



It's Autumn!

Believe it or not, our new cohort, Cohort 17, is halfway through its first semester. Studies are going well and many new ideas are being shared.

For your reference, an on-line version of this newsletter is posted on our website at <http://chaos.va.gwu.edu>. If you have any contributions, address changes or feedback about the newsletter or web site, contact our Knowledge Management Coordinator, Marge Niedzwicz, at mniedzwicz@va.gwu.edu. The ELP office can be reached at 703-726-8396.

Admissions Interviews

Interviews for Cohort 18 are underway. Although the application deadline for our next cohort is February 1, you are encouraged to submit your information early. Contact Kamilah Giscombe at 703-726-3787 or elpnow@gwu.edu to learn about the Executive Leadership Doctoral Program.

Prospective Students Always Welcome

For those interested in learning more about the program and/or applying, you are strongly encouraged to visit us during one of our class weekends. Upcoming class dates are:

- November 4 – 5 and 11 – 12
- December 9 – 10 and 16 – 17
- January 13 – 14 and 20 – 21

If you have any questions about the program or about applying for admission to Cohort 18, contact our Recruitment Coordinator, Kamilah Giscombe at 703-726-3787 or elpnow@gwu.edu.

Alumni Notes

If you're an alumnus interested in getting more involved, contact Linda Byington at lbyington@cox.net.

HRD Alumna Dr. Darlene Andert Publishes and Presents in 2005

Dr. Darlene Andert, Cohort 6, has been busy with several publication and presentation opportunities this year. In May, she was invited to present at the 6th International Conference for Corporate Governance in London and has recently published "Enhancing Decision-Making Symmetry by Endorsing All Powers to the Full Board," a commentary on the Corporate Governance web site. She also published "Independent Directors, Knowledge Symmetry and All Powers" in both the *Corporate Governance International Journal for Enhancing Board Performance* and *Making Corporate Governance Work Better*, published by the World Council for Corporate Governance. Her paper was also published, in an abbreviated format, on the Corporate Governance Library web site at <http://corpgov.net/news/news.html#News>.

Awards

Nicholas J. Scalzo, Cohort 11, was awarded best paper, based on his doctoral dissertation, at the Corporate Communications Institute's "Conference on Corporate Communication 2005" at Wroxton College, England. The paper was titled "Radical Organizational Change and Organizational Memory Systems". As part of the award, the paper is to be published in an upcoming issue of *Corporate Communication: An International Journal* and *Journal of Business Strategy*.

Brian Tivnan, Cohort 10, received a scholarship award to an invitation-only conference featuring work of Dr. Jim March.

We Need Your Latest Publications

Now that we're getting close to the end of the year, we'd like to get any new information on your work that was published this past year. Please send your bibliographic information to Marge Niedzwicz at mniedzwicz@va.gwu.edu.

Academy of Management

The Academy of Management Managerial and Organizational Cognition Division awarded Dr. Ellen Goldman, Cohort 14, "Best Doctoral Student Proposal" for her dissertation-related paper at their August 2005 Professional Development Workshop: Cognition in the Rough. This is the second year in a row that an ELP alumnus has won this. Congratulations!

Welcome Dr. Doug Orton

We're pleased to announce that Dr. Doug Orton has joined our ELP family as a new faculty member. Dr. Orton will be working with our doctoral students and enhancing our research agenda associated with strategy, organization theory, and intelligence community management. He has impressive credentials in publishing (*Academy of Management Review*, *Journal of Management Studies*, and *International Journal of Intelligence and Counterintelligence*), graduate education (Boston College, HEC Paris Graduate Business School, MIT, and UC-Irvine), and international executive education (Seville, Warsaw, Vienna, Frankfurt, Geneva, and Sophia Antipolis).

Upcoming events with Dr. Orton:

- Overview of spring '06 elective on Thursday, **December 15** from 6-8pm. Call 703-726-8396 for more information.
- Spring Elective - "Executive Leadership Development in the US Intelligence Community," offered monthly on Thursdays at 5:30-9:30 p.m. on **January 12, February 9, March 9, April 6, and May 4**. This graduate level course is available to potential and current graduates students and to members of the intelligence community in fulfillment of their intelligence community officer requirements, and may be available on a per session seminar format with approval from Dr. Orton.

To RSVP to any of the above events, email elpnow@gwu.edu, call 703-726-8396, or contact Dr. Orton with further questions at dorton@gwu.edu. We're thrilled to have Dr. Orton join our scholarly community. Please stop by and welcome him!

ELP Alumna Patricia Goodman Publishes Article with Dr. Neal Chalofsky

Dr. Patricia Goodman, Cohort 10, and Dr. Neal Chalofsky, director of the Human Resource Development Program, published an article entitled, "Exploratory Research on the Effect of Autonomous Learners to Team Learning within Healthcare," in *Current Topics in Management*, Vol. 10, 2005.

Spring Electives

Taking an elective before applying will give prospective students a basic understanding of the format of the ELP program. For those interested in applying to the program and those who need to take either of their two electives, the syllabus for our Readings class can be found on-line at <http://chaos.va.gwu.edu/elp/readings%20class.htm>. Also, Dr. Doug Orton is teaching a spring elective titled "Executive Leadership Development in the US Intelligence Community". Contact Nancy McGuire at 703-726-3768 to register for either of these classes.

Job Success

Dr. Jack Gilbert, Cohort 3, has announced a new web site, www.newpageconsulting.com, that focuses on his emerging practice in organizational ethics.

Vareen O'Keefe-Domaleski, Cohort 14, has accepted a position to be Vice President of Clinical Services and Chief Nurse Executive at Sheppard Pratt Health Systems in Baltimore. This is a large behavioral health system with national prominence. Vareen will have responsibility for one large hospital and 26 other sites.

Feature Article

Dr. Marie Borum, ELP 6, was featured in the July issue of *Washingtonian* magazine headlining Washington's top doctors. Dr. Borum is chief of gastroenterology at GWU Medical Center, one of only a few women in the country to hold this type of position. Her degree from the ELP program is but one of three, including an MD.

Completed Dissertations and Oral Examinations

Congratulations to these students who defended their dissertations this past quarter.

- Dr. Merle Schwartz – “The Modeling of Moral Character by High School Teachers Through Transformational Leadership and Emotional Competence”
- Dr. Ellen Goldman – “Becoming a Strategic Thinker: The Learning Journey of Healthcare CEOs”
- Dr. Mary-Therese Brady-Hartnett – “The Emergence of Knowledge in Communication: An Exploratory Study of the Relationship Between Team Talk-in-interaction and Team Learning Actions in a New Product Development Team”
- Dr. Martin Kormanik – “White Males in Work Transition: Describing the Experience of a Stalled Career”
- Dr. Melissa Denihan – “Naturalistic Decision Making in Aviation: A Qualitative Study of the Decision Making Process of Naval Aviators in Novel or Unexpected Flight Situations”
- Dr. Gina Myers – “A Phenomenological Study of the Leader’s Experience Involving a New Information Technology”
- Dr. Dan Krieger – “Workforce Diversity: A Historical Case Study of NASA’s Goddard Space Flight Center”
- Dr. Devin Jopp – “Formal and Informal Collective Learning Systems: Understanding the Emergent Flow of Knowledge”
- Dr. Marian Fortner – “Entrepreneurs and their Social Networks: Motivations, Expectations and Outcomes”

ABDs on Their Way

We are happy to recognize the following ABD students who recently defended their proposals. Good luck in the final steps towards completing your dissertations.

Mohammed Al Emadi – Cohort 15
Maryann Beebe – Cohort 15
Linda Fang – Asia 2
Bill Neal – Cohort 15
Karen Pakulis – Cohort 8
Michael Slade – Cohort 15
Ron Stolle – Cohort 14
Brian Williams – Cohort 15

Speaking Engagement

Dr. Bea Carson, Cohort 14, was guest speaker at the pre-marathon College of Running, in Alexandria, VA. She presented "Savor the Journey" which was based on the findings from her dissertation "Meeting the Challenge: An Explanatory Study of the Transformations in Self-efficacy and Learning Orientations of First Time Marathoners".

Guest Speakers

As a part of our Speakers Series class, the ELP program invites speakers who are faculty subject-matter experts to present to second year students. The featured guest speaker this summer was Dr. Dave Whetten (UMich), who spoke on Organizational Identity.

Fall speakers include:

Dr. Mary Ann Glynn – October 8, 1:30 to 5:30 p.m.
Dr. Mary Jo Hatch – December 9, 5 to 9 p.m.

For additional information about the Guest Speaker Program, contact Gayatri Pandit at gayatri@gwu.edu.

Comments from the Field

Dr. Sid Winter, one of ELP’s guest speakers this past semester, world renown economist and Nobel Prize nominee, mentioned that he greatly enjoyed his encounter with the ELP students. He said “it’s quite unusual to find a group that has on the one hand so much maturity and experience of the ‘real world,’ and on the other hand, so much enthusiasm for engaging ideas that might help in understanding the real world.” He found it a real pleasure to interact with you.

Department of Human Resource Management Invites Dr. Maria Cseh to Conduct Workshops

Dr. Maria Cseh, assistant professor of human resource development, was invited by the Department of Human Resource Management of the Institute of Adult Education and Human Resource Development, at the University of Pécs, Hungary, to conduct a series of workshops on organization development & change in May, 2005.

Dr. Shaista E. Khilji Presents at Russian Women Leaders Program at the Library of Congress

Dr. Shaista E. Khilji, assistant professor of human resource development, presented at an opening session of the Russian Women Leaders Program, which occurs in conjunction with the Open World Leadership Center and is sponsored by the U.S. Congress. During her presentation, entitled, "Women in Corporate America," Dr. Khilji presented basic facts about female participation rates, shared research findings that highlight differences in value systems between men and women, and argued that managers engage in matching of individual and organizational values to improve retention rates. The program brings Russian women to Washington, DC, to study the practice and traditions of managing an American business.

ASTD Awards Dr. Maria Cseh an Excellence in Research-to-Practice Citation

Dr. Maria Cseh, assistant professor of human resource development, received an "Excellence in Research-to-Practice" citation in the Partnership category from the American Society for Training and Development (ASTD) in recognition of her collaborative work with Mr. John Baaki, owner/manager of Impact Performance, LLC, of Hazel Park, Michigan. The pair presented, "The Road Toward Creating a Business Unit in a Large Organization: A Case Study of the Change Process," at the ASTD 2005 International Conference and Exposition.

Dr. Michael Marquardt Publishes Book *Leading with Questions*

In his latest book, professor of human resource development Dr. Michael Marquardt demonstrates how effective leaders use powerful questions to encourage participation, teamwork, creative thinking, relationship-building, and long-term learning and success.

The book also discusses active listening and follow-up and details guidelines for using questions in a variety of situations. Dr. Marquardt also is the director of the Global Institute for Action Learning. *Leading with Questions* is available from John Wiley & Sons, www.wiley.com.

Dr. Maria Cseh Presents at Academy of Human Resource Development Conference in United Kingdom

Together with Professors Krisztián and Nemeskéri, of the University of Pécs, Hungary, at the International Conference on Human Resource Development Research and Practice Across Europe in May, Dr. Maria Cseh presented the peer-reviewed paper, "Human Resource Development Education in Hungary." The conference, which was themed, "Human Resource Development: Addressing the Value," was co-sponsored by the Academy of Human Resource Development (AHRD), www.ahrd.com.

Two Articles by Dr. Shaista Khilji are Accepted for Publication

An article by Dr. Shaista E. Khilji, "Intended and Implemented HRM: The Missing Linchpin in Strategic Human Resource Management Research," has been accepted for publication in the *International Journal of Human Resource Management* (IJHRM), an internationally recognized, peer-reviewed scholarly journal and recipient of the Emerald Reviews Golden Page Award for originality. Dr. Xiaoyun Wang of University of Manitoba, Canada, co-authored the article.

Also, Dr. Khilji's exploratory research has been accepted for publication in the *Journal of Product Innovation Management* (JPIM). The article, "From Invention to Innovation: Toward Developing an Integrated Model of Innovation Management," is an analysis of paradoxes facing several small biotech companies in their search for new and effective drugs and is expected to appear in 2006. Tomasz Mroczkowski of American University and Boaz Bernstein of Queensland University of Technology, Australia, are co-authors.

Human Resource Development Quarterly Names Dr. Neal Chalofsky to Editorial Board

Congratulations to Dr. Neal Chalofsky, associate professor and director of the Human Resource Development Program, for being offered a position on the Editorial Board of the Human Resource Development Quarterly (HRDQ), a prestigious position that serves in advisory capacity to the editor of the HRDQ and votes on publication issues. Dr. Chalofsky will serve a two-year term.

Dr. Shaista Khilji Presents at Academy of International Business and is Elected to Executive Board

In July, Dr. Shaista E. Khilji, assistant professor of human resource development, presented a paper, entitled, "Minimizing Inconsistencies between Intended and Implemented HRM: The First Step towards Developing HR Systems that Contribute to Higher Organizational Performance," at the Academy of International Business (AIB) in Quebec City, Canada. Based upon quantitative and qualitative analyses of several organizations, her study showed evidence of a positive relationship between higher levels of employee satisfaction and organizational performance and that it is impossible to take advantage of this relationship without proper implementation of human resource management practices and full management commitment.

Dr. Khilji also was elected to the Executive Board of the Women in the Academy of International Business (WAIB) as Secretary/ Treasurer. Established in 2001, WAIB, an organization within the Academy of International Business (AIB), is the leading association of scholars and specialists in the field of international business, with more than 3000 members in over 65 countries. For more information, visit <http://cibs.tamu.edu/waib/>, or email skhilji@gwu.edu.



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