Human and Organizational Learning

Program News

Human and Organizational Learning Becomes a New Entity

The Human and Organizational Learning program became a department in the Graduate School of Education and Human Development beginning July 1. This new department includes the Executive Leadership Doctoral Program (ELP) in Ashburn and Southern Maryland, as well as other programs in Washington, D.C., Hampton Roads, Alexandria, and Singapore. Dr. Diana Burley is the Chair of the new department, and can be reached at 703-726-8396. For a further description of the HOL programs, please see http://bit.ly/d5iJC4.

ELP is Offering a Certificate With a Global Perspective

The Certificate in Global Leadership in Teams and Organizations is designed to increase the learning, leadership, and change capacity of individuals and organizations with a global emphasis in Human Resource Development. Theory, research and practice are balanced throughout the curriculum.

Upcoming classes are:

- Leadership in Organizations – Istanbul, Turkey, October 19 to 23
- Global and Cross-cultural HRD – Singapore, January 18 to 22
- Groups and Teams in Organizations – Buenos Aires, Argentina, March 15 to 19

Register for the whole certificate program, or sign up for individual classes which can be applied as Master’s or Doctorate level electives. You don’t have to be enrolled in a degree program to participate. Contact Zeynep Ekmekci at elpnow@gwu.edu and see http://www.gwu.edu/elp/certificate.html for more details. Applications are accepted year round. See http://www.gwu.edu/elp/certificate.html for more information.
**Now Accepting Applications for Cohort 23**

The Executive Leadership Doctoral Program in Human and Organizational Learning (ELP AVA) is a cohort-based program in Ashburn, VA. Would you or someone you know like to join us?

Interested candidates are strongly encouraged to visit ELP AVA during one of our cohort weekends. Upcoming dates:

- September 10 – 11 and 17 – 18
- October 15 – 16
- November 5 – 6 and 12 – 13

Contact our Recruitment Coordinator, Zeynep Ekmecki, at 703-726-3769 or elpnw@gwu.edu to learn more about the Executive Leadership Doctoral Program, arrange a visit, or get details about the admissions process. Applications for ELP AVA Cohort 23 beginning June, 2011, are being accepted throughout the year.

**Sustainability Research Project**

HOL faculty and students have launched a new research project to explore the implications of sustainability initiatives for HRD leaders and programs. The research is being funded by a summer research grant awarded to HOL by the GW Institute on Sustainability Research, Education and Policy. Summer activities will include interviews with HR/HRD leaders and several research symposia to identify issues and shape questions to drive future HOL research on the intersection of sustainability and organizational change. The findings will be presented at the HOL New Horizon's conference which is being planned for October, 2010. Contact Dr. Ellen Scully-Russ at scullyru@gwu.edu.

**Student News**

**Successful Dissertation Defenses**

Congratulations to the following students who recently defended their dissertations:

- **Dr. Fritz Krauss**, Cohort 16 – “The Role of a Middle Management Team During a Directed Restructuring: A Case Study of a Government Agency Using Stones’ Strong Structuration”
- **Dr. Robert Kerin**, Cohort 12 – “The Process of Change in Leadership Development: Using 360-degree Feedback to Study the Roles of Reflection, Planning, and Support”
- **Dr. Lou Pugliese**, Cohort 17 – “A Correlational Study on the Relationship Between Entitativity and Workplace Satisfaction in an Automotive Setting”

Join our wiki for the ELP/HOL New Horizons Anniversary Research Conference taking place October 8–9, 2010.
Successful Proposal Defenses

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

- Kenny Dickerson – DC Student
- Laila Moretto – Cohort 19
- Mary Taylor – Cohort 19

Sara Hitch and Sherry Kennedy-Reid Present in Boston

Sara Hitch and Sherry Kennedy-Reid presented their paper, “Innovation Through Storytelling in the Family-owned Business” at the International Organizational Learning, Knowledge & Capabilities (OLKC) conference held June 4-6 in Boston, MA. Drs. Andrea Casey and Anna Cenatiempo also presented their paper, “The Role of Front-line Employees in Knowledge Creation: A Case Study of a Federal Government Agency,” at this conference.

Alumni News

Dr. Sydney Savion, Cohort 18, Publishes in JFQ

Dr. Sydney Savion’s article “Burgeoning Courses, Lagging Standardization” explores the standardization of joint military training and education across the joint learning continuum. This article is featured in the Joint Force Quarterly. JFQ is the Chairman, Joint Chiefs of Staff’s journal on joint military and security studies intended to educate national security professionals.

Book Section Published by Dr. Susan Miller

Cohort 12’s Dr. Susan Miller published “A Tale of Two Organizations” in Complexity and Knowledge Management: Understanding the Role of Knowledge in the Management of Social Networks.

Dr. Jim Hazy, Cohort 6, Publishes Book

Complexity and the Nexus of Leadership: Leveraging Nonlinear Science to Create Ecologies of Innovation was published by Dr. Jeffrey Goldstein, Dr. James K Hazy & Benyamin Lichtenstein. The book includes case studies on Netflix, Starbucks, IBM, Merck and other companies.

In Memoriam: Dr. Tom Sawner

Dr. Tom Sawner passed away on July 11. As a loyal alumnus and passionate educator, Tom was a cherished member of the GSEHD community who will be remembered for his kindness, devotion and generosity. With his wife, the Honorable Bettina Callaway, Tom established two non-profit foundations dedicated to education – the Educational Opportunity and Research Foundation and the Educational Options Foundation, of which Tom was chairman.

Tom was active within the GSEHD community. He received his Ed.D. with ELP Cohort 4, and was a dedicated and dynamic member of the GSEHD National Council for Education and Human Development for several years.

Professionally, Tom was the CEO of Educational Options, Inc., President of Orchard Learning, Inc., and CEO of River Oak Associates, Inc. He was also active in the U.S. Chamber of Commerce as a member of the small business council, the education committee and winner of the Chamber’s small business of the year award. Tom was also a dedicated member of the U.S. Armed Services with over 20 years of experience as an Air Force fighter pilot and Air Staff officer.

Tom is survived by his wife, Bettina; his daughter, Anne; his son, TJ; and several grandchildren.
**Dr. Andrea Casey Publishes and Presents with ELP Alumni and Students**

The *Journal of Behavioral and Applied Management, 11(1)*, 48-67, published Dr. Casey and Dr. Ozgur Ekmekci’s (2009), “How time brings together the “I” and the “we”: A theory of identification through memory.” Also, Drs. Casey and Tim Tobin (in press) published, “Together we are one – or are we? The role of organizational identity in the early stages of a strategic alliance.” in the *International Journal of Strategic Business Alliances.* Dr. Tobin is an alum of the DC doctoral program. Dr. Ekmekci is an alum of ELP.

Dr. Andrea Casey presented a paper co-authored by Dr. Ekmekci, Dr. Katie Rosenbusch, Drl Linda Byington and Christina Cataldo at The Second International Symposium on Process Organization Studies in Rhodes, Greece, in June, 2010. The paper was entitled, “How the evolution of physicians’ professional identity influences willingness to participate in clinical research.” Additionally, a paper prepared by Drs. Casey and Ekmekci, “How organizational identification emerges and evolves over time” was presented at the Reputation Institute, Rio de Janeiro, Brazil.

**Faculty News**

**Faculty Author Lead Article in Journal**

Drs. Ellen Goldman and Andrea Casey co-authored the lead article in the *Journal of Leadership & Organizational Studies Special Issue: Frontiers in Management and Organizational Development.* Their article “Building a Culture That Encourages Strategic Thinking” explores leadership behaviors that maximize the relationship between organizational culture and the individual process of learning to think strategically.

**Dr. Ellen Goldman Honored by Literati Network Awards**

Dr. Ellen Goldman, Assistant Professor of Human and Organizational Learning and Director, Master Teacher Leadership Development Program, along with Drs. Margaret Plack, Catherine Turley, Colleen Roche, and Jeffrey Smith of the GW School of Medicine faculty, was chosen as a Highly Commended Award Winner at the Literati Network Awards for Excellence 2010. The award recognizes the quality of their paper *Learning in a chaotic environment* published in the *Journal of Workplace Learning*. The paper concerns an empirical study of how residents learn in the emergency department.
Dr. Shaista Khilji Leads New Journal

Emerald Publications has approved the launch of *South Asian Journal of Global Business Research (SAJGBR)* with the launch date of January, 2012. Dr Shaista Khilji, Associate Professor of Human and Organizational Learning, will lead this Journal and serve as the Founding Editor-in-Chief. SAJGBR is dedicated to advancing international business theory and practice by focusing upon South Asia, the world's most populous region, where a research culture is being promoted as a result of major educational reforms. According to the World Bank, the South Asian Region has a population of around 1.5 billion people distributed in the following eight countries: India, Pakistan, Bangladesh, Afghanistan, Nepal, Sri Lanka, Bhutan and Maldives. The South Asian economy is growing more than 8% annually as measured by their combined Gross Domestic Product. South Asian population is predominantly young, and more than 10 million students enroll in universities each year (65,000 at the Doctoral level) only in India and Pakistan.

Nomination for Drs. Khilji and Cseh

Dr. Khilji’s and Dr Maria Cseh’s symposium titled *Leading Multicultural Teams for Success: A Prism of Perspectives* has been nominated for *Emerald Best International Symposium Award* at the Academy of Management (AoM). This symposium was presented at AoM in Montreal in August, 2010. It was organized with Christina Butler (Kingston University, UK), Lena Zander (Uppala University, Sweden) and Elizabeth C. Ravlin (University of South Carolina). Drs. Khilji and Cseh presented a paper titled “Global Leadership - The New Narrative” which was co-authored with Dr. Elizabeth Davis of CCAS at GW.

The Emerald Award is an International Theme Committee award given to the symposium that best meets the objective of internationalizing the Academy.

In order to be nominated, the symposium should have been highly rated by division reviewers, the design and organization of the symposium should show strong evidence of collaboration between scholars from different countries; the theme and content of the symposium should reflect an awareness of business and management outside domestic boundaries; and must offer new insights that are rich in observation, and employ creative methodologies.

Dr. Khilji to Consult With OPM

Dr Shaista E. Khilji has been selected to participate in the US Office of Personnel Management’s (OPM) Open Government initiative. As member of the Component Team for *Management, Policy and Sustainability*, she will recommend ways to improve OPM’s Knowledge Management infrastructure and the associated business processes.

Dr. Ellen Goldman Co-authors Papers

Dr. Ellen Goldman, Assistant Professor of Human and Organizational Learning and Director, Master Teacher Leadership Development Program co-authored “A Qualitative Study of the Meaning of Physical Examination Teaching for Patients” published in the *Journal of General Internal Medicine*. The paper presents the findings of an empirical study conducted at the Washington DC VA Medical Center. Co-author Katherine Chretien, MD is a graduate of the Master Teacher Leadership Development Program.

In addition, Dr. Goldman and DC HRD doctoral student Chris Cowan co-authored “Flexible and Inexpensive: Improving Learning Transfer and Program Evaluation Through Participant Action Plans” published in *Performance Improvement Journal*. The paper discusses work completed for the DC Mayor’s Office Victims Assistance Program.

HOL was also represented by Margaret L. Hilton, Senior Program Officer, Center for Education, The National Academies and alumnus of the HRD Master’s program. She co-authored the paper “Fostering Talent Development Through Commitment-based Human Resource Development” with Dr. Cseh.

Dr. Maria Cseh Co-chairs Conference in Pécs, Hungary

Dr. Maria Cseh, Associate Professor of Human and Organizational Learning (HOL), coordinator of the HOL doctoral program and Honorary Professor at the University of Pécs, Hungary played a major role in the organization of the 11th International Conference on Human Resource Development Research and Practice across Europe. The theme of this peer-reviewed conference was Human Resource Development in the Era of Global Mobility. The conference was held in the city Pécs, Hungary, the 2010 European Capital of Culture. Dr. Cseh served on the conference’s Advisory Committee and was one of the Conference Chairs. She also chaired the Global Mobility and Team Development Conference Stream and was the co-editor of the Conference Proceedings.

Also, Dr. Cseh presented the paper Developing a Global Mindset: Learning of Global Leader co-authored with Drs. Elizabeth B. Davis and Shaista E. Khilji, at the Conference on Human Resource Development Research and Practice across Europe. The paper was published in the conference’s peer-reviewed proceedings.

Students Led by Dr. Maria Cseh for Certificate Program Class in Hungary

Dr. Maria Cseh led a group of HOL students on a trip to Hungary as part of the international course on Issues in Human
Consider submitting a proposal to ESRI 2011. Proposal categories include:

- Scholarly papers
- Poster presentations
- Faculty- or student-led symposia
- Completed dissertation findings

All student proposals are due Tuesday, November 16, 2010, to esri2011@gmail.com. More information can be found at www.gwu.edu/~esri.

Updates and Info

For your reference, this newsletter is also posted on our website at http://www.gwu.edu/elp/news. If you have any contributions, address changes or feedback, contact Marge Niedzwicz at mniedzwicz@va.gwu.edu, or contact the ELP office at 703-726-8396.

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