

## Welcome Cohort 19!

Final selections have been made for Cohort 19. Congratulations to all those accepted into the incoming cohort! We are pleased to have you join our scholarly community and look forward to getting to know all of you much better. The program begins with a June residency which takes place from June 14 to 22. See you then!

## Did You Miss the Application Deadline for Cohort 19?

We are beginning to process applications for our 20<sup>th</sup> cohort! The process starts with your application form, the \$60 fee, and your resume. Contact our Recruitment Coordinator, Zeynep Ekmekci, at 703-726-3769 or [elpnow@gwu.edu](mailto:elpnow@gwu.edu) to learn about the Executive Leadership Doctoral Program, arrange to sit in on a class, or learn details about the admissions process.

If you are interested in learning more about the program and/or applying, we strongly encourage you to visit during one of our class weekends. Upcoming class dates are:

- May 4 – 5 and 11 – 12
- June Residency
- August 10 – 11 and 17 – 18

Call 703-726-3769 to arrange a time to visit.

## HOL Program Hosts National SRIF Conference

The Human & Organizational Learning Program hosted the 14th Annual Conference of the Society for Research on Identity Formation (SRIF) at GW's Virginia Campus, March 22-25. Based at Florida International University in Miami, SRIF is a multidisciplinary, international organization that promotes the advancement of knowledge and understanding about identity issues through research and knowledge dissemination activities.

## Important Information on Electives

This is a reminder to the ELP community that the "Readings Course: HRD286" is a requirement for all ELP students. We're now offering the course three times a year, once each semester: Summer, Fall, Spring, thanks to Dr. Joe Bocchino.

ELP applicants and incoming students can take the Readings elective at their discretion prior to program entry or during cohort coursework time, but it must be completed no later than the semester they take comprehensive exams.

ELP students will also be required to take one additional elective course that meets their needs and interests, two of which are new this next year:

- Dr. Doug Orton's "High Reliability Organization & Strategizing", delivery Thursday evenings before ELP19 weekend residency (new Fall elective)
- Dr. David Szabla's "Complexity & Change Process" classroom delivery schedule TBA (new Spring elective)
- Dr. Clyde Croswell's "Collective Wisdom: Mindfulness" delivered in Chile in January (Fall registration)
- Dr. Andrea Casey's "Managerial & Organization Cognition" delivered on-line (TBD)
- Dr. Ron Morgan's "Eastern European Elective" delivered in Prague & Budapest in May (Summer registration)
- Dr. Neal Chalofsky's "Meaning of Work" delivered one Thursday per month w/new cohort schedule (Fall registration)

These courses are open to alumni, prospective students, and other GWU graduate students. Students can also contract with a faculty for Independent Study at any time with agreement of the professor.

## Successful Proposal Defenses

Congratulations to the following ABD students who successfully defended their proposals:

Paulette Gabriel – Cohort 10  
Glenn Geelhoed – Cohort 16  
Tim Kincaid – Cohort 16  
Casey Lowe – Cohort 14  
Elizabeth Mahler – Cohort 14  
Mike McAfee – Cohort 11  
Al McCready – Cohort 14  
Elizabeth Ross – Cohort 16  
Michele Scott – Cohort 16  
Robin Wittenstein – Cohort 10

## Summer Workshops

The ELP program will be offering a summer 2007 workshop to all ABD students. This one credit course is a Research Design Technology Workshop with Dr. Liliana Meneses on July 13 and 14, 2007, from 9:00 a.m. to 3:00 p.m. Tuition is \$825 plus the \$35 registration fee.

- Part One – Doing a Literature review using Proquest and Endnotes
- Part Two – Collecting and compiling data using Dragon
- Part Three – Analyzing Data using Atlas.ti and MAXqda

If you are interested in attending, please contact Nancy McGuire at [nmcguire@va.gwu.edu](mailto:nmcguire@va.gwu.edu).

## Dr. Rhonda Jones Publishing Article and Proposal for Chapter

Dr. Rhonda Jones, Cohort 12 is publishing an article entitled “Ties that Bind: Support, Commitment, and Ethnicity among Correctional Officers” in the May/June 2007 edition of *Corrections Compendium*, the research journal of the American Correctional Association.

Dr. Jones is also sole author of a proposal for a book chapter entitled “Successful Talent Management – The Key to Knowledge Management,” which has been accepted for publication by Edward Elgar Publishing. A spring 2008 release date is anticipated.

## Completed Dissertations and Oral Examinations

Congratulations to the following students who recently defended their dissertations.

- Dr. Sandy Becker – “Learning Through Executive Coaching: An Exploration of How Clients Experience Learning”
- Dr. Rich Berry – “Discovering the Missing Link of Emotion in Leadership: A Case Study of Affect Valence and Emerging Leadership”
- Dr. Susie Pontiff – “Ethical Choices: A Phenomenological Study of How Managers in Organizations Perceive Their Decision-Making Experiences in the Face of Ethical Dilemmas”
- Dr. Lydia Pugh – “The Invisible Director: A Case Study of the Interpersonal Dynamics of Effective Nonprofit Governance from the Social Network Perspective”
- Dr. Ernie Smith – “CEOs’ Perceptions of the Board’s Role in Strategy”
- Dr. Mark Stavish – “How Nonprofit Boards of Directors Scan the Environment: A Case Study of a Nonprofit Community Healthcare Board”
- Dr. Bill Toms – “Exploring the Relationship Between Kolb's Learning Styles and TLP Leadership Styles in the New Jersey State Police: A Correlation Study”
- Dr. Ron Stolle – “The Sarbanes-Oxley Act: Are White-Collar Criminal Punishments Being Used to Affect Organizational Cultures of Compliance and Ethical Behavior?”
- Dr. Mary Ann Wangemann – “Decision-Making in Organizational Learning: A Case Study”
- Dr. Janie Valdes – “The Evolution of Organizational Identity Claims in a 35-year-old University”

## AOM

The Academy of Management conference will be held in Philadelphia from August 3 to 8, with many of our ELP community members and guest speakers presenting and attending. Once again, ELP/CSL will host a reception on Sunday, August 5, 5:30 to 7:30, location TBD. Contact [mgorman@gwu.edu](mailto:mgorman@gwu.edu) for more details.

We’re requesting that you list your affiliation with George Washington University so that we can be recognized for having the most attendees. We look forward to seeing everyone at the conference.

## Guest Speakers

The ELP program regularly invites speakers who are faculty subject-matter experts to present to our students. Upcoming speakers include:

- Dr. Jerry Davis (UMich) "Transaction Cost Analysis, Agency Theory" June 10
- Dr. Jeff Lenn (GWU) "Strategy" June 11 and 12
- Dr. Carol Hoare (GWU) "Erikson and Human Development" June 14
- Dr. Jim Hazy (GWU) "Leadership as an Organizational Meta-capability" June 15
- Dr. Marshall Sashkin (GWU) June 16 and 17
- Dr. Ed Olson (Consultant) "Survey Analysis" June 19
- Dr. Karl Weick (UMich) "Sensemaking" June 26
- Dr. Martin Kilduff (Penn State) August 10
- Dr. Woody Powell (Consultant) August 10
- Dr. Anne Huff (U Colorado) August 11
- Dr. Bill McKelvey (UC Irvine) Aug 11 and 17
- Dr. Dave Whetten (BYU) September 7
- Dr. Dan Denison (IMD) October 5

For additional information about the Guest Speakers, contact the ELP office at 703-726-8396.

## Articles and Papers in E:CO

The latest issue (Volume 8 Issue 4, 2006) of the international journal *Emergence: Complexity & Organization (E:CO)* - <http://emergence.org> contains a Special Issue titled "Complexity & Leadership", edited by Jeffrey A. Goldstein & James K. Hazy, Cohort 10. The Editorial Introduction to the special issue, titled "From Complexity to Leadership and Back to Complexity" was likewise written by Goldstein & Hazy.

Also included are Practitioner General Papers "Complexity Leadership Theory: An Interactive Perspective On Leading in Complex Adaptive Systems" by Benjamin B. Lichtenstein, Mary Uhl-Bien, Russ Marion, Anson Seers, James Douglas Orton, & Craig Schreiber; "Generative Leadership: Nurturing Innovation in Complex Systems" by Gita Surie & James K. Hazy; and "The Functions of the Executive Chapter 2: The Individual and Organization" by Chester I. Barnard (with an introduction by Jeffrey A. Goldstein & James K. Hazy).

## Job Advancements

Randy Hinds, Cohort 2, has been promoted to Vice President for Operations at Kennesaw State University. This position as Chief Operating Officer (COO) combines the IT and business organizations. With this promotion, Randy's responsibilities have expanded to include all business and fiscal matters, administrative and academic information IT/IS support and services, public safety, facilities design and operations, library services, security, safety, ID card services, human resources, and auxiliary services.

## ELP Members Publish

Dr. Jack Gilbert, Cohort 3, has written a new book on organizational ethics, *Strengthening Ethics Wisdom: Tools to Transform Your Healthcare Organization*, that will be published in July by the American Hospital Association Press.

Dr. Catherine Lombardozi, Cohort 11, had an article accepted for publication in *HRD Review*. Her thought piece on "Avoiding Malpractice in HRD" is part of her contribution as an active member of the AHRD scholar-practitioner committee which is currently headed by Martin Kormanik, Cohort 8. She was also a lead presenter in the "On Becoming a Scholar-Practitioner" pre-conference workshop at AHRD in February this year.

Michelle Bailey DeLauer, Cohort 17, had an encyclopedia entry accepted by the International Encyclopedia of Organizational Studies which will be published by Sage in August, 2007. The entry was entitled "Authenticity."

## HRD Student Association

The HRD Student Association is proud to sponsor Dr. Nancy Milman to host a teaching portfolio workshop for doctoral students in the Graduate School of Education and Human Development. She will go over the basics of creating an electronic teaching portfolio. This is a great opportunity if you are thinking of going into academia after graduation. The Workshop will be held on Thursday, May 10 at 6 p.m. Contact Katie Rosenbusch at 703-726-3762 for more information.

### **Three Organizations Accept Papers by Dr. Gorman**

"Doing Well with Multi-Level Mix-Methods: Stories from an Empirical Study of Knowledge Creation," a paper by Dr. Margaret Gorman based on her dissertation research, has been accepted for presentation at the 2007 Academy of Management Annual Meeting, August 3 to 8, in Philadelphia.

Also, another paper by Dr. Gorman was accepted by the Second International Conference in March. The conference was organized in partnership with the ISEOR, University Jean Moulin Lyon 3 (France), and the Research Methods Division of the Academy of Management (USA). The paper "Creating Knowledge Though Story-board Process" is based on Dr. Gorman's dissertation, was co-authored with Dr. Andrea Casey, and was presented by Kamilah Giscombe.

Finally, the 2007 International Conference focused on Organizational Learning/Knowledge Creation accepted a paper submitted by Dr. Gorman. The OLKC conference will be held in London, Ontario, Canada, June 14 to 17, 2007. (<http://olkc2007.ivey.ca/>)

### **Human Resource Development Alumnus Mohammed Al-Emadi Publishes**

Mohammed Al-Emadi, Cohort 15, co-authored "Relationship between Employees' Beliefs regarding Training Benefits and Employees' Organizational Commitment in a Petroleum Company in the State of Qatar," with Dr. Michael Marquardt, Professor of Human Resource Development. The article, which will be published in the September 2007 issue of the International Journal of Training and Development (IJTD), is based on Dr. Al-Emadi's dissertation research. Dr. Al-Emadi also coauthored, "National HRD: A Multi Level Analysis," which will be published in the March 2007 issue of Human Resource Development International.

### **Alumni Notes**

If you're an alumnus interested in getting more involved, contact Maryann Jacob at [majacob@gwu.edu](mailto:majacob@gwu.edu).

### **Human & Organizational Learning Graduate Conducts Research in South Africa**

Dr. Geri Augusto, Cohort 8, recently served as visiting research associate at the University of Cape Town's (UCT) Centre for African Studies in South Africa, where she conducted research for an article on the knowledge dynamics around indigenous medicinal plants in the early Cape Colony and helped organize an international workshop on "Exploring African and African Diasporic Knowledges". She presented a paper at a one-day colloquium produced by UCT Deputy Vice-Chancellor and Chair of the Cape Town Higher Education Consortium Martin Hall, as well as "Pharmacology, Bio-prospecting, and Healers: Epistemological Challenges for Databasing" at a workshop for the project Known Earth~Terra Cognita: Indigenous Knowledge and the Re-Imagining of Cultural Heritage Archives, which is sponsored by the South African Department of Science and Technology and UCT.

### **Dr. Marquardt Pens Column in Leadership Excellence**

In the December 2006 issue of *Leadership Excellence*, Dr. Michael Marquardt, professor of human and organizational learning, writes a column based on the theories put forth in his book *Leading with Questions*, which rest on the notion that "leaders who lead with questions will create a more humane workplace, as well as a more successful business. Leaders who use questions truly empower people and change organizations."

### **Dr. Khilji Presents and Publishes Internationally**

Dr. Shaista E. Khilji's paper, "Old Debate, New Evidence in Strategic Human Resource Management: Investigating the Relationship between Employee Satisfaction with HRM and Turnover," was accepted for publication in the *International Business Review*. Dr. Xiaoyun Wang, of University of Manitoba (Canada), co-authored the paper. Dr. Khilji also served as an expert panelist at the Indian Institute of Technology's BIOHORIZON conference, February 22-24, in New Delhi. As a panelist, she shared her view on biotech management and her insight into the complexities of investing and managing growth within biotech companies in general.

## **Dr. Cseh Elected to AHRD Board**

Dr. Maria Cseh, Assistant Professor of Human Resource Development and coordinator of the Human and Organizational Learning (HOL) Doctoral Program, was elected to the Academy of Human Resource Development (AHRD) Board of Directors by the AHRD membership and will serve a three year term from 2007 to 2010. The mission of the AHRD international professional organization is to encourage the systematic study of human resource development (HRD) theories, processes, and practices; to disseminate information about HRD; to encourage the application of HRD research findings; and to provide opportunities for social interaction among individuals with scholarly and professional interests in HRD from multiple disciplines and from across the globe. For more information, visit [www.ahrd.org](http://www.ahrd.org).

## **Dr. Marquardt's Book Published in Farsi**

Building the Learning Organization (2002), a book by Dr. Michael Marquardt, professor of human & organizational learning, was recently published in Farsi. This latest translation adds to a growing list that includes Japanese, Thai, Korean, and Chinese. Leading with Questions (2005), Dr. Marquardt's most recent book has thus far been translated and published in Russian, Portuguese, Chinese, Arabic, Indian English, and Korean.

## **Human Resource Development Program Changes Name**

In Fall 2006, GSEHD's Human Resource Development (HRD) Program officially changed its name to the Human & Organizational Learning (HOL) Program. Faculty members believe the new name more accurately reflects the current theoretical and practical focus of the field and will better serve graduates. "By strongly embedding our emphasis on learning and the human dimension of the workplace in a social-organizational context, we developed a leading edge orientation that extended well beyond what was generally meant by HRD," said Dr. Neal Chalofsky, program director. "Changing the name to Human & Organizational Learning will not only more accurately represent the true nature of our program, it will help us to attract students who are interested in a more broadened and more progressive conception of HRD."

## **HOL Alumni and Faculty Receive AHRD Grant**

Dr. Maria Cseh, assistant professor of human resource development and coordinator of the Human and Organizational Learning (HOL) Doctoral Program, and Ira Todd Cohen, MD and Christiane Corriveau, MD, alumni of the Human Resource Development Program, received a research grant from the Academy of Human Resource Development (AHRD) for their study, "A Health Care Organization Response to Mandated Standardization of Written and Oral Communication: A Case Study of Organizational Learning." The AHRD Grant was awarded for the first time and was announced at the 2007 Academy of Human Resource Development Conference. The selection committee chair noted, "The reviewers were impressed with your proposal and your responses to the various questions. We felt that the proposed project would support the mission of AHRD, advance the field, and contribute greatly to the knowledge base."

## **Dr. Cseh and Beatriz Coningham Receive AHRD Award**

Dr. Maria Cseh, assistant professor of human resource development and coordinator of the Human and Organizational Learning (HOL) Doctoral Program, and HOL doctoral student Beatriz Coningham received the Cutting Edge Award at the 2007 International Academy of Human Resource Development Conference for their paper, "Consulting Across Cultures: Trails in Organization Development and Change." This award is given to the authors of the ten outstanding scholarly papers published in the previous year's conference proceedings and is based on new knowledge contribution to the human resource development profession, theoretical and/or practical importance of the problem, appropriateness of approaches and/or methods used, extent to which the results justify the conclusions, and quality of the reporting.

## **Dr. Marquardt Noted for Action Learning**

Dr. Michael Marquardt has been selected as President of the World Institute for Action Learning, a nonprofit center dedicated to promoting action learning around the world and certifying action learning coaches. See [www.wial.org](http://www.wial.org).

## **Dr. Marquardt Speaks and Publishes Internationally**

Dr. Michael Marquardt was the keynote speaker at the 2007 conference of the Saudi Management Association in Riyadh, where he spoke on the topic of "Leadership in the 21st Century: The Power of Questions rather than Answers." Also Dr. Mohammed El-Emadi and Dr. Marquardt published, "Relationships between Employees' Beliefs Regarding Training Benefits and Employees' Organizational Commitments in a Petroleum Company in the State of Qatar," in the March 2007 issue of the International Journal of Training and Development.

## **Dr. Cseh is Highly Commended Winner at the Emerald Literati Network Awards**

Dr. Maria Cseh's paper co-authored with Dr. David McGuire, faculty member at Napier University, Scotland, has been selected as a Highly Commended Winner at the Emerald Literati Network Awards for Excellence 2007. The paper entitled: "The development of the field of HRD: A Delphi study" was published in the Journal of European Industrial Training. As described by Emerald, "each journal published by Emerald is invited to selecting a winner of the 'Outstanding Paper' award and up to three 'Highly Commended' awards from the last year's volume. As these are often chosen following consultation amongst the journal's editorial team, many of whom will be eminent academics or managers, the winning authors will know that their paper was one of the most impressive pieces of work the team will have seen throughout last year." Dr. Cseh is a faculty member in the Human and Organizational Learning (HOL) program and coordinator of the HOL doctoral program.

## **Updates and Info**

For your reference, this newsletter is also posted on our website at <http://chaos.va.gwu.edu>. If you have any contributions, address changes or feedback, contact Marge Niedzwicz at [mniedzwicz@va.gwu.edu](mailto:mniedzwicz@va.gwu.edu). You can also contact the ELP office at 703-726-8396.

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## **Dr. Cseh Receives AHRD Grant**

Dr. Maria Cseh, HOL faculty, and Ira Todd Cohen, MD and Christiane Corriveau, MD, alumni of the Human Resource Development Program received a research grant from the Academy of Human Resource Development (AHRD) for their study entitled "A Health Care Organization Response to Mandated Standardization of Written and Oral Communication: A Case Study of Organizational Learning." The AHRD Grant was awarded for the first time and was announced at the 2007 Academy of Human Resource Development Conference. The selection committee chair noted "The reviewers were impressed with your proposal and your responses to the various questions. We felt that the proposed project would support the mission of AHRD, advance the field, and contribute greatly to the knowledge base."

## **Dr. Khilji to Chair and Present this Summer**

Dr. Shaista E. Khilji, Assistant Professor of Human and Organizational Learning, will chair and present papers at various international conferences this summer. She will serve as the program chair of the Academy of Global Business Advancement in Penang, Malaysia. In addition, she will present a total of six different papers at various international conferences, including the Academy of Global Business Advancement (Malaysia), the Eastern Academy of Management (New Brunswick, NJ), the EGOS-European Group on Organizational Studies (Vienna, Austria), and the Academy of Management (Philadelphia, PA). These papers have been co-authored with her research collaborators in Colombia, Singapore, Hong Kong, Mexico, Brazil, Philippines, Turkey, Canada and the U.S., along with GSEHD doctoral student Yoshimi Muto, Cohort 17.