On behalf of the Academy of Human Resource Development (AHRD) Board of Directors and this year’s Conference Team, welcome to the 2018 AHRD Research Conference in the Americas!

This conference is particularly special because we launch the celebration of AHRD’s 25th anniversary at this conference! Readying for the anniversary celebration has provided a great opportunity for me and the Board of Directors to reflect on all that has happened to bring the vision of AHRD to life. You can read much more about that in A History of the Academy of Human Resource Development (Advances in Developing Human Resources, volume 18, issue 4), edited by Karen E. Watkins and Gary N. McLean.

AHRD was created on May 7, 1983 based on the vision of a small assembly of professors and professionals involved in the HRD Professors’ Network (affiliated with the American Society for Training & Development at the time). They wanted to stimulate and foster research; support the creation and growth of HRD academic programs; and, ultimately, lay the foundations for a profession. Their aims were operationalized into the mission of the AHRD which is the same to this day. By many measures, AHRD’s guiding mission has been (and is being) successfully being brought to life in a multitude of ways—including four refereed research journals, this and other AHRD sponsored-conferences, the Program Excellence Network (PEN), AHRD’s special interest groups (SIGs) and so much more.

The term Academy in AHRD’s title emphasizes how we’re different from other kinds of similar organizations. According to Wayne Pace, one of AHRD’s founders and its first President, the term emphasizes that an academy is a learned group coming together to advance collective goals and a fellowship “of scientists or artists…and includes the standard-setters, the leaders, the avant-garde, and trend-setters in that field” (Rodale, 1978 as quoted by Pace, 2016, pg. 455).

As I wrap up my term as President of AHRD, I find myself reflecting on how critical it is to hold tight to the notion underlying the idea of an Academy. How, even with all of the contributions and successes that flow from AHRD, the organization and capacity to continually fulfill the mission is fragile—held together only by the collective who chooses to advance and invest in our shared aims. And, how challenging it is to continue to make AHRD the place for standard-setters and leaders who wish to lead the profession through research.

My wish for you during this conference is that you feel the energy that flows from the community that chooses to be here—those who actively generate and utilize research to lead the profession. I hope you see yourself as a critical part of this community and relish in networking opportunities and growing relationships that will make you a better scholar going forward. And, that you continue to want to invest in making AHRD the best professional home possible for researchers and scholar-practitioners who care deeply about the HRD. On that note, please come to the Business Meeting on Saturday to learn more about what the Board of Directors is doing to lay a solid foundation for AHRD’s next 25 years!

I deeply appreciate so many who have worked to create this opportunity for us, including Julie Gedro (Conference Chair), Robert Yawson (Program Chair), Sunyoung Park (Proceedings Editor), Sarah Minnis (Associate Proceedings Editor), the members of the AHRD Board of Directors, Kathie Pugaczewski (AHRD Executive Director), and Carissa Wolf (AHRD Conference Planner). A big thank you also to many people who volunteered thousands of hours as track chairs/co-chairs, reviewers, session chairs, presenters, and more. A special thank you, too, to members of the 25th Anniversary Commemoration Committee (chaired by Andrea Ellinger).

I hope we will see you next year at the 2019 AHRD International Research Conference in the Americas in Louisville, Kentucky. And, that you will consider participating in these conferences that AHRD sponsors with strategic partners across the globe:

- The 2018 International Research Conference in Asia in Bangkok, Thailand in November 2018. Theme: People Development for Sustainability Development

Information about these conferences and more can be found on AHRD’s website, and you’ll learn more about each of them during this conference.

I wish you a tremendous and learning-filled conference and am so glad you’re here!

Wendy Ruona, AHRD President
# Table of Contents

Welcome from the President ........................................... 2  
Download the Conference Mobile App .............................. 3  
Conference Program Committee ..................................... 4  
Track Chair Editors .................................................. 4  
Thank You, Sponsors .................................................. 5  
Thank You, Exhibitors .................................................. 5  
Schedule-at-a-Glance .................................................. 7  
Pre-Conference Workshops ......................................... 18  
Keynote Session ....................................................... 20  
Town Hall 2018 .......................................................... 20  
Breakout Sessions ...................................................... 21  
AHRD Silver Anniversary Journal Editorial .................... 73  
Board of Directors and Conferences ................................ 87

---

**Download the Conference Mobile App!**

![QR Code](https://eventmobi.com/ahrd2018)

https://eventmobi.com/ahrd2018

Thank You to Our Mobile App Sponsor!

Graduate School of Education  
& Human Development  
THE GEORGE WASHINGTON UNIVERSITY
Conference Program Committee

Conference Chair
Julie Gedro
SUNY Empire State College

Program Chair
Robert M. Yawson
Quinnipiac University

Conference Chair
Sunyoung Park
Louisiana State University

Proceedings Editor
Sarah Minnis
Anthology Consulting LLC

Track Chair Editors

Assessment and Evaluation
Jie Ke, Jackson State University

Critical, Social Justice, Diversity Perspectives in HRD
Marilyn Byrd, The University of Oklahoma
Katsiaryna Matusevich, Barry University

International, Global and Cross Cultural Issues
Dae Seok Chai, Western Michigan University

HRD Performance and Strategy
YeonSoo Kim, University of Nevada Las Vegas

Leadership and Career Development
Kori Whitener-Fellows, KWF Solutions, LLC

Organizational Development and Change
Baek-Kyoo (Brian) Joo, Georgia Southwestern State University
Vishal Arghode, Gannon University

Research Methods and Foundations in HRD
Marie-Line Germain, Western Carolina University

Technology, E-learning, and Virtual HRD
Eun Jung Grace Oh, The University of Illinois at Urbana-Champaign

Workplace Learning
Gertrude Hewapathirana, San Diego State University
Katherine Yeager, Texas A&M University

Non-refereed Submissions
Rita Kowalski, Work Life Consulting LLC
Keba T. Modisane, BA ISAGO University, Gaborone, Botswana
Thank You, Sponsors!

Partner Sponsor

American Association for Adult and Continuing Education

Presidential Banquet Sponsor

Mobile App Sponsor

Graduate School of Education & Human Development
THE GEORGE WASHINGTON UNIVERSITY

Thank You, Exhibitors!

» George Washington University
» Interpretive Simulations
» MBTN
» Northeastern University
» Palgrave Macmillan
» Springer
» Texas A&M EHRD
» The Case Centre
**Schedule-at-a-Glance Overview**

**ICON KEY**

**Refereed Sessions** are called Symposia, and the three different types of symposia presented at AHRD are described below. Note: the number in parentheses after each symposium title refers to its assigned symposium number which is a key way to access papers/abstracts in the conference proceedings online.

**M** Full Manuscript Sessions consist of 4-5 individually submitted full papers (8000 word maximum) presented.

**S** Symposium consists of a pre-defined group of 3-5 full manuscripts presented.

**P** Posters & Poster Session Up to ten individually submitted posters will be grouped together to share a 90-minute session.

**Non-Refereed Sessions.** Fit into three types of sessions presented at AHRD, each described below. Note: A brief description of each scheduled session is available in the mobile app for the conference or in the “Non-Refereed Submission Descriptions” document available from “Conference Central” on the AHRD website (www.ahrd.org).

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

**PD** A Professional Development Workshop (PD) 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.

**FT** 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.

---

Connect using the conference hotel wi-fi:
Network: **Marriott_Conf** | Password: **AHRD2018**
## 2018 Schedule-at-a-Glance (Tue, Wed)

### Tuesday, February 13

<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>2:00-9:00pm</td>
<td>AHRD Board of Directors Meeting — Shenandoah</td>
<td>— Shenandoah</td>
</tr>
</tbody>
</table>

### Wednesday, February 14

<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
<th>Location</th>
</tr>
</thead>
<tbody>
<tr>
<td>8:00am-5:00pm</td>
<td>Registration Desk Open — Upper-Level Foyer</td>
<td>— Upper-Level Foyer</td>
</tr>
<tr>
<td>8:45am-12:00pm</td>
<td>AHRD Board of Directors Meeting — Shenandoah</td>
<td>— Shenandoah</td>
</tr>
<tr>
<td>9:00am-6:00pm</td>
<td>2018 Graduate Student Research Colloquium — Salons A&amp;B</td>
<td>— Salons A&amp;B</td>
</tr>
<tr>
<td>11:30am-12:00pm</td>
<td>Break — Foyer</td>
<td>— Foyer</td>
</tr>
<tr>
<td>1:00pm-5:30pm</td>
<td>Pre-Conference Professional Development Workshop: Trading Secrets for Addressing HRD Challenges &amp; Opportunities Learning from our combined 1000 years of experience in HRD scholarly practice and research-to-practice — Salons I&amp;J</td>
<td>— Salons I&amp;J</td>
</tr>
<tr>
<td>1:00pm-5:00pm</td>
<td>Pre-Conference Professional Development Workshop: Talent Development The Transformative Power of Values-Based Assessment — Salons G&amp;H</td>
<td>— Salons G&amp;H</td>
</tr>
<tr>
<td>1:00pm-5:00pm</td>
<td>Program Excellence Network Meeting — Salon C</td>
<td>— Salon C</td>
</tr>
<tr>
<td>5:30pm-7:00pm</td>
<td>Journal Editors Meeting — Presidential Suite 1806</td>
<td>— Presidential Suite 1806</td>
</tr>
<tr>
<td>6:00pm-8:30pm</td>
<td>Pre-Conference Professional Development Workshop: Trading Secrets for Addressing HRD Challenges &amp; Opportunities Networking Dinner — T-Miller’s Restaurant</td>
<td>— T-Miller’s Restaurant</td>
</tr>
</tbody>
</table>
Thursday, February 15

**8:00am-5:00pm**
Registration Desk Open — Upper-Level Foyer

**8:30am-12:00pm**
2018 Graduate Student Research Colloquium (Cont. from Wednesday)
— Salons A&B

**8:30am-12:00pm**
Pre-Conference Professional Development Workshop: Trading Secrets for Addressing HRD Challenges & Opportunities: Learning from our combined 1000 years of experience in HRD scholarly practice and research-to-practice (Cont. from Wednesday)
— Salons I&J

**8:30am-12:00pm**
Pre-Conference Professional Development Workshop: Talent Development: The Transformative Power of Values-Based Assessment (Cont. from Wednesday) — Salons G&H

**8:30am-12:30pm**
Program Excellence Network Meeting (Cont. from Wednesday)
— Salon C

**11:30am-1:00pm**
SIG Leadership Lunch — T-Miller’s Restaurant

**11:30am-12:30pm**
Mentoring Session — Presidential Suite 1806

**12:30pm-1:15pm**
Conference Orientation (Open to all attendees)
— Salons 4&5

**1:30pm-3:30pm**
Welcome and Town Hall Forum 2018 — Salons E&F
What Lies Ahead for HRD? A Pecha Kucha Exploration of Future Trends

**3:30pm-3:45pm**
Networking and Exhibits Break — Foyer
2018 Schedule-at-a-Glance (Thursday, Friday)

3:45pm-5:15pm
Breakout Sessions A
- Career Transitions and Professional Identity — Salons A&B
- Talent and Career Development — Salons C&D
- Perspectives on Individual and Team Development — Salons G&H
- Coaching and Mentoring in HRD — Salons I&J

- Advancing HRD Theory Building through Definitional Research — Salons 123
- Publishing Non-Empirical Research: Tips for Success — Salons 678

5:30pm-6:15pm
The Academy Awards — Salons E&F

6:15pm-7:30pm
Welcome Reception and Board Meet and Greet — Salons 4&5

7:30pm-9:00pm
AHRD Foundation Meeting — T-Miller's Restaurant

Friday, February 16

7:30am-5:00pm
Registration Desk Open — Upper-Level Foyer

7:00am-8:30am
ADHR Editorial Board Breakfast Meeting — Dominion/Commonwealth
HRDI Editorial Board Breakfast Meeting — Shenandoah

7:15am-8:15am
SIG Meetings
- China SIG — Salons A&B
- Critical SIG — Salons C&D
- Faculty Learning and Development SIG — Salons 123
- Korea SIG — Salons 678
- Qualitative SIG — Salons G&H
- Quantitative SIG — Salon I&J
2018 Schedule-at-a-Glance (Friday)

8:00am-8:30am
Networking and Exhibits Break — Foyer

8:30am-10:00am
Breakout Sessions B
Poster Session 1 — Foyer

- Social Movement Theory and Social Justice HRD Research Proposal
- Positioning of Human Resource Development in Adult Education in Japan
- A Conceptual Analysis of Repatriation Preparation, E-mentoring, and Turnover Intention: How to Prepare Repatriation Abroad?
- Exploring Reciprocity in Formal Mentoring: Live Accounts from the AHRD Faculty Mentoring Partner Program
- Servant Leadership: Development of a Multidimensional Measure in the Chinese Hospitality Industry
- The Role of Intuition in Career Development
- An Examination of the Linkages between Climate, Engagement, and Wellbeing for Employees in Higher Education
- Creepy Technology: Reader Responses to Invasive Technologies
- Development Initiatives for Online Instructors
- Grit and Nonprofit Fundraisers: Experiences of Passion and Perseverance

Leadership and Self-efficacy — Salons A&B
Learning and Learning Organizations — Salons C&D
Human Resources Competencies and Skill Needs — Salons G&H
Leadership Effectiveness and Development — Salons I&J

The Changing Nature of Work: The Implications of Knowledge Work for HRD Research — Salons 123
Publishing Qualitative Research: Experiences and Tips from HRD Journal Editors — Salons 678

Theory to Practice: Considering Humor and Adult Learning — Madison, Jefferson, & Monroe

10:00am-10:30am
Networking and Exhibits Break — Foyer

10:30am-12:00pm
Keynote Presentation with Patricia (Pat) A. McLagan
Re-thinking Learning and HRD for the Age of AI — Salons E&F
2018 Schedule-at-a-Glance (Friday)

12:00pm-1:30pm
Lunch on Your Own — Offsite and Hotel Restaurant
(T-Miller’s Restaurant)

12:15pm-1:15pm
Food ‘n’ Thought Sessions (Bring Your Own Lunch)
- An Exploration of Multiple Labels in Use in Human Resources Development; Implications for Research Dissemination? — Salons G&H
- Building Collaborations and Support for Graduate Students: Expanding Opportunities for Leadership Research — Salons C&D
- Designing Effective Leadership Development Interventions for Women — Salons A&B
- Designing Effective Leadership Development Interventions for Women — Salons A&B
- Exploring the Relationship of Employee Engagement and Well-Being Moderated by Bully Behavior — Salons 678
- Leadership Development for the Simply Irresistible Organization — Salon 5
- Past, Current, and Future Perspectives of Creativity: Is Creativity at a Crossroads? — Salons 123
- Research Rigor: Insights on Conducting and Reporting Quality Empirical Research in HRDQ — Salon 4
- Understanding Expert and Expertise: What we know and don’t know — Madison, Jefferson, & Monroe

12:00pm-1:30pm
HRDR Editorial Board Lunch Meeting — Dominion/Commonwealth

1:30pm-3:00pm
Breakout Sessions C
Poster Session 2 — Foyer
- Learning Transfer for Employees with ADHD
- Diagnosing and Addressing Performance Issues in Vietnamese SMEs: Proposal for Organizational Learning and Employee Engagement
- Testing Hofstede’s 6-D Model© Framework in Morocco
- Leadership across Cultures: Empirical Study of a Staff Ride Tool for Developing Students’ Global Leadership Competencies During International Learning Experiences
- A Study Examining the Role of Mentoring Type on the Effectiveness of Mentoring on Self-Perceived Employability among Korean Undergraduate Students
- E-mentoring Women in the Military: Perspectives of Mentors and Protégés
# Schedule-at-a-Glance (Friday)

- The Chicken and Egg Conundrum: Satisfaction or Employee Engagement and Implications for HRD
- Hypotheses in HRD Research
- Millennial Workers’ Role in the Future of Labor Unions and Implications for HRD
- Blended Mentoring: Integrative Approach for Faculty Mentoring
- Work-Life Balance: Does Being a Work-Linked Couple Help?

| M | HRD and Sociotechnical Changes — Salons A&B |
| M | Learning, Leadership and Education Policy — Salons C&D |
| M | Diverse Perspectives on Leadership — Salons G&H |
| M | Knowledge Management and Sharing — Salons I&J |

| F | AHRD Standards on Ethics and Integrity: Exploring Case Studies in Ethical Issues — Madison, Jefferson, & Monroe |

| PD | Improving HRD Practice through Understanding Women’s Negative Interactions with Each Other — Salons 123 |
| PD | Problem-based learning: Using authentic problems to inductively teach and promote active learning — Salons 678 |

### 3:00pm-3:30pm

Networking and Exhibits Break — Foyer

### 3:30pm-5:00pm

**Breakout Sessions D**

| P | Poster Session 3 — Foyer |
| P | Assimilate but Resist: The Token Status of South Korean Women Leaders |
| P | A Study on the Development of Key Competency Model for Deputy Directors of the Korean Ministry of Education |
| P | A Comparative Study of Cultural Value Frameworks |
| P | Leadership Effectiveness on Employees’ Innovative Behavior in the East Asia: A Moderating Effect of Cultural Values |
| P | Barriers and Enhancers to Future Ethical Decision-making among Computing Majors: A Qualitative Study of Student Perceptions and Implications for Engineering Professional Ethics Development |
| P | Leadership Theories and Supporting Theories in HRD Literature |
| P | A Meta-Ethnographic Study of Qualitative Case Studies of Planned Change: Exploring Success and Failure Factors, and Alignment with Change Models |
| P | The Practitioner-Researcher: Exploring Questionable Research Practices |
| P | Graduate Employability: Workplace Learning and the Presentation of the Employable Self |
Schedule-at-a-Glance (Saturday)

- The Longitudinal Relationship between Job Satisfaction and Life Satisfaction of Older Workers in South Korea
- Challenges for Women in Leadership — Salons A&B
- Employee Engagement and Workforce Development — Salons C&D
- Training and Knowledge Sharing — Salons G&H
- Collaboration, Social Responsibility and Support Systems — Salons I&J
- Racial Justice Ally Training — Salons 123
- Toward a Declaration of Unity, Equity, and Social Justice: The Voice of AHRD — Salons 678
- Topic Modeling: A Text Mining Technique for HRD Researchers — Madison, Jefferson, & Monroe

7:00pm-9:00pm
Friday Conference Dine-Arounds — Sign-up sheet are located at the Registration desk. Dine-Arounds are Dutch-treat; each diner is responsible for his or her own check. Meet in the hotel lobby at 6:30pm.

Saturday, February 17

7:00am-12:00pm
Registration Desk Open — Upper-Level Foyer

7:00am-8:30am
HRDQ Editorial Board Breakfast Meeting — Dominion/Commonwealth

7:15am-8:15am
SIG Meetings
- Diversity SIG — Salons A&B
- India SIG — Salons C&D
- Leadership SIG — Salons 123
- Scholar-Practitioner SIG — Salons 678
- Virtual SIG — Salons G&H

8:00am-8:30am
Networking and Exhibits Break — Foyer

8:30am-10:00am
Breakout Sessions E
- Developing Authenticity in Women’s Leadership
- Toward a Declaration of Unity, Equity, and Social Justice: The Voice of AHRD
**Schedule-at-a-Glance (Saturday)**

- Corporate Social Responsibilities: Future Implications for HRD
- When Work-Life Balance Ideals Do Not Match Reality: The Impact on UK and US Employees’ Well-Being
- Job Mobility and Job Plateaus: A Staffing Perspective of Low-Qualified Laborers’ Experiences Crossing Organizations
- Combating Destructive Leader Behaviors with Positive Psychological Capital for Sustainable Human Resource Development
- Kunja (Junzi): In Search of a Prototype of Virtuous Leadership in East Asia
- Structural Influences of Job Crafting and Work Engagement on Workplace Effectiveness
- Listening to the Employees: Engaging in E-Learning for Office Ergonomics
- Adult Learning Principles and Processes in Online Learning Environments
- A New Government-Private Sector Collaboration Model for Talent Development in Korea (Work and Learning Dual System): A Multiple Stakeholder View

**M**
- Informal Learning in Organizations — Salons A&B
- Complex Adaptive Leadership in HRD — Salons C&D
- Emotions and HRD — Salon E
- Culture, Gender, Race, and Social Justice — Salon F
- HRD Research Trends — Salons G&H

**F**
- Conceptualizing and Operationalizing Reflection in Experience-Based Workplace Learning: Multiple Perspectives — Salons I&J
- Research Focused on National Human Resource Development — Salons 123
- Current Perspectives on Asian Women in Leadership: A Focus Session Co-sponsored by the China, India, and Korea SIGs — Salons 678
- SkilledUP: How HRD Professionals Can Prepare Organizations for the Skills Needed by Industry 4.0 — Madison, Jefferson, & Monroe

**10:00am-10:30am**
Networking and Exhibits Break — Foyer

**10:30am-12:00pm**
**Breakout Sessions F**

**P**
- From Inclusion, Back to the Elephant in the Room: Conversations on Diversity in the AHRD Classroom
- Cultural Distance in the Workplace: Differences in Work-related Attitudes between Vietnamese Employees and Western Employers
### Schedule-at-a-Glance (Saturday)

<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
</tr>
</thead>
<tbody>
<tr>
<td>12:15pm-1:15pm</td>
<td>Annual AHRD Business Meeting — Salons A&amp;B</td>
</tr>
<tr>
<td>1:30pm-3:00pm</td>
<td>Breakout Sessions G</td>
</tr>
<tr>
<td>F</td>
<td>Meet the Editor Session 2018 — Madison, Jefferson, &amp; Monroe</td>
</tr>
<tr>
<td>PD</td>
<td>Pigeonholing or Learning Instrument? Reflecting Critically on the Use of Personality Testing in HRD — Salons 123</td>
</tr>
<tr>
<td>F</td>
<td>Small Changes Can Yield Big Returns: Improving the Practice of Teaching Through Incremental Improvements — Salons 678</td>
</tr>
</tbody>
</table>

**12:15pm-1:15pm**

**Annual AHRD Business Meeting** — Salons A&B

**1:30pm-3:00pm**

**Breakout Sessions G**

**P**

- Examining National Human Resource Development and Technological Innovation as Strategies for Sustainable Development in Sub-Saharan Africa
- The Mediating Role of Learning Agility between Organizational Learning, Transformative Learning, and Adaptive Performance
- Appreciating the Hands that Feed Us: A Case Study of a Firm Employing HRD Practices in an Industry that Does Not Practice HRD
- Exploring Workplace Spirituality in Cross-Cultural Work Teams
**Schedule-at-a-Glance (Saturday)**

- Determinants Influencing the Out-Migration Decisions of Mississippi’s College Graduates
- Lean Service: Rethinking Basic Lean Concepts for New Circumstances
- Effective Change Management and Leadership Practices for Emerging Technology Implementation in Training and Development
- Data Analytics in HR: A Review of the Literature
- Servant Leadership and Organizational Learning Culture: A Chinese SME Perspective

**M**

- Perspectives on Women in Leadership — Salons A&B
- Creativity, Performance, and Workforce Resilience — Salons C&D
- Adaptive Workforce and the Meaning of Work — Salon E
- Employee Engagement — Salon F
- Career and Work-Life Balance — Salons G&H

**F**

- The AHRD Founders Forum: You Can’t Really Know Where You Are Going until You Know Where You Have Been (Maya Angelou) — Salons 123
- The Work of HRD Practitioners: A Social Constructionism Perspective — Salons 678

**PD**

- Cultivating Trust in the Workplace with Improvisation — Salons I&J
- AHRD Leadership SIG Sponsored Workshop: Explore Leadership Development Practice through Engaging Activities — Madison, Jefferson, & Monroe

**3:00pm-3:30pm**

Networking and Exhibits Break — Foyer

**3:30pm-5:00pm**

**Breakout Sessions H**

Poster Session 7 — Foyer

- Making Prisoner Dilemma Work for HRD: A Cooperation Tool in Scenario Planning
- A Study on the Structural Relationships of Factors Affecting Academic Engagement in University Students
- Training Subsidies for the US Labor Market in Comparison to Portugal’s ESF Assistance Case
- Examining the Relationship of CEO Leadership Behaviors and Collective Organizational Engagement in Acute-Care Hospitals
- Grasp and Unleash Grit: An Exploration of the Role of Grit in HRD
- What Is Special about Authentic Leadership
- Investigating the Impact of Training on Employees’ Performance and Organizational Competitiveness
Schedule-at-a-Glance (Saturday)

• MOOCs for Career Development of Marginalized Populations
• Predicting Training Participation: An Exploration of Supervised Machine Learning
• Relationship between Work Environment Support and Organizational Commitment: The Moderating Role of Trainees’ Characteristics and Mediating Role of Training Transfer

M
• HRD Performance Appraisals and Management — Salons A&B
• Organizational Commitment and Work Engagement — Salons C&D
• Perspectives on Organizational Culture — Salon E
• Identity Transition, Competencies, and Personal Values — Salon F

F
• Ethical Dilemmas for OD Practitioners: Emerging Cross-cultural Challenges in the 21st Century — Salons 123
• The Changing of the Guard: How Do We Plan for the Academy’s Future Needs — Salons 678

PD
• AHRD Leadership SIG Sponsored Workshop: Explore Leadership Research through Research Collaboratories — Madison, Jefferson, & Monroe

6:00pm-7:00pm

25th Anniversary Toast and Reception — Salons 4&5

7:00pm-9:00pm
President’s Banquet — Salons E&F

Thank you, Texas A&M EHRD, for your sponsorship of the President’s Banquet!

9:00pm
Conference Adjourns
Trading Secrets for Addressing HRD Challenges & Opportunities: Learning from our combined 1000 years of experience in HRD scholarly practice and research-to-practice

Martin Kormanik, John Bing, Catherine Lombardozzi, Tom Shindell, Phil Graham, Darren Short, Jo Tyler, Mike Marquardt, Sarah Minnis, Rachelle Lehner, Robin Hurst, Ron Jacobs, Rita Kowalski, Holly Hutchins, Tomika Greer

Wednesday, February 14 | 1:00pm-5:30 pm | Salons I&J

This unique pre-conference brings together HRD scholar-practitioners, applied researchers, and others interested in connecting HRD practice and research from across the worlds of higher education, corporate, government, non-profit and consultants. Through an interactive design, attendees focus on what we’ve learned, how we can apply it to today’s HRD challenges, and how it helps us looking forward. This is helped by people bringing their success stories, challenges, strategies, frustrations, questions, ideas, failures, coping mechanisms, tools, and techniques; and by joining an HRD community of practice for dialogue, inquiry and reflection. After the two days, attendees will feel involved and engaged, and will leave with our minds full of ideas on how to address the challenges we all face in the constantly changing world of HRD.
Talent Development: The Transformative Power of Values-Based Assessment

Melanie E. Leuty, Yoshie Tomozumi Nakamura, William E. Hanson, John M. Dirkx, Craig N. Shealy

Wednesday, February 14 | 1:00pm-5:00 pm | Salons G&H

In today’s increasingly complex and frenetic world, we may find ourselves disconnected from what we say we value and who we say we are, and what we actually do. In the workplace, such estrangement may manifest in many ways, including a lack of meaning at work, lower job satisfaction, and increased burnout, thus leading to a lower quality of life, both in our careers and beyond. Individuals may experience these disconnections as disorienting dilemmas, which cannot be resolved without a deliberative process of values-clarification and self-exploration. Without such reflective processes, existing frames of reference may be reinforced, which means that our assumptions and beliefs may be rigidified, and underlying frustrations minimized if not dismissed altogether. To explore these complex dynamics, which potentially affect us all, this two-day, half-day preconference workshop leads participants through an individually-tailored and group-based process of reflection and assessment of beliefs and values as they pertain to work and life. Among other areas of reflection and inquiry, open and safe venues are created for exploring how and why one sees self, others, and the larger world as we do, with a particular focus on work roles and commitments as well as larger implications for meaning-making, relational commitments, and life purpose. Participants will leave the workshop with a greater understanding of their own core needs and life aspirations as well as their own mission, vision, and values, which will emerge throughout this process and can help offer personal and professional guidance in the months and years ahead.
Keynote Presentation 2018

Re-thinking Learning and HRD for the Age of AI

with Patricia (Pat) A. McLagan

Friday, February 16 | 10:30am-12:00pm | Salons E&F

Pat is a recognized expert and thought leader in the adult development arena. Pat’s view is that learners’ capabilities, confidence, and self-image in learning need radical change in order to thrive in a world of proliferating resources, information overload, artificial intelligence, and many other paradigm shifting forces.

Town Hall Forum 2018

What Lies Ahead for HRD? A Pecha Kucha Exploration of Future Trends

Check the Conference “App” for full list of presenters.

Thursday, February 15 | 1:30-3:00 pm | Salons E&F

Join us for an exciting Town Forum session featuring leaders in the field sharing their thoughts about trends that will likely affect the future HRD. Each presentation will be in the Pecha Kucha format—that is, each presenter only gets 20 slides for 20 seconds each to share their scholarship and provoke our thinking. It’s a fun and highly stimulating way to process a lot of great information and get all of us thinking together about some of the things that will affect the work HRD professionals will do in the future. Expect high-energy and “stretch” thinking and come ready to play with these ideas!

Organized by AHRD President Wendy Ruona
Breakout Sessions A
Thursday, February 15 | 3:45-5:15pm

REFEREED FULL MANUSCRIPT | Salons A&B

Career Transitions and Professional Identity
Antecedents and Outcomes of Skilled Migrants’ Employment: A Review and a Conceptual Model
Session ID: 379185
Melika Shirmohammadi, Texas A&M University
Mina Beigi, University of Southampton
Jim Stewart, Liverpool John Moores University

Identity Formation in Under-institutionalized Career Landscapes: Aggregation or Liminal Disjuncture?
Session ID: 374845
David Gray, University of Greenwich
Mark Saunders, University of Birmingham
Barry Curnow, University of Greenwich

CTSDL: The Role of Cross-training Through Self-directed Learning in Reducing the Fear Related to Uncertainty that Can Thwart Career Progression
Session ID: 379587
Markease Doe, Kept Solutions
Thomas Reio, Florida International University

 Practices of Military-friendly Employers: A Thematic Review of the Literature
Session ID: 377867
Michael Kirchner, Indiana University Purdue, University -Fort Wayne
Sarah Minnis, Texas A&M University
Talent and Career Development
Session ID: 364739
Raghida Abdallah Yassine, University of Illinois at Urbana-Champaign
Ronald Jacobs, University of Illinois

The Lived Experiences of Korean Employees Identified as Talent
Session ID: 379005
Minjung Kim, University of Minnesota
Jia Wang, Texas A&M University

Using Strategic Career Analysis to Create a Regionally Focused Career Development Framework
Session ID: 379384
Kristin Frady, Clemson University
Claretha Hughes, University of Arkansas

Exploring the Impact of Training, Job Tenure, and Education-Job and Skills-Job Matches on Employees’ Turnover Intentions: Using a 12-Year Longitudinal Study
Session ID: 368737
Boreum Ju, University of Illinois at Urbana-Champaign
Jessica Li, University of Illinois at Urbana-Champaign
Breakout Sessions A
Thursday, February 15 | 3:45-5:15pm

REFEREED FULL MANUSCRIPT | Salons G&H

**Perspectives on Individual and Team Development**
What Works for Elite, High Performing Teams? How Outdoor Expedition Teams Apply Team Learning
Session ID: 357019
Constance Carpenter, Kansas State University

**Personality Styles: Why They Matter in the Workplace**
Session ID: 379564
Melissa Taylor, University of Louisville

**Emergence of Complementary Shared Leadership Roles: A Video Analysis of Project Teams**
Session ID: 379554
Claire Leight, Texas A&M University
Lei Xie, Texas A&M University
Soo Jeoung Han, Boise State University
Michael Beyerlein, Texas A&M University
Jill Zarestky, Colorado State University

**Interpersonal Process and Outcome Considering Virtuality as a Moderator**
Session ID: 368221
Woongbae Park, Penn State University
Jihye Lee, Penn State University
Coaching and Mentoring in HRD
Experiences of Female Veterans within the Corporate Sector: A Gendered Perspective and Lessons for HRD Practice
Session ID: 371441
  Malar Hirudayaraj, Rochester Institute of Technology
  Chanty Clay, VP, HR, Consulting Partner Leader, Wells Fargo

Coaching Urban Public Charter School Principals: Implications for HRD
Session ID: 379563
  Anne Lackritz, The George Washington University
  Maria Cseh, The George Washington University

The Benefits of Coaching in HRD: A Literature Review
Session ID: 378735
  Brittany McClure, University of Houston
  Tomika Greer, University of Houston

Workaholics, Addiction, and Motivation: A Critical Review and Implications for HRD
Session ID: 379202
  Sehoon Kim, University of Minnesota
NON-REFEREED FOCUS SESSION | Salons 123

**Advancing HRD Theory Building through Definitional Research**

*Session ID: 365751*

Greg Wang, The University of Texas at Tyler  
Jon Werner, University of Wisconsin-Whitewater  
David Silberman, The University of Texas at Tyler

NON-REFEREED FOCUS SESSION | Salons 678

**Publishing Non-Empirical Research: Tips for Success**

*Session ID: 369340*

Jia Wang, Texas A&M University  
Yonjoo Cho, Indiana University  
Mina Beigi, University of Southampton

NON-REFEREED FOCUS SESSION | Madison, Jefferson, & Monroe

**A Cross-SIG Proposal on Research Collaboration Networking**

*Session ID: 372081*

Meera Alagaraja, University of Louisville  
Soo Jeoung Han, Boise State University  
Gary McLean, McLean Global Consulting  
Judy Sun, University of Texas
**Poster Session 1**

**Social Movement Theory and Social Justice HRD Research Proposal**

*Session ID: 367315*

Jeremy Bohonos, University of Illinois
Kimberly Otchere, University of Illinois

**Positioning of Human Resource Development in Adult Education in Japan**

*Session ID: 377569*

Mayuko Horimoto, Tokai University, Japan

**A Conceptual Analysis of Repatriation Preparation, E-Mentoring, and Turnover Intention: How to Prepare Repatriation Abroad?**

*Session ID: 379251*

Ahreum Ju, University of Illinois at Urbana-Champaign

**Exploring Reciprocity in Formal Mentoring: Live Accounts from the AHRD Faculty Mentoring Partner Program**

*Session ID: 373992*

Rajashi Ghosh, University of Houston
Holly Hutchins, University of Houston
Kevin Rose, University of Louisville
Matt Bergman, University of Louisville

**Servant Leadership: Development of a Multidimensional Measure in the Chinese Hospitality Industry**

*Session ID: 378835*

Shaopeng Qiu, Texas A&M University
Nuzulul Isna, Texas A&M University
Larry Dooley, Texas A&M University

**The Role of Intuition in Career Development**

*Session ID: 379493*

Julie Gedro, SUNY Empire State College
Breakout Sessions B

An Examination of the Linkages between Climate, Engagement, and Wellbeing for Employees in Higher Education
Session ID: 379238
  E. Kobena A. Osam, University of Louisville
  Kevin Rose, University of Louisville

Creepy Technology: Reader Responses to Invasive Technologies
Session ID: 379373
  Elisabeth E. Bennett, Northeastern University
  Rochell R. McWhorter, The University of Texas at Tyler

Development Initiatives for Online Instructors
Session ID: 376986
  Karen Johnson, University of North Texas
  Gertrude Hewapathirana, San Diego State University
  Mauvalyn Bowen, Bethel University, St. Paul, MN

Grit and Nonprofit Fundraisers: Experiences of Passion and Perseverance
Session ID: 370087
  Jessica McCann, University of Texas at Tyler

Friday, February 16 | 8:30-10:00am

Leadership and Self-efficacy
Possible Connections among Self-efficacy, Pro-social Behavior, and Self-actualization
Session ID: 362314
  Samuel Adams, Cornell University
  Thomas Reio, Florida International University
  Robert Gest, Federal Executive Institute

Guided Critical Self-Reflection for Intercultural Leadership Development: A Research Proposal
Session ID: 371302
  Louis Hickman, Purdue University
  Mesut Akdere, Purdue University
Breakout Sessions B

Career Success of Women: The Importance of Political Skill, Self-Efficacy and Organizational Support
Session ID: 372454
Caprice O. Weissenrieder, Frankfurt University of Applied Sciences - Faculty of Business and Law
David McGuire, Glasgow Caledonian University
Thomas N. Garavan, Edinburgh Napier Business School

Student Leadership Self-Efficacy
Session ID: 379646
Vicky Katsioloudes, West Chester University of Pennsylvania
Nicole Cannonier, Savannah State University

Friday, February 16 | 8:30-10:00am

Learning and Learning Organizations
The Effect of Adhocracy Organizational Culture on In-Role Behavior Performance: the Mediating Role of Learning Motivation
Session ID: 379553
Min Hee Yoo, Korea University
Eunbee Kim, Korea University
Woocheol Kim, Korea University of Technology and Education
Yonghwan Lee, Korea University
Daeyeon Cho, Korea University

A Meta-Analysis of the Relationship between Learning Organization and Organizational Performance and Employees Attitudes: Using the Dimensions of Learning Organization Questionnaire
Session ID: 369345
Boreum Ju, University of Illinois at Urbana–Champaign
Yunsoo Lee, The Pennsylvania State University
Sunyoung Park, Louisiana State University
Seung Won Yoon, Texas A&M University-Commerce
Examining the Mediating Effect of Job Satisfaction on Organizational Learning Culture, Turnover Intention and In-role Behavior  
**Session ID: 379061**  
Chun-Yu Lin, National Taipei University  
Chung-Kai Huang, National Taipei University of Business  
Zih-Cin Lin, Foxlink Image Technology  
Cui Wang, National Taipei University

**Conceptual Change of Workplace Learning through Literature Review**  
**Session ID: 380333**  
Woongbae Park, Penn State University

---

**Friday, February 16 | 8:30-10:00am**

**Human Resources Competencies and Skill Needs**  
The Relationships among the Types of Training Programs and Gainful Employment for Formerly Incarcerated Individuals  
**Session ID: 223396**  
Candace Flatt, University of Illinois

Psychiatric Disabilities and Employment  
**Session ID: 378351**  
Osaretin Uhunoma, University of Oklahoma  
Doo Hun Lim, University of Oklahoma  
Junghwan Kim, University of Oklahoma  
Joann Olson, University of Houston-Victoria

Formalization of Human Resources in Local Government  
**Session ID: 372400**  
Yeonsoo Kim, University of Nevada, Las Vegas

Human Resource Change Management Competencies: Recommendation vs Reality  
**Session ID: 379360**  
Angela Jorgensen, University of Louisville
Leadership Effectiveness and Development

The Use of Assessment Center Methodology to Develop Students’ Global Leadership Competencies: A Conceptual Framework and Applied Example
Session ID: 372761
Ann Herd, University of Louisville
Denise Cumberland, University of Louisville
Will Lovely, Northeastern University
Allan Bird, Northeastern University

A Cross-Nation Study of Perceived Managerial and Leadership Effectiveness within Moroccan, French & Hungarian Higher Education Institutions
Session ID: 378352
Siham Lekchiri, Western Carolina University
Barbara Eversole, Indiana State University
Robert Hamlin, University of Wolverhampton Business School, UK

In Support of a European Behavioral Taxonomy of Perceived Managerial and Leadership Effectiveness: A Multiple Cross-Case/Cross-Nation Comparative Study
Session ID: 352472
Robert Hamlin, University of Wolverhampton Business School, UK
Barbara Eversole, Indiana State University
Taran Patel, Grenoble Ecole de Management, France

The Changing Nature of Work: The Implications of Knowledge Work for HRD Research
Session ID: 370403
Richard Torraco, University of Nebraska - Lincoln
Breakout Sessions B

Friday, February 16 | 8:30-10:00am

F  NON-REFEREED FOCUS SESSION | Salons 678

Publishing Qualitative Research: Experiences and Tips from HRD Journal Editors
Session ID: 371997
Meera Alagaraja, University of Louisville
Jia Wang, Texas A&M University
Valerie Anderson, Portsmouth Business School
Alexandre Ardichvili, University of Minnesota
Andrea D. Ellinger, The University of Texas at Tyler
Gary McLean, McLean Global Consulting
Tonette Rocco, Florida International University

Friday, February 16 | 8:30-10:00am

PD  NON-REFEREED PROFESSIONAL DEVELOPMENT WORKSHOP | Madison, Jefferson, & Monroe

Theory to Practice: Considering Humor and Adult Learning
Session ID: 354140
Brian Vivona, Northeastern Illinois University
**Lunch Hour**

**Friday, February 16 | 12:15-1:15pm**

NON-REFEREED FOOD N THOUGHT | Salons G&H

**An Exploration of Multiple Labels in Use in Human Resources Development; Implications for Research Dissemination?**  
**Session ID: 370144**  
Holly Jackson, Virginia Commonwealth University  
Robin Hurst, Virginia Commonwealth University

**Friday, February 16 | 12:15-1:15pm**

NON-REFEREED FOOD N THOUGHT | Salons C&D

**Building Collaborations and Support for Graduate Students: Expanding Opportunities for Leadership Research**  
**Session ID: 364802**  
Michael Kirchner, Indiana University Purdue University-Fort Wayne  
Laurie Brummitt, North Carolina State University  
Tina Natt och Dagg, Kanof Institute for Physicians Leadership-NC Medical Society Foundation  
Kathy Yeager, Texas A&M University

**Friday, February 16 | 12:15-1:15pm**

NON-REFEREED FOOD N THOUGHT | Salons A&B

**Designing Effective Leadership Development Interventions for Women**  
**Session ID: 364801**  
Susan Madsen, Utah Valley University
**Lunch Hour**

Friday, February 16 | 12:15-1:15pm

NON-REFEREED FOOD N THOUGHT | Salons 678

**Exploring the Relationship of Employee Engagement and Well-Being Moderated by Bully Behavior**  
**Session ID: 378691**  
Russell Robinson, US Department of Health & Human Services  
Rachel Schacht, National Business Group on Health

Friday, February 16 | 12:15-1:15pm

NON-REFEREED FOOD N THOUGHT | Salon 5

**Leadership Development for the Simply Irresistible Organization**  
**Session ID: 365810**  
William Brantley, University of Maryland and University of Louisville

Friday, February 16 | 12:15-1:15pm

NON-REFEREED FOOD N THOUGHT | Salons 123

**Past, Current, and Future Perspectives of Creativity: Is Creativity at a Crossroads?**  
**Session ID: 377660**  
Alina Waite, Indiana State University  
Chan Lee, Seoul National University  
Ahreum Lim, Seoul National University
**Lunch Hour**

Friday, February 16 | 12:15-1:15pm

NON-REFEREED FOOD N THOUGHT | Salon 4

**Research Rigor: Insights on Conducting and Reporting Quality Empirical Research in HRDQ**  
**Session ID: 364917**  
Kim Nimon, The University of Texas at Tyler  
Valerie Anderson, Portsmouth Business School  
Thomas Reio, Florida International University  
Jon Werner, University of Wisconsin-Whitewater

Friday, February 16 | 12:15-1:15pm

NON-REFEREED FOOD N THOUGHT | Madison, Jefferson, & Monroe

**Understanding Expert and Expertise: What We Know and Don’t Know**  
**Session ID: 379536**  
Yoomin Lee, University of Illinois at Urbana-Champaign  
Yeonhong Kim, Human Resources Development Service of Korea
**Poster Session 2**

**Learning Transfer for Employees with ADHD**

*Session ID: 372939*

Janice Chretien, The University of Texas at Tyler

---

**Diagnosing and Addressing Performance Issues in Vietnamese SMEs: Proposal for Organizational Learning and Employee Engagement**

*Session ID: 379043*

Huyen Thi Minh Van, Texas A&M University

Fred Nafukho, Texas A&M University

---

**Testing Hofstede’s 6-D Model© Framework in Morocco**

*Session ID: 378077*

Younes Louahabi, Al Akhawayn University in Ifrane Morocco

Karim Moustaghfir, Al Akhawayn University in Ifrane Morocco

Maria Cseh, The George Washington University

---

**Leadership Across Cultures: Empirical Study of a Staff Ride Tool for Developing Students’ Global Leadership Competencies During International Learning Experiences**

*Session ID: 379635*

Ann Herd, University of Louisville

Ralph Soule, The George Washington University

---

**A Study Examining the Role of Mentoring Type on the Effectiveness of Mentoring on Self-Perceived Employability among Korean Undergraduate Students**

*Session ID: 374383*

Yedam Ho, University of Minnesota

Heejun Yoon, University of Minnesota

---

**E-mentoring Women in the Military: Perspectives of Mentors and Protégés**

*Session ID: 378995*

Laura Bierema, University of Georgia
Breakout Sessions C

The Chicken and Egg Conundrum: Satisfaction or Employee Engagement and Implications for HRD
Session ID: 369407
Brad Shuck, University of Louisville
Woocheol Kim, Korea University of Technology and Education
Dae Seok Chai, Western Michigan University
Min Hee Yoo, Korea University

Hypotheses in HRD Research
Session ID: 366438
Janice Chretien, The University of Texas at Tyler
Thomas Kramer, The University of Texas at Tyler
Kim Nimon, The University of Texas at Tyler

Millennial Workers’ Role in the Future of Labor Unions and Implications for HRD
Session ID: 367472
Brittany Moore, Western Carolina University
Marie-Line Germain, Western Carolina University

Blended Mentoring: Integrative Approach for Faculty Mentoring
Session ID: 377437
Donna Wood, University of Oklahoma
Syeda Hassan, University of Oklahoma

Work-Life Balance: Does Being a Work-Linked Couple Help?
Session ID: 378366
Richard Kasper, Texas A&M University
Lei Xie, Texas A&M University

Friday, February 16 | 1:30-3:00pm

M REFEREED FULL MANUSCRIPT | Salons A&B

HRD and Sociotechnical Changes
Session ID: 376538
Zsolt Nemeskeri, University of Pecs
Ivan Zadori, University of Pecs
Antal Tibold, University of Pecs
Maria Cseh, The George Washington University
Breakout Sessions C

Employee Learning and Development in Virtual HRD: Focusing on MOOCs in the Workplace
Session ID: 368731
Sunyoung Park, Louisiana State University
Shinhee Jeong, Texas A&M University
Boreum Ju, University of Illinois at Urbana–Champaign

Human Resource Development’s Perspective and Role in Technological Impact on Employment, Job Outlook, Work Structure, and Employees’ Continuous Development
Session ID: 371289
Szufang Chuang, Indiana State University
Carroll Graham, Indiana State University

Human Resource Development and the Internet of Things
Session ID: 379488
Robert Yawson, Quinnipiac University
Daniel Woldeab, Metropolitan State University, St. Paul MN
Emmanuel Osafo, University of Minnesota

Friday, February 16 | 1:30-3:00pm

M

REFEREED FULL MANUSCRIPT | Salons C&D

Learning, Leadership and Education Policy
Initiating Trust Among Leaders in Higher Education: Proposed Usefulness of a Trust Building Mechanism
Session ID: 376963
Sandra Williams, Northeastern Illinois University

Leadership Processes for Inclusive School Reform
Session ID: 379643
Selena Barlow, George Washington University

The Impact of Team-based Learning on Team Effectiveness and Individual Learning in Flipped Classrooms
Session ID: 378516
Chung-Kai Huang, National Taipei University of Business
Chun-Yu Lin, National Taipei University
Zih-Cin Lin, Foxlink Image Technology
Cui Wang, National Taipei University
**Breakout Sessions C**

**Investment in Lifelong Learning and Quality Education for Human Development in Africa**

Session ID: 375003  
Fred Nafukho, Texas A&M University  
Machuma Muyia, Texas A&M University  
Caroline Wekullo, Texas A&M University

Friday, February 16 | 1:30-3:00pm

**Diverse Perspectives on Leadership**

Liminal Leadership: Leading Betwixt and Between  
Session ID: 370846  
Leslie Shaw-VanBuskirk, University of Oklahoma  
Doo Hun Lim, University of Oklahoma

Spiritual Leadership: Current Status and Agenda for Future Research and Practice  
Session ID: 377885  
Jihye Oh, Texas A&M University  
Jia Wang, Texas A&M University

The Trigram Qian and the Implications for Senior Leaders Career Development  
Session ID: 379056  
Jackie Liu, Texas A&M University  
Sarah Morris, University of Minnesota

An Integrative Review of Responsible Leadership: Knowns, Unknowns, and Implications  
Session ID: 379159  
Ryan MacTaggart, Colorado State University  
Susan Lynham, Colorado State University
Knowledge Management and Sharing
What Role Does HRD Play in Knowledge Sharing? Effects of the Perceived Ability of HRD to Influence Corporate Culture, Supervisors’ and Peers’ Commitment to Learning, and Workplace Friendship
Session ID: 373707
Jinmo Kim, Seoul National University
Chan Lee, Seoul National University
Hyuneung Lee, Chungnam National University
Jongsun Park, CJ humansville
Jaeeun Lee, Konkuk University

Talent Development: What We Know and Where We Are Headed
Session ID: 379530
Renu Dalal, Purdue University
Mesut Akdere, Purdue University

Examining Effects of Perceived Organizational and Supervisor Support on Innovative Work Behavior: Mediating Roles of Work Engagement and Knowledge Sharing
Session ID: 371649
Woocheol Kim, Korea University of Technology and Education
Jiyoung Kim, Korea University of Technology and Education
Ji Won Park, Pennsylvania State University
Jacob Wood, Chungnam National University

The Roles of Learning Orientation: Structural Determinants for Improving Knowledge Sharing for Committed and Satisfied Employees in Korean Service Industry
Session ID: 376495
Yun Jeong Ro, Hanyang University
Myung Hyun Yoo, Hanyang University
Yohan Koo, Hanyang University
Ji Hoon Song, Hanyang University
Breakout Sessions C

Friday, February 16 | 1:30-3:00pm

PD NON-REFEREED PROFESSIONAL DEVELOPMENT WORKSHOP | Salons 123

Improving HRD Practice through Understanding Women’s Negative Interactions with Each Other
Session ID: 364742
Susan Madsen, Utah Valley University

PD NON-REFEREED PROFESSIONAL DEVELOPMENT WORKSHOP | Salons 678

Problem-based Learning: Using Authentic Problems to Inductively Teach and Promote Active Learning
Session ID: 367010
Heeyoung Han, Southern Illinois University School of Medicine
Jeanne Koehler, Southern Illinois University School of Medicine

F NON-REFEREED FOCUS SESSION | Madison, Jefferson, & Monroe

AHRD Standards on Ethics and Integrity: Exploring Case Studies in Ethical Issues
Session ID: 370307
Darlene Russ-Eft, Oregon State University
Poster Session 3
Assimilate but Resist: The Token Status of South Korean Women Leaders
Session ID: 374365
Jieun You, Yonsei University, Institute of Educational Research
Yonjoo Cho, Indiana University
Heeyoung Han, Southern Illinois University School of Medicine
Minjung Kim, University of Minnesota
Sokyum Yoon, Korea University
Sehoon Kim, University of Minnesota

A Study on the Development of Key Competency Model for Deputy Directors of the Korean Ministry of Education
Session ID: 379101
Chang Sung Jang, University of Oklahoma
Sung Bum Cho, Sungkyunkwan University
Sanghoon Bae, Sungkyunkwan University

A Comparative Study of Cultural Value Frameworks
Session ID: 378486
Hecham Alilou, Orange Morocco

Leadership Effectiveness on Employees’ Innovative Behavior in East Asia: A Moderating Effect of Cultural Values
Session ID: 380580
Soyeon Kim, Meiji University

Barriers and Enhancers to Future Ethical Decision-making among Computing Majors: A Qualitative Study of Student Perceptions and Implications for Engineering Professional Ethics Development
Session ID: 376971
Amir Hedayati Mehdiaabadi, University of Illinois
Jessica Li, University of Illinois at Urbana-Champaign

Leadership Theories and Supporting Theories in HRD Literature
Session ID: 379137
John Turner, University of North Texas
Rose Baker, University of North Texas
John Wood, University of North Texas
### Breakout Sessions D

**A Meta-Ethnographic Study of Qualitative Case Studies of Planned Change: Exploring Success and Failure Factors, and Alignment with Change Models**  
**Session ID: 371292**  
Diana McBurnett, The University of Texas at Tyler  
Andrea D. Ellinger, The University of Texas at Tyler  
Rochell R. McWhorter, The University of Texas at Tyler  
Russ Vince, University of Bath

**The Practitioner-Researcher: Exploring Questionable Research Practices**  
**Session ID: 379002**  
Hamett Brown, University of Southern Mississippi

**Graduate Employability: Workplace Learning and the Presentation of the Employable Self**  
**Session ID: 367881**  
Valerie Anderson, Portsmouth Business School  
Michael Tomlinson, Southampton Education School  
Hazel McCafferty, University of Southampton

**The Longitudinal Relationship between Job Satisfaction and Life Satisfaction of Older Workers in South Korea**  
**Session ID: 378857**  
Kibum Kwon, Texas A&M University-Commerce  
Heh Youn Shin, Pennsylvania State University  
Soebin Jang, University of Minnesota  
Sehoon Kim, University of Minnesota  
Min Hee Yoo, Korea University

---

**Friday, February 16 | 3:30-5:00pm**

**M**  
**REFEREED FULL MANUSCRIPT | Salons A&B**

**Challenges for Women in Leadership**  
**Effective Women’s Leadership in Confucian Asia**  
**Session ID: 379731**  
Jackie Liu, University of Minnesota  
Louis Quast, University of Minnesota  
Wei Song, The George Washington University
Breakout Sessions D

Developing Women’s Leadership in China
Session ID: 376834
   Judy Sun, The University of Texas at Tyler
   Jessica Li, University of Illinois at Urbana-Champaign

“A Woman CEO? You’d Better Think Twice!”: Exploring How Women CEOs of Multinational Corporations in South Korea Have Overcome Career Challenges
Session ID: 372001
   Yonjoo Cho, Indiana University
   Jiwon Park, Pennsylvania State University
   Soo Jeoung Han, Boise State University
   Yedam Ho, University of Minnesota

Friday, February 16 | 3:30-5:00pm

M

Employee Engagement and Workforce Development

Values Matter! Exploring Value Congruence as a Moderator in the Associations between Organizational Context and Work-Related Flow
Session ID: 381367
   Katsiaryna Matusevich, Barry University

Work Engagement in Non-Profit Organizations: An Integrative Review of its Antecedents and Outcomes
Session ID: 367515
   Jiwon Park, Pennsylvania State University
   Sunyoung Park, Louisiana State University
   Junghwan Kim, University of Oklahoma
   Doo Hun Lim, University of Oklahoma

How to Enhance Employees’ Career Commitment: The Role of Organizational Career Growth, Work Engagement and Role Modeling
Session ID: 378398
   SuJn Son, University of Ulsan

Burnout and Work Engagement: Examining Empirical Overlap
Session ID: 377594
   Kim Nimon, The University of Texas at Tyler
   Brad Shuck, University of Louisville
M REFEEED FULL MANUSCRIPT | Salons G&H

Training and Knowledge Sharing
Identifying and Defining Common Themes in Evaluating ROI of Training
Session ID: 378236
Jing Tian, University of Illinois at Urbana-Champaign

Women-Only Training Program: A Training Strategy to Promote Gender Equality and Women’s Performance and Future of Work
Session ID: 371293
Szufang Chuang, Indiana State University

Knowledge Creation Practices of Teachers in South Korea and the United States: A Multigroup Structural Equation Modeling Analysis
Session ID: 378358
Sangok Yoo, University of Minnesota
Shinhee Jeong, Texas A&M University
Ji Hoon Song, Hanyang University
Sanghoon Bae, Sungkyunkwan University

Organizational Support on Knowledge Sharing: A Moderated Mediation Model of Job Characteristics and Organization Citizenship Behavior
Session ID: 378246
Boyung Suh, The University of Georgia
Beixi Li, Texas A&M University
Chungil Chae, Pennsylvania State University
Seung-hyun Han, University of Georgia
Collaboration, Social Responsibility and Support Systems
What Do International Students Need? The Role of Family and Community Support for Adjustment, Engagement, and Organizational Citizenship Behavior
Session ID: 376473
Dae Seok Chai, Western Michigan University
Huyen Thi Minh Van, University of Georgia
Chih-Wei Wang, Texas A&M University
Jin Lee, Texas A&M University
Jia Wang, Texas A&M University

The Role of HRD in University — Community Partnership for Leadership Development
Session ID: 378168
Emmanuel Osafo, University of Minnesota
Robert Yawson, Quinnipiac University

The Role of HRD in CSR and Sustainability: A Content Analysis of Corporate Responsibility Reports
Session ID: 366455
Soebin Jang, University of Minnesota
Alexandre Ardichvili, University of Minnesota

Learning Organizations, Workplace Learning, and Teamwork: Understanding the Links Between Collaboration, Information Sharing, and Learning in the PIAAC Study
Session ID: 379231
Tobin Lopes, Colorado State University
Ellen Scully-Russ, George Washington University
Jill Zarestky, Colorado State University
Joshua Collins, University of Minnesota
Breakout Sessions D

Friday, February 16 | 3:30-5:00pm

**PD** NON-REFEREED PROFESSIONAL DEVELOPMENT WORKSHOP | Salons 123

**Racial Justice Ally Training**  
**Session ID: 368050**  
Kimberly Otchere, University of Illinois  
Jeremy Bohonos, University of Illinois

Friday, February 16 | 3:30-5:00pm

**PD** NON-REFEREED PROFESSIONAL DEVELOPMENT WORKSHOP | Salons 678

**Toward a Declaration of Unity, Equity, and Social Justice: The Voice of AHRD**  
**Session ID: 371762**  
Jamie Callahan, Newcastle Business School, Northumbria University  
Carole Elliott, Roehampton Business School, Roehampton University  
Marie-Line Germain, Western Carolina University (The UNC System)

Friday, February 16 | 3:30-5:00pm

**F** NON-REFEREED FOCUS SESSION | Madison, Jefferson, & Monroe

**Topic Modeling: A Text Mining Technique for HRD Researchers**  
**Session ID: 399303**  
David Passmore, Pennsylvania State University  
Rose Baker, University of North Texas
Poster Session 4

Developing Authenticity in Women’s Leadership
Session ID: 377708
Yoshie Nakamura, Columbia University
Jennifer Goez, Columbia University

Corporate Social Responsibilities: Future Implications for HRD
Session ID: 379305
Amin Alizadeh, Texas A&M University
Nuzulul Isna, Texas A&M University
Shaoping Qiu, Texas A&M University

When Work-Life Balance Ideals Do Not Match Reality: The Impact on UK and US Employees’ Well-Being
Session ID: 378667
Rebecca McPherson, Texas A&M University

Combating Destructive Leader Behaviors with Positive Psychological Capital for Sustainable Human Resource Development
Session ID: 377252
Marie-Line Germain, Western Carolina University (The UNC System)

Kunja (Junzi): In Search of a Prototype of Virtuous Leadership in East Asia
Session ID: 379164
Baek-Kyoo Joo, Georgia Southwestern State University

Structural Influences of Job Crafting and Work Engagement on Workplace Effectiveness
Session ID: 374633
Junghyun Jo, Korea University of Technology and Education
Minju Park, Korea University of Technology & Education
Woocheol Kim, Korea University of Technology and Education

Listening to the Employees: Engaging in E-Learning for Office Ergonomics
Session ID: 354375
Priyadarshini Pattath, Virginia Commonwealth University
Breakout Sessions E

Adult Learning Principles and Processes in Online Learning Environments  
Session ID: 370707  
Sunyoung Park, Louisiana State University  
Petra Robinson, Louisiana State University

A New Government-Private Sector Collaboration Model for Talent Development in Korea (Work and Learning Dual System): A Multiple Stakeholder View  
Session ID: 378868  
Dae Seok Chai, Western Michigan University  
Sehoon Kim, University of Minnesota  
Minjung Kim, University of Minnesota  
Chang Ok Bae, HRD Service of Korea

Saturday, February 17 | 8:30-10:00am

M  
REFEREED FULL MANUSCRIPT | Salons A&B

Informal Learning in Organizations  
Curiosity in Human Resource Development  
Session ID: 377909  
Maria Cseh, The George Washington University  
Oliver Crocco, The George Washington University  
Wei Wang, The George Washington University

When Do Employees Learn from Others’ Success Stories? Performance Improvement Depends on Task Complexity and Recent History  
Session ID: 353809  
Ryan Quinn, University of Louisville  
Denise Cumberland, The George Washington University  
Sharon Kerrick, Bellarmine University

Individual and Organizational Factors Affecting Knowledge Workers’ Informal Learning: A Multilevel Analysis  
Session ID: 366528  
Jae Young Lee, The Pennsylvania State University  
Yunsoo Lee, University of Louisville  
Sangok Yoo, University of Minnesota  
Sunyoung Park, Louisiana State University  
Seung Won Yoon, Texas A&M University-Commerce
Breakout Sessions E

Integrative Literature Review on Informal Learning in the Workplace
Session ID: 373985
Shinhee Jeong, Texas A&M University
Soo Jeoung Han, The Pennsylvania State University
Jin Lee, Texas A&M University
Suravee Sunalai, Dhurakij Pundit University
Seung Won Yoon, Texas A&M University-Commerce

Saturday, February 17 | 8:30-10:00am

REFereed Full Manuscript | Salons C&D

Complex Adaptive Leadership in HRD
The Role of Mindfulness in Learning to be an Adaptive Leader
Session ID: 372933
Cindy Dupree, MITRE

A Review of the Complexity Leadership Literature: Implications for Research of Leader Development in High Stakes Vocations
Session ID: 375413
John DeForest, George Washington University

Organizational Culture and Organizational Learning: Their Role in the Formation of a New Organizational Identity
Session ID: 378264
Alaina Doyle, University of North Texas College of Information
Lavada Williams, Odessa College

Changing through Turbulent Times: Why Adaptive Leadership Matters
Session ID: 379064
Nana Arthur-Mensah, Northern Kentucky University
Jeffrey Zimmerman, University of North Texas College of Information

Saturday, February 17 | 8:30-10:00am

REFereed Full Manuscript | Salon E

Emotions and HRD
The Relationship Between Ethical Leadership and Employee Deviance: A Literature Review
Session ID: 374113
Leslie Kirsch, The George Washington University
Breakout Sessions E

The Relationship Between Workplace Incivility, Emotion Management, and Job Satisfaction
Session ID: 377233
Rose Opengart, HR Doc
Thomas Reio, Florida International University
Wei Ding, Florida International University

Engaging the Shadow: A Developmental Perspective on Emotions in Work-related Learning
Session ID: 379425
John Dirkx, Michigan State University
Benjamin Espinoza, Michigan State University
Steven Schlegel, Michigan State University

Everybody Needs Everyone: Workplace Learning After a Downsize
Session ID: 379474
Sarah Miller, University of Oklahoma
Junghwan Kim, University of Oklahoma
Doo Hun Lim, University of Oklahoma

Saturday, February 17 | 8:30-10:00am

M REFEREEED FULL MANUSCRIPT | Salon F

Culture, Gender, Race, and Social Justice
Playing with Myself: An Exploratory Literature Review on Queer Theory and Queering
Session ID: 379378
Nathan Victoria, The George Washington University

Critical Whiteness Theory and HRD: A Combination of Perspectives
Session ID: 367253
Jeremy Bohonos, University of Illinois

Organizational Socialization, Demographic Imbalances, and Homophily: A Theoretical Framework and Agenda for Research
Session ID: 371299
Louis Hickman, Purdue University
Mesut Akdere, Purdue University
You Can’t Pick Your Cultural Upbringing: How Perceptions of Controllability Influence Intercultural Competence and its Development
Session ID: 371303
Louis Hickman, Purdue University
Kris Acheson, Purdue University

Saturday, February 17 | 8:30-10:00am

M

REFEREED FULL MANUSCRIPT | Salons G&H

HRD Research Trends
Factors Influencing the Work and Progress of Interdisciplinary Research Teams: A Multiple-case Study
Session ID: 381959
Oleksandr Tkachenko, University of New Mexico
Alexandre Ardichvili, University of Minnesota

Analyzing Critical Incident HRD Data from Multiple Qualitative Paradigms
Session ID: 375335
Karen Watkins, The University of Georgia
Boyung Suh, The University of Georgia
Joseph Dawsey, The University of Georgia
Lisa Oliver, The University of Georgia

Exploration of Global HRD Research Trends through a Concept Network Analysis: Analyzing the Articles in AHRD Conference in 2016 & 2017
Session ID: 379511
Min Hee Yoo, Korea University
Eunha Chang, Korea University
Eunbee Kim, Korea University
Yong-Sup Hyun, Kyungpook National University
Daeyeon Cho, Korea University

Utility of Qualitative Content Analysis for Integrative Literature Reviews
Session ID: 379645
Coronda Ziegler, Colorado State University
Conceptualizing and Operationalizing Reflection in Experience-Based Workplace Learning: Multiple Perspectives

Session ID: 378294
Victoria Marsick, Teachers College, Columbia University
Lyle Yorks, Teachers College, Columbia University
Rob Poell, Tilburg University, The Netherlands
April Bang, Teachers College, Columbia University
Sean Justice, School of Art and Design, Texas State University
Henriette Lundgren, Tilburg University, The Netherlands

Research Focused on National Human Resource Development

Session ID: 378339
Jeong-Ha Yim, The University of Georgia
Gary McLean, McLean Global Consulting

Current Perspectives on Asian Women in Leadership: A Focus Session Co-sponsored by the China, India, and Korea SIGs

Session ID: 378562
Gary McLean, McLean Global Consulting
Yonjoo Cho, Indiana University
Rajashi Ghosh, Drexel University
Judy Sun, University of Texas
NON-REFEREED FOCUS SESSION | Madison, Jefferson, & Monroe

**SkilledUP: How HRD Professionals Can Prepare Organizations for the Skills Needed by Industry 4.0**

**Session ID: 379470**

Saul Carliner, Concordia University
Margaret Driscoll, IBM Corporation
Yvonne Thayer, Virginia Community College System
Poster Session 5

From Inclusion, Back to the Elephant in the Room: Conversations on Diversity in the AHRD Classroom
Session ID: 379191
   Noorjehan Brantmeier, James Madison University
   Oris Griffin, James Madison University
   Diane Wilcox, James Madison University
   Kelsey Evans, James Madison University
   Kendra Hall, The University of Southern Mississippi
   Kayce Croy, James Madison University

Cultural Distance in the Workplace: Differences in Work-related Attitudes between Vietnamese Employees and Western Employers
Session ID: 363063
   Tran Thien Quynh Tran, Leiden University
   Wilfried Admiraal, Leiden University
   Nadira Saab, Leiden University

Perceptions of Organizational Climate and Job Satisfaction by Employees within the United States and United Kingdom
Session ID: 378677
   Kaitlin Busse, Roanoke College
   Darcey N. Powell, Roanoke College
   Riker Lawrence, Roanoke College

Professional Faculty: Experiences of Getting to and Successfully Navigating the Promotion Process
Session ID: 365221
   Diane D. Chapman, NC State University
   Doug James, NC State University
   Erin Robinson, NC State University
   Katherine McKee, NC State University
   Katharine Stewart, Liverpool John Moores University
Stop Changing the Women, Change the Game: Lessons for Leadership in Academia
Session ID: 377550
   Joan Buckley, University College Cork

Where’s the Selfless in Service? An Investigation of Organizational Citizenship Behaviors in Transitioning Military Service Members’ Experiences
Session ID: 379211
   Ann Herd, University of Louisville
   Kevin Rose, University of Louisville

Organizational Change: Finding Parallels between Organizations and Organisms
Session ID: 374798
   Vishal Arghode, Gannon University
   Narveen Jandu, Gannon University

Application of Virtual & Augmented Reality for Training and Development
Session ID: 370671
   Soo Jeoung Han, Boise State University
   Jihye Oh, Texas A&M University
   Chang Sung Jang, University of Oklahoma

Let’s Move: Optimizing Supervisors’ Training Transfer of Motivating Language to Improve Employee Job Satisfaction and Performance
Session ID: 371287
   Emily Elsner Twesme, University of Wisconsin-Eau Claire and Whitewater
Leadership and Innovation
Perceived Managerial and Leadership Effectiveness within South Korea: A Cross-Sector Comparative Analysis
Session ID: 366916
Robert Hamlin, University of Wolverhampton Business School, UK
Hyeseung Kang, Indiana University
Dae Seok Chai, Western Michigan University
Sewon Kim, SUNY Empire State

Influential Factors for Organizational Citizenship Behavior: Mutual Impacts of Transformational Leadership, Interpersonal Trust, and Organizational Learning
Session ID: 371515
Sunyoung Park, Louisiana State University
Eun-Jee Kim, Korea Advanced Institute of Science and Technology (KAIST)

Perceptions of Organizational innovation Among Government and Profit Organization Employees in South Korea and China
Session ID: 378361
Jeong-Ha Yim, The University of Georgia
Hanwei Zhu, SeeU International, Inc.

Management Innovation: Toward a Social Constructed Change Framework and Implications for HRD
Session ID: 379621
Loi Nguyen, University of Minnesota

Diversity, Inclusion and Organizational Justice
Contemporary Theoretical, Pedagogical, and Practical Boundaries of Diversity and Inclusion in Human Resource Development
Session ID: 366119
Torrence Sparkman, TE-Rochester Institute of Technology
Organizational Justice: Why Does it Matter for HRD
Session ID: 354983
Deepu Kurian, Texas A&M University

Diversity Branding Promotes a Valuing Philosophy but Where Is Social Justice?
Session ID: 375414
Marilyn Byrd, University of Oklahoma

Normative and Mimetic Isomorphic Effects on Corporate Board Heterogeneity
Session ID: 379574
Terrence Williams, Pace University

Saturday, February 17 | 10:30am-12:00pm

Training Transfer in Organizations
Motivational Mediation Process and Moderating Effect of Career Planning on Training Transfer
Session ID: 377494
Yoonhee Park, Korea University of Technology and Education
Doo Hun Lim, University of Oklahoma
Jaeun Lee, Konkuk University

The Transfer of Training Process
Session ID: 378382
Doo Hun Lim, University of Oklahoma
Brent Nowell, Sunoco Logistics
Yoonhee Park, Korea University of Technology and Education

Effects of Training on TVET Trainers’ Teaching Behaviors in Rwanda
Session ID: 371256
Woocheol Kim, Korea University of Technology and Education
Heajung Woo, Korea University of Technology and Education
Jiyoung Kim, Korea University of Technology and Education
Heh Youn Shin, Pennsylvania State University
**Pigeonholing or Learning Instrument? Reflecting Critically on the Use of Personality Testing in HRD**

*Session ID: 378310*

Henriette Lundgren, Tilburg University, The Netherlands

---

**Small Changes Can Yield Big Returns: Improving the Practice of Teaching Through Incremental Improvements**

*Session ID: 378590*

Kevin Rose, University of Louisville
Katie Rosenbusch, George Mason University

---

**Meet the Editor Session 2018**

*Session ID: 375156*

Thomas Reio Jr., Florida International University
Jessica Li, University of Illinois at Urbana-Champaign
Poster Session 6

Examining National Human Resource Development and Technological Innovation as Strategies for Sustainable Development in Sub-Saharan Africa  
Session ID: 378990  
Edward Secka, University of North Texas  
Karen Johnson, University of North Texas

The Mediating Role of Learning Agility between Organizational Learning, Transformative Learning, and Adaptive Performance  
Session ID: 368780  
Min Hee Yoo, Korea University

Appreciating the Hands that Feed Us: A Case Study of a Firm Employing HRD Practices in an Industry that Does Not Practice HRD  
Session ID: 379650  
Christine Wiggins-Romesburg, University of Louisville

Exploring Workplace Spirituality in Cross-Cultural Work Teams  
Session ID: 371285  
Nandini McClurg, The University of Texas at Tyler  
Andrea D. Ellinger, The University of Texas at Tyler  
Rochell R. McWhorter, The University of Texas at Tyler

National Human Resource Development in Vietnam: An Exploratory Review of Study  
Session ID: 378955  
Huyen Thi Minh Van, Texas A&M University  
Tam Phuong, Texas A&M University

Determinants Influencing the Out-Migration Decisions of Mississippi’s College Graduates  
Session ID: 379321  
Felicia Bowens, University of Southern Mississippi  
Hamett Brown, University of Southern Mississippi
Lean Service: Rethinking Basic Lean Concepts for New Circumstances  
Session ID: 379146  
Robert Hernberger, The George Washington University  
Hyung Joon Yoon, The Pennsylvania State University  
Rania Elanwer, Penn State

Effective Change Management and Leadership Practices for Emerging Technology Implementation in Training and Development  
Session ID: 375609  
Dale Lunsford, The University of Southern Mississippi  
Felicia Hall, The University of Southern Mississippi  
Mitch Tarver, The University of Southern Mississippi  
Lianne Young, The University of Southern Mississippi

Data Analytics in HR: A Review of the Literature  
Session ID: 372846  
Rania Elanwer, Penn State  
David Passmore, Penn State

Servant Leadership and Organizational Learning Culture: A Chinese SME Perspective  
Session ID: 379550  
Lei Xie, Texas A&M University  
Richard Kasper, Texas A&M University

Perspectives on Women in Leadership  
Lebanese Women in STEM Careers  
Session ID: 360282  
Yasmeen Makarem, Texas A&M University

The Lived and Career Experience: Multi-cultural Working Women in South Korea  
Session ID: 375509  
Mandari Wijerathna, Korea University of Technology and Education
Breakout Sessions G

Women’s Perceptions of Working with Women: A Qualitative Study  
Session ID: 378937  
Angela Spranger, Christopher Newport University  
Kerry Mitchell, Moxy Solutions, LLC

A Gendered Perspective on the Experiences of Chinese Women Leaders in the Healthcare Sector  
Session ID: 379565  
Tingting Liu, Southern Illinois University Carbondale  
Yvonne Hunter-Johnson, Southern Illinois University Carbondale  
Yuanlu Niu, Southern Illinois University Carbondale

Saturday, February 17 | 1:30-3:00pm

CREATIVITY, PERFORMANCE, AND WORKFORCE RESILIENCE

Grit in the Nonprofit Sector: A Literature Review  
Session ID: 370043  
Jessica McCann, The University of Texas at Tyler

The Moderated Mediating Effect of Perceived Organizational Support on Psychological Ownership to Explain the Impact of the Creativity on Knowledge Creation  
Session ID: 377525  
Sunkyung Yoon, Hanyang University  
Jaehyun Kim, Hanyang University  
Jung-Eun Park, Hanyang University  
Chanju Kim, Hanyang University  
Ji Hoon Song, Hanyang University

Workforce Resilience in Human Resource Development  
Session ID: 369382  
Hyungjo Hur, The Ohio State University  
Jin Lee, Texas A&M University  
Doo Hun Lim, University of Oklahoma  
Yedam Ho, University of Minnesota  
Sangok Yoo, University of Minnesota
**Breakout Sessions G**

**HR Technology, High Performance Work System and Business Outcome: A Study of an Indian Fortune 500 Organization**  
Session ID: 379637  
Ashutosh Jani, School of Petroleum Management  
Ashutosh Muduli, School of Petroleum Management

Saturday, February 17 | 1:30-3:00pm

**Adaptive Workforce and the Meaning of Work**

Employee Adaptive Performance and Its Antecedents: Review and Synthesis  
Session ID: 370834  
Sohee Park, Inje University  
Sunyoung Park, Louisiana State University

An Action-Oriented Systems Model and Tool for the Meaning of Work  
Session ID: 379594  
Tabitha Coates, Colorado State University

Adaptive Workforce Planning and Development: A Sign of the Times  
Session ID: 370724  
Terri Hinkley, Academy of Medical-Surgical Nurses and the Medical-Surgical Nursing Certification Board

The Changing Nature and Organization of Work: An Integrative Review of the Literature  
Session ID: 370399  
Richard Torraco, University of Nebraska - Lincoln  
Ellen Scully-Russ, George Washington University
### Breakout Sessions G

**Saturday, February 17 | 1:30-3:00pm**

#### Employee Engagement

**Antecedents of Employee Engagement: Toward a Model of Antecedent Discourses**  
Session ID: 379651  
Marie Valentin, Texas A&M University  
Khalil Dirani, Texas A&M University

**Impact of Authentic Leadership and Group Cohesiveness on Employee Engagement: Examining the Moderating Role of Work Life Conflict for Flight Attendants**  
Session ID: 377969  
Adnan Riaz, Allama Iqbal Open University  
Baek-Kyoo Joo, Georgia Southwestern State University  
Sania Mazhar, APCOMS Rawalpindi

**A Proposed Framework for Understanding the Engagement of Frontline Employees: Focusing on Semi-Skilled Jobs**  
Session ID: 378233  
Seokwon Hwang, Georgia Southwestern State University

**Towards an Employee Engagement Resource Theory: A Structured Literature Review**  
Session ID: 368196  
Jae Young Lee, The Pennsylvania State University  
Tonette Rocco, Florida International University  
Brad Shuck, University of Louisville

#### Career and Work-Life Balance

**The Impact of Lookism on Career Development and Career Opportunities of Nursing Students in China**  
Session ID: 379636  
Yuanlu Niu, Southern Illinois University Carbondale  
Cynthia Sims, Southern Illinois University Carbondale
Session ID: 379247
Khalil Dirani, Texas A&M University
Eric Bowman, Texas A&M University
Thomas Guyer, Texas A&M University
Meredith Henthorn, Texas A&M University
Richard Kasper, Texas A&M University
Yasmeen Makarem, Texas A&M University
Sarah Ray, Texas A&M University
Chih-Wei Wang, Texas A&M University
Lei Xie, Texas A&M University

Identifying Latent Profiles in Work-to-Family Conflict and Family-to-Work Conflict
Session ID: 364265
Yunsoo Lee, The Pennsylvania State University

Stretching the role boundaries in an age of change: An organizational communication perspective
Session ID: 377334
Lei Xie, Texas A&M University

Saturday, February 17 | 1:30-3:00pm

NON-REFEREED PROFESSIONAL DEVELOPMENT WORKSHOP | Salons I&J

Cultivating Trust in the Workplace with Improvisation
Session ID: 377446
Nicole Buras, Glanbia Performance Nutrition
Robyn Cassel, Whole Health Psychological Center
### Breakout Sessions G

Saturday, February 17 | 1:30-3:00pm

#### NON-REFEREED FOCUS SESSION | Salons 123

**The AHRD Founders Forum: You Can’t Really Know Where You Are Going until You Know Where You Have Been (Maya Angelou)**

**Session ID: 416461**

Neal Chalofsky, The George Washington University  
Victoria Marsick, Teachers College, Columbia University  
Richard Torraco, University of Nebraska - Lincoln  
Karen E. Watkins The University of Georgia  
Jerry Gilley, The University of Texas at Tyler  
Ronald Jacobs, University of Illinois  
Gary McLean, McLean Global Consulting

---

#### NON-REFEREED FOCUS SESSION | Salons 678

**The Work of HRD Practitioners: A Social Constructionism Perspective**

**Session ID: 382661**

Consuelo Waight, University of Houston  
Tomika Greer, University of Houston

---

#### NON-REFEREED PROFESSIONAL DEVELOPMENT WORKSHOP | Madison, Jefferson, & Monroe

**AHRD Leadership SIG Sponsored Workshop: Explore Leadership Development Practice through Engaging Activities**

**Session ID: 378265**

Kathy Yeager, Texas A&M University  
Laurie Brummitt, North Carolina State University  
Kristina Natt och Dag, Effectum Consulting Group
REFEREED POSTER | Foyer

**Poster Session 7**

**Making Prisoner Dilemma Work for HRD: A Cooperation Tool in Scenario Planning**  
Session ID: 373608  
Nima Khodakarami, Texas A&M University  
Fatemeh Rezaei, Texas A&M University

**A Study on the Structural Relationships of Factors Affecting Academic Engagement in University Students**  
Session ID: 371655  
Kyungun Kim, Korea University of Technology & Education  
Minju Kim, Korea University of Technology & Education

**Training Subsidies for the US Labor Market in Comparison to Portugal’s ESF Assistance Case**  
Session ID: 379128  
Danielle Dimitrov, The George Washington University  
Eduardo Tome, Universidade Europeia

**Examining the Relationship of CEO Leadership Behaviors and Collective Organizational Engagement in Acute-Care Hospitals**  
Session ID: 370857  
Mary Lynn Lunn, The University of Texas at Tyler  
Andrea Ellinger, The University of Texas at Tyler

**Grasp and Unleash Grit: An Exploration of the Role of Grit in HRD**  
Session ID: 378515  
Jiyoung Kim, Korea University of Technology and Education  
Heh Youn Shin, Pennsylvania State University

**What Is Special about Authentic Leadership**  
Session ID: 379330  
Deepu Kurian, Texas A&M University  
Amin Alizadeh, Texas A&M University

**Investigating the Impact of Training on Employees’ Performance and Organizational Competitiveness**  
Session ID: 379229  
Karim Moustaghfir, Al Akhawayn University in Ifrane Morocco
MOOCs for Career Development of Marginalized Populations
Session ID: 378214
Rose Baker, University of North Texas
Malarvizhi Hirudayaraj, Rochester Institute of Technology

Predicting Training Participation: An Exploration of Supervised Machine Learning
Session ID: 373538
David Passmore, Penn State
Michael Zigner, Penn State
Cesar Padilla, Penn State
Rania Elanwer, Penn State
Rose Baker, University of North Texas

Relationship between Work Environment Support and Organizational Commitment: The Moderating Role of Trainees’ Characteristics and Mediating Role of Training Transfer
Session ID: 379639
Muhammad Khan, University of Illinois at Urbana-Champaign
Wenhao Huang, University of Illinois at Urbana-Champaign

Saturday, February 17 | 3:30-5:00pm

M \textbf{REFEREED FULL MANUSCRIPT | Salons A&B}

HRD Performance Appraisals and Management
The Development of a Benchmarking Survey for Academic Members of a Human Resource Development Program of Excellence Network
Session ID: 370997
Mandolen Mull, The University of Texas at Tyler
Paul Roberts, The University of Texas at Tyler
Greggory Keiffer, The University of Texas at Tyler
Julia Berrios, The University of Texas at Tyler
Kim Nimon, The The University of Texas at Tyler
Breakout Sessions H

Performance Appraisals and HRD: A Literature Review
Session ID: 379526
Eric Bowman, Texas A&M University

In the Eyes of the Beholder: HR Managers Stereotyping when Assessing Others
Session ID: 374979
Darlene Russ-Eft, Oregon State University,
Laura Boehme, Central Oregon Community College
John Rovens, Be Great LLC
Andrew Rovens, Be Great LLC

Personality’s Link to Training Performance
Session ID: 379575
Jennifer Castellanos, Florida International University

Saturday, February 17 | 3:30-5:00pm

Organizational Commitment and Work Engagement
Linking Social Capital to Employee Voice: A Working Model
Session ID: 353227
Denise Cumberland, University of Louisville
Meera Alagaraja, University of Louisville
Brad Shuck, University of Louisville
Sharon Kerrick, Bellarmine University

Experience, Experience, Experience: Too Much of a Good Thing for Executives’ Performance
Session ID: 379555
Huh-Jung Hahn, Winona State University
Sungjun Kim, SK Academy, Leadership Development Center

The Effects of Person-Organization Fit and Personal Growth Initiatives on Employees’ Career Satisfaction and Subjective Well-being
Session ID: 376973
Baek-Kyoo Joo, Georgia Southwestern State University
Young Sim Jin, Hanyang University
Breakout Sessions H

Understanding Organizations from a Developmental Perspective: Insights from Frederic Laloux, Robert Kegan, and Bill Torbert
Session ID: 371312
Chang-kyu Kwon, University of Georgia
Aliki Nicolaides, University of Georgia

Saturday, February 17 | 3:30-5:00pm

Perspectives on Organizational Culture
The Way to Always Keep the Most Water in a Jar: Build Innovation in Chinese State-owned Enterprises
Session ID: 378742
Jackie Liu, University of Minnesota
Hongquan Chen, Sungkyunkwan University
Joshua Collins, University of Minnesota

Culture and Opportunity in Hispanic-Serving Institutions
Session ID: 379652
Celestino Valentin, Texas A&M University

Organizational Culture Now and Forward: A Comparative Literature Review
Session ID: 371419
Pyounggu Baek, Jungwon University
Jihyun Chang, Korea University
Taesung Kim, Incheon National University

Quantum Culture: A New Reflection of Schein’s Model through Scientific View
Session ID: 378988
Nopparat Phaopat, National Institute of Development Administration, Thailand
Oranuch Pruertipibultham, National Institute of Development Administration, Thailand
**Identity Transition, Competencies, and Personal Values**

Comparative Effects of Spiritual Intelligence and Emotional Intelligence on Personal Values and its dimensions: An Empirical Investigation in Malaysia

Session ID: 378461
- AAhad Osman-Gani, International Islamic University Malaysia
- Aftab Anwar, Eastern University

**Warriors in Suit: The Military Experience and Identity Transition of Korean Men**

Session ID: 378391
- Jin Lee, Texas A&M University
- Melika Shirmohammadi, Texas A&M University
- Jihye Oh, Texas A&M University
- Soo Jeoung Han, Boise State University
- Lisa Baumgartner, Texas A&M University

**Scholar-Practitioners in HRD: A Qualitative Study of Research-Practice Integration**

Session ID: 382646
- Saphon Ren, Texas A&M University
- Jia Wang, Texas A&M University

**Corporate Mission Statements in the United States and South Korea: Comparative Study in Cultural Perspective**

Session ID: 378556
- Jiwon Park, Pennsylvania State University
- Patricia Macko, Pennsylvania State University
**Breakout Sessions H**

**PD** NON-REFEREED PROFESSIONAL DEVELOPMENT WORKSHOP | Salons I&J

“Reclaiming My Time”: A Toolkit for Women, LGBTQ, and Racial and Ethnic Minority Professionals in Higher Education  
**Session ID: 378920**  
Joshua Collins, University of Minnesota  
Tomika Greer, University of Houston

**F** NON-REFEREED FOCUS SESSION | Salons 123

**Ethical Dilemmas for OD Practitioners: Emerging Cross-cultural Challenges in the 21st Century**  
**Session ID: 379513**  
Amin Alizadeh, Texas A&M University  
Michael Beyerlein, Texas A&M University  
Khalil Dirani, AHRD; Texas A&M University  
Lei Xie, Texas A&M University  
Eric Bowman, Texas A&M University  
Nuzulul Isna, Texas A&M University  
Deepu Kurian, Texas A&M University

**F** NON-REFEREED FOCUS SESSION | Salons 678

**The Changing of the Guard: How Do We Plan for the Academy’s Future Needs?**  
**Session ID: 372058**  
Katherine Rosenbusch, George Mason University  
Emily Morrison, George Washington University  
Brad Shuck, University of Louisville
NON-REFEREED PROFESSIONAL DEVELOPMENT WORKSHOP | Madison, Jefferson, & Monroe

AHRD Leadership SIG Sponsored Workshop: Explore Leadership Research through Research Collaboratories
Session ID: 378273
Kathy Yeager, Texas A&M University
Laurie Brummitt, North Carolina State University
Kristina Natt och Dag, Effectum Consulting Group
AHRD Silver Anniversary Celebration and Journal Editorial

Top 25 Most Cited and Downloaded Articles

ADHR — Top 25 Most Cited Articles

1. A local perspective to expatriate success — Toh, SM; DeNisi, AS, FEB 2005
2. Communitition: The Tension between Competition and Collaboration in Community-Based Design Contests — Hutter, Katja; Hautz, Julia; Fueller, Johann; Mueller, Julia; Matzler, Kurt, MAR 2011
3. Determinants of knowledge sharing in a public sector organization — Amayah, Angela Titi, 2013
5. Factors affecting attitudes and intentions towards knowledge sharing in the Dubai Police Force — Seba, Ibrahim; Rowley, Jennifer; Lambert, Sian, AUG 2012
8. Embracing New Directions in Workplace Bullying Research: A Paradigmatic Approach — Samnani, Al-Karim, JAN 2013
9. The impact of knowledge sharing and Islamic work ethic on innovation capability — Kumar, Naresh; Rose, Raduan Che, 2012
10. Mobility at work A typology of mobile communities of practice and contextual ambidexterity — Kietzmann, Jan; Plangger, Kirk; Eaton, Ben; Heilgenberg, Kerstin; Pitt, Leyland; Berthon, Pierre, DEC 2013
11. The mediating role of trust and commitment on members’ continuous knowledge sharing intention: A commitment-trust theory perspective — Hashim, Kamarul Faizal; Tan, Felix B., APR 2015
12. Servant Leadership and Work Engagement: The Contingency Effects of Leader-Follower Social Capital — De Clercq, Dirk; Bouckenooghe, Dave; Raja, Usman; Matsyborska, Ganna, SUM 2014
13. Integrating social networking support for dyadic knowledge exchange: A study in a virtual community of practice — Pan, Yonggang; (Calvin) Xu, Yunjie; Wang, Xiaolun; Zhang, Chenghong; Ling, Hong; Lin, Jie, JAN 2015
15. Knowledge Management performance measurement: measures, approaches, trends and future directions — Wong, Kuan Yew; Tan, Li Pin; Lee, Cheng Sheng; Wong, Wai Peng, JUN 2015
16. Workplace bullying as an antecedent to job insecurity and intention to leave: a 6-month prospective study — Glambek, Mats; Matthiesen, Stig Berge; Hetland, Jorn; Einarsen, Stale, JUL 2014
17. Influencing Learning States to Enhance Trainee Motivation and Improve Training Transfer — Weissbein, Daniel A.; Huang, Jason L.; Ford, J. Kevin; Schmidt, Aaron M., DEC 2011
18. Transfer of training: Adding insight through social network analysis — Van den Bossche, Piet; Segers, Mien, JAN 2013
19. Best Practice Recommendations for the Development, Implementation, and Evaluation of Online Knowledge Translation Resources in Rehabilitation — Levac, Danielle; Glegg, Stephanie M. N.; Camden, Chantal; Rivard, Lisa M.; Missiuna, Cheryl, APR 2015
21. Lean tools and methods to support efficient knowledge creation — Tyagi, Satish; Cai, Xianming; Yang, Kai; Chambers, Terrence, APR 2015
22. Social Media as Collaborative Media in Workplace Learning — Thomas, Kristopher J.; Akdere, Mesut, SEP 2013
23. Sharing Tacit Knowledge for Integrated Project Team Flexibility: Case Study of Integrated Project Delivery — Zhang, Lianying; He, Jing; Zhou, Shuguo, JUL 1 2013
25. Understanding consumer intention to participate in online travel community and effects on consumer intention to purchase travel online and WOM: An integration of innovation diffusion theory and TAM with trust — Agag, Gomaa; El-Masry, Ahmed A., JUL 2016
**ADHR — Top 25 Most Downloaded Articles**

3. Integrated Theoretical Model for Building Effective Teams — Jerry W. Gilley, February 01, 2010
7. Meaningfulness, Commitment, and Engagement: The Intersection of a Deeper Level of Intrinsic Motivation — Neal Chalofsky, April 01, 2009
8. Challenges to the Field of Human Resources Development — John W. Bing, August 01, 2003
11. Creating a Flexible Organizational Culture to Attract and Retain Talented Workers Across Generations — Barbara A. W. Eversole, November 01, 2012
17. Gender Inequality Issues in India — Renu Batra, February 01, 2016
21. Executive and Organizational Coaching: A Review of Insights Drawn From Literature to Inform HRD Practice — Terrence E. Maltbia, May 01, 2014
23. Introducing New Perspectives on Virtual Human Resource Development — Elisabeth E. Bennett, August 01, 2014
25. Reframing Employee Engagement Within the Context of Meaning and Purpose: Implications for HRD — Brad Shuck, November 01, 2013

**HRDI — Top 25 Most Cited Articles**

1. What is competence? — Françoise Delamare Le Deist, Jonathan Winterton, 8 (1) 2005
2. Employee engagement: An examination of antecedent and outcome variables — Brad Shuck, Thomas G. Reio, Tonette S. Rocco, 14 (4) 2011
3. An emerging construct for meaningful work — Neal Chalofsky, 6 (1) 2003
4. If we can’t define HRD in one country, how can we define it in an international context? — Gary N. McLean, Laird McLean, 4 (3) 2001
5. Human resource development and its underlying theory — Richard A. Swanson, 4 (3) 2001
6. Exploring turnover intentions among three professional groups of employees — Abraham Carmeli, Jacob Weisberg, 9 (2) 2006
8. Measuring the learning organization culture, organizational commitment and job satisfaction in the Lebanese banking sector — Khalil M. Dirani, 12 (2) 2009
9. Psychological empowerment and organizational commitment: The moderating effect of organizational learning culture — Baek-Kyoo (Brian) Joo, Ji Hyun Shim, 13 (4) 2010
10. Talent management as a management fashion in HRD: Towards a research agenda — Paul Iles, David Preece, Xin Chuai, 13 (2) 2010
11. 40 years of storming: A historical review of Tuckman’s model of small group development — Denise A. Bonebright, 13 (1) 2010
13. A psychological contract perspective to the link between non-profit organizations’ management practices and volunteer sustainability — Christine Stirling, Sue Kilpatrick, Peter Orpin, 14 (3) 2011
14. A refusal to define HRD — Monica Lee, 4 (3) 2001
17. Leadership styles and cultural values among managers and subordinates: A comparative study of four countries of the former Soviet Union, Germany, and the US — Alexandre Ardichvili, K. Peter Kunchke, 5 (1) 2002
18. Workplace learning environment and its relationship with learning outcomes in healthcare organizations — Nicholas Clarke, 8 (2) 2005
20. Researching the trainability of transformational organizational leadership — Ken W. Parry, Paresha N. Sinha, 8 (2) 2005
21. Transferring HR ideas and practices: Globalization and convergence in Poland — Susan Hetrick, 5 (3) 2002
22. A philosophical framework for thought and practice in human resource development — Wendy EA Ruona, Susan A. Lynham, 7 (2) 2004
23. Exploring socio-cultural factors that influence HRD practices in Lebanon — Khalil M. Dirani, 9 (1) 2006
24. Strategic planning and organizational values: Links to alignment — Sandra L. Williams, 5 (2) 2002
25. The use and misuse of SWOT analysis and implications for HRD professionals, Thomas J. Chermack, Bernadette K. Kasshanna, 10 (4) 2007
**HRDI — Top 25 Most Downloaded Articles**

1. 40 years of storming: a historical review of Tuckman’s model of small group development — Denise A. Bonebright, 13 (1) 2010
5. The Use and Misuse of SWOT Analysis and Implications for HRD Professionals — Thomas J. Chermack, Bernadette K. Kasshanna, 10 (4) 2007
7. The influence of learning activity on low-skilled workers’ skill improvement in the South Korean manufacturing industry — Hyeon-Jin Kim, Joshua D. Hawley, Daeyeon Cho, Youngsup Hyun, Jae-Hyun Kim, 19 (3) 2016
10. Attracting and retaining talent: exploring human resources development trends in Australia — Peter Holland, Cathy Sheehan, Helen De Cieri, 10 (3) 2007
11. What are the (C)HRD implications of Brexit? A personal reflection — Carole Elliott, Jim Stewart, 20 (1) 2017
13. High-involvement work practices and employee engagement — Sowath Rana, 18 (3) 2015
15. Leveraging employer branding, performance management and human resource development to enhance employee retention — Wayne F. Cascio, 17 (2) 2014


17. Challenges facing women leaders in Saudi Arabia — Hanan Al-Ahmadi, 14 (2) 2011

18. All work and no play? The meaning of work and work stress of mid-level managers in the United States, Brazil, and Korea — K. Peter Kuchinke, Edgard B. Cornachione, Seok Young Oh, Hye-Seung Kang, 13 (4) 2010


21. Learning organization, organizational culture, and affective commitment in Malaysia: A person-organization fit theory — Patricia Yin Yin Lau, Gary N. McLean, Yen-Chen Hsu, Bella Ya-Hui Lien, 20 (2) 2017


24. Integration of project management, human resource development, and business teams: a partnership, planning model for organizational training and development initiatives — Alexey Pak, Lila L. Carden, Jamison V. Kovach, 19 (3) 2016


**HRDQ — Top 25 Most Cited Articles**

1. The flawed four-level evaluation model — Holton, EF, 1996

2. The relationship between organizational transfer climate and positive transfer of training — Rouiller, JZ, Goldstein, IL, 1993

4. The effects of organizational learning culture and job satisfaction on motivation to transfer learning and turnover intention — Egan, TM, Yang, B, Bartlett, KR, 2004
5. The construct of the learning organization: Dimensions, measurement, and validation — Yang, B, Watkins, KE, Marsick, VJ, 2004
10. Theories supporting transfer of training — Yamnill, S, McLean, GN, 2001
12. The effectiveness of managerial leadership development programs: A meta-analysis of studies from 1982 to 2001 — Collins, DB, Holton, EF, 2004
13. Human resource development: Performance is the key — Swanson, RA, 1995
15. The influence of individual characteristics and the work environment on varying levels of training outcomes — Tracey, JB, Hinkin, TR, Tannenbaum, S, Mathieu, JE, 2001
16. Influence of trainee characteristics, instructional satisfaction, and organizational climate on perceived learning and training transfer — Lim, DH, Morris, ML, 2006
19. An examination of work-environment support factors affecting transfer of supervisory skills training to the workplace — Cromwell, SE, Kolb, JA, 2004
22. Partnerships for training transfer: Lessons from a corporate study — Brinkerhoff, RO, Montesino, MU, 1995
24. The relationship between organizational factors and the transfer of training in the electronics industry in Shenzhen, China — Xiao, J, 1996
25. Readiness for organizational change: Do organizational commitment and social relationships in the workplace make a difference? — Madsen, SR, Miller, D, John, CR, 2005

HRDQ — Top 25 Most Downloaded Articles

1. The effects of organizational learning culture and job satisfaction on motivation to transfer learning and turnover intention — Egan, TM, Yang, B, Bartlett, KR, 2004
2. What Do We Really Know About Employee Engagement? — Saks, AM, 2014
3. Does constructive performance feedback improve citizenship intentions and job satisfaction? The roles of perceived opportunities for advancement, respect, and mood — Sommer, KL, 2012
4. The effectiveness of managerial leadership development programs: A meta-analysis of studies from 1982 to 2001 — Collins, DB, Holton, EF, 2004
7. Influence of trainee characteristics, instructional satisfaction, and organizational climate on perceived learning and training transfer — Lim, DH, Morris, ML, 2006
10. Theories supporting transfer of training — Yamnill, S, McLean, GN, 2001
12. Role of transformational leadership in effective organizational knowledge creation practices: Mediating effects of employees’ work engagement — Song, JH, 2012
16. The flawed four-level evaluation model — Holton, EF, 2006
19. The relationship between satisfaction with workplace training and overall job satisfaction — Schmidt, SW, 2007
23. The development and resulting performance impact of positive psychological capital — Luthans, F, 2010
25. The differences between hard and soft skills and their relative impact on training transfer — Laker, DR, 2011
**HRDR — Top 25 Most Cited Articles**

8. The Role of HRD in CSR, Sustainability, and Ethics: A Relational Model — Alexandre Ardichvili, 2013
17. Social Media as Collaborative Media in Workplace Learning — Kristopher J. Thomas, Mesut Akdere, 2013

**HRDR — Top 25 Most Downloaded Articles**

1. Writing Integrative Literature Reviews: Guidelines and Examples — Richard J. Torraco, 2005
2. Literature Reviews, Conceptual Frameworks, and Theoretical Frameworks: Terms, Functions, and Distinctions — Tonette S. Rocco, Maria S. Plakhotnik, 2009
5. Affective Commitment as a Core Essence of Organizational Commitment An Integrative Literature Review — Zachary A. Mercurio, 2015
7. Writing Integrative Literature Reviews Using the Past and Present to Explore the Future — Richard J. Torraco, 2016
8. Training Methods A Review and Analysis — Barbara Ostrowski Martin, Klodiana Kolomitro, Tony C. M. Lam, 2014
11. Writing Literature Reviews: A Reprise and Update — Jamie L. Callahan, 2014
22. Conceptual Review of Underrepresentation of Women in Senior Leadership Positions From a Perspective of Gendered Social Status in the Workplace: Implication for HRD Research and Practice — Gaeun Seo, Wenhao Huang, Seung-Hyun Caleb Han, 2017
Board of Directors

President
Wendy Ruona, University of Georgia

President-Elect
Julie Gedro, SUNY Empire State College

Past President
Ron Jacobs, University of Illinois

President Emeritus
Darren Short, GoDaddy

Board Members
Ross Azevedo, University of Minnesota
Marilyn Byrd, University of Oklahoma
Yonjoo Cho, Indiana University
Rajashi Ghosh, Drexel University
Robin Grenier, University of Connecticut
Jessica Li, University of Illinois Urbana Champaign
Kimberly McDonald, Indiana University-Purdue University Fort Wayne
Jason Moats, Texas A&M Engineering Extension Service
Thomas Reio, Florida International University

Asia and Europe Conferences

JUNE 5-8, 2018 | Newcastle, England


NOVEMBER 8-10, 2018 | Bangkok, Thailand

2018 International Research Conference in Asia “People Development for Sustainability Development”

Website: www.ahrd.org/event/2018_conference_asia
ATD (formerly ASTD) is the world’s largest professional membership association, supporting those who develop the knowledge and skills of employees in organizations. ATD provides many resources for college and university faculty teaching talent development related courses. Visit www.td.org/faculty.

What can ATD Higher Education do for you?

- Complimentary ATD Press books to review for adoption in your courses: www.td.org/facultyreview.
- ATD Higher Education Insights: Publish your research findings and perspectives on our blog. Students are also welcome to submit: www.td.org/highered.
- Free faculty newsletter with content targeted to your interests: www.td.org/faculty.
- Resources for your students, such as research reports and discounted membership rates: www.td.org/students.
- Promote your program or certificates with a free listing in the Learning and Development Degree Directory: www.td.org/degreedirectory.

For more information, contact Erin Strider, ATD Higher Education project manager, at estrider@td.org.

Join ATD today! www.td.org/joinATD
Chagrin Solutions, LLC
Private investigative and security services across Ohio.

What we do

Provide professional, valuable investigative services to:
- businesses
- legal professions
- consumers
- law enforcement agencies

When you need a P.I.

- pre-employment background checks
- locating witnesses
- preventing fraud and identity theft
- workplace violence
- sexual harassment
- finding persons beneficiaries
- process services
- education and training

Chagrin Solutions, LLC was wonderful to work with. Not only did they have the lowest quote out of all of the companies that responded, they were the friendliest and most professional. The service was made the very next morning after I spoke with them. I would most definitely use Chagrin Solutions in the future for any service needs that our firm has in Ohio.

- Julianne F.

Free Consultation

www.chagrinsolutions.com
general@chagrinsolutions.com
440.600.1052

2140 Milestone Dr, 322
Findlay, Ohio 45840
Ohio Lic# 201421002340
Join us and contribute to our impressive community of scholars, scholar-practitioners, and world renowned faculty by earning a doctoral degree in Human and Organizational Learning (HOL) at The George Washington University. Through a cohesive and comprehensive curriculum, our students self-organize around problems of practice, explore connections between alternative perspectives and practices, and immerse themselves in multi-disciplinary literature related to adult learning, leadership, culture, and change.

THE HOL DOCTORAL DEGREE IS DELIVERED IN TWO FORMATS:

**EXECUTIVE LEADERSHIP PROGRAM**
- Cohort enrollment model
- Coursework completion in two and one-half years
- Classes offered one weekend a month
- Extensive alumni network
- Convenient to Dulles Airport
  (at GW Virginia Science and Technology Campus)

**HUMAN AND ORGANIZATIONAL LEARNING**
- Part-time or full-time enrollment model
- Coursework completion depending on enrollment (ranging from two and a half to three and a half years)
- Weekday evening classes
- Local and global networking opportunities
- GW Washington, DC, Main Campus

Learn more at gsehd.gwu.edu
Save the Date!

2019 AHRD
International Research Conference in the Americas

FEBRUARY 13-16, 2019
Marriott Downtown • Louisville, Kentucky
www.ahrd.org