas A&M University
Christine Hamie, Texas A&M University

The purpose of this dialogue is to provide insights on the programmatic and operational shifts the NP made under difficult circumstances to achieve their outcomes in Syria today. In specific, the data results presented in this examination provide a better understanding of the factors impeding or supporting the human resource development (HRD) efforts of the organization in Syria, as well as what strategic changes it is undertaken to effectively achieve its mission. The report provides quantitative and qualitative evidence of NP’s operations in Syria, followed by a review of the different contextual challenges in the following subsets: funding, access, security, and capacity.
FOCUS SESSION

Hierarchical Linear Modeling and Human Resource Development: The Importance of Three-Level and Cross-Classified Models — Tampa

Marvin Bontrager, The University of Texas at Tyler
Bryn Hammack-Brown, The University of Texas at Tyler
David Conley, The University of Texas at Tyler
Pamela Christian, The University of Texas at Tyler
Gregg Keiffer, The University of Texas at Tyler
Kim Nimon, The University of Texas at Tyler

The purpose of this session is to examine advanced techniques in hierarchical linear modeling (HLM) applied to publically available datasets relevant to the field of human resource development (HRD). Cross-classified and three-level models will be demonstrated as salient tools to properly analyze and interpret data relevant to researchers and practitioners. Session participants will gain a broader understanding of techniques to use working with multi-level data sets and the importance of honoring ecological validity of multi-level data.
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