



University Forum for Human Resource Development Annual Conference 2018

*“Power and possibility: unleashing the potential of
HRD”*

6th – 8th June 2018

Newcastle Business School, Northumbria University



Welcome to UFHRD 2018

The UFHRD, AHRD and Newcastle Business School are delighted to welcome you to the 19th *International Conference on HRD Research and Practice across Europe* Conference.

The theme of the conference this year is “*Power and possibility: unleashing the potential of HRD*”. This theme reflects the history and future of our region and of the city of Newcastle-upon-Tyne. The industrial North-East of England emerged on the back of *power* engineering with steam locomotive, railway and marine power pioneers such as George Stephenson and Charles Parsons manufacturing in the region. Today the region hosts one of Europe’s largest and most efficient auto plants and the world’s largest manufacturer of electric vehicles.

Recently, in efforts to attract greater investment into northern cities and towns the ‘Northern Powerhouse’ has entered the English political lexicon. This initiative is intended to provide a significant financial boost for the region.

The term *power* also provides the opportunity for us, as HRD academics and professionals to consider a more critical perspective to our field.

Newcastle-upon-Tyne is a vibrant city and was recently awarded “Best City in Britain” by *The Guardian Travel Awards*. The city boasts world-class culture, vibrant nightlife, award-winning dining, inspiring heritage, fantastic shopping and acclaimed architecture. These are linked, as nowhere else, by the famous Geordie spirit. The city of Newcastle is united with its neighbour Gateshead (on the south bank) by seven bridges across a spectacular riverscape of the Tyne.

We are delighted to have four distinguished experts join us as keynote speakers for the main conference: Professor Laura Bierema (University of Georgia, College of Education), Dr. David McGuire (Glasgow Caledonian University), Steve Moreton (Head of People, Resourcing and OD with Virgin Money) and Ann Francke (CEO of the UK Chartered Management Institute). We are also pleased to be joined by Professor Mark Saunders (University of Birmingham) and Dr. Stefanie Reissner (Newcastle University) for the pre-conference Doctoral Symposium.

We also extend a special welcome to doctoral students and early career researchers and our HRM/D practitioners.

We offer our sincere thanks and gratitude to a range of organisations and individuals, without whom this year’s conference would not take place. We would like to thank the Stream Leaders, the reviewers and the session Chairs for their efforts. We would also like to thank Newcastle Business School, our sponsors and exhibitors. Finally, we are very grateful to all our colleagues within Newcastle Business School’s Organisation and Human Resource Management (OHRM) Subject Group and the University events team who have contributed to the organisation and delivery of the conference. Further information about the Subject Group can be found at <https://www.northumbria.ac.uk/about-us/academic-departments/newcastle-business-school/research/subject-groups/organisation-and-human-resource-management/>

Finally, on behalf of the UFHRD 2018 organising team, we hope that you have an enjoyable and stimulating time at the conference. We hope you also manage to find time aside from the conference to see our wonderful city and to experience the Geordie welcome.

Kate, Russell and Jamie
Conference Leads

UFHRD/AHRD 2018 sponsors: Thank you

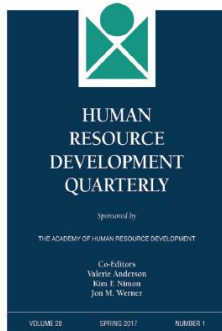
Our conference has kindly received sponsorship as follows:



HRDI is delighted to support the 2018 UFHRD Conference hosted by Northumbria University. HRDI is particularly proud to sponsor **Professor Mark Saunders'** keynote address in recognition of his outstanding service to the HRD field.



HRDR is proudly sponsoring **Professor Laura Bierema's** keynote at the 2018 UFHRD conference.



HRDQ is proud to support the 2018 UFHRD Conference and sponsor **Dr. David McGuire's** Keynote Address: *Power, Possibility and Potential: Lessons from the Research Collaborative Process in HRD*.



This project has received funding from the European Union's Horizon 2020 research and innovation programme under the Marie Skłodowska-Curie grant agreement No 734824

GETM3 (Graduate Entrepreneurial Talent Management) is pleased to sponsor both **Steve Morton** and **Ann Francke's** keynotes

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Key information for delegates

UFHRD/AHRD 2018 Conference Leads

Kate Black, Russell Warhurst and Jamie Callahan.

OHRM Working Group members

Sandra Corlett, Jenny Davidson, Gillian Forster, Lesley-Ann Gunton, Claire Hedley, Patrick Hutchinson, Merrel Knox, Emma Mullen, Saquifa Seraj, Amy Stabler, Brenda Stalker, Helen Tracey, Phil Wilding, Steff Worst and Sara Zaeemdar.

Conference Assistant: Sarah Stephenson



Conference proceedings

The conference proceedings can be accessed online. To view abstracts and download papers please go to our website at <https://www.northumbria.ac.uk/about-us/news-events/events/2018/06/university-forum-for-hrd-annual-conference-2018/conference-proceedings/>

Conference registration

The conference registration desk is located in the entrance foyer of Newcastle Business School, City Campus East 1, Northumbria University, Newcastle-upon-Tyne, NE1 8ST. See the [campus map](#).

Wi-Fi access

Connect your device to the 'Guest' wireless network:

1. From your device connect to the network **WiFi Guest**

2. Open a web browser

Note: If the Guest gateway page does not open automatically, open a browser (e.g. Explorer, Chrome) and you should be re-directed. If you receive a Certificate notice, select **Proceed Anyway** to continue

3. From The Cloud landing page locate the box **Get online at Northumbria University** and click **Go**
4. Scroll down to select **Create Account**
5. Enter your details and your account will be created.

You will then be connected to **WiFi Guest**

Please ask a member of staff if you need access to a computer in the hub areas.

Technical information for papers, symposiums / workshops

All rooms will have a full AV desk, data projector and screen available and will be installed with the following packages from Microsoft Office: Word, Excel and PowerPoint. Please note Macs and iPads are not available / supported. Delegates are kindly asked to ensure the file type of their presentation is fully compatible with Microsoft Office.

Please see presenter guidelines, which are available on the website.

Student Ambassadors

Our Student Ambassadors will be in the Business School throughout the conference to assist you where necessary. Please look for them in their brightly coloured t-shirts.

Special mobility access

All buildings are fully compliant with accessibility requirements having appropriate toilets and access to all floors. For further information about the disability facilities, please ask a member of staff.

Multi-faith Chaplaincy

Our multi-faith chaplaincy is located on the 4th floor of the Wynne Jones building on the main campus precinct (across the motorway from CCE1). Please ask at the registration desk for directions or see the [campus map](#).

Quiet Room

If you are looking for some peace and quiet during the conference, room 007 has been set aside for use for this purpose. Please may we ask that you switch off your mobile phone and refrain from chatting or holding meetings in this room. We also ask that you do not take hot or cold food into the room and only covered/sealed topped drinks.

Water and refreshments

Refreshments will be served, as indicated in the programme as follows:

- *Tea/coffee*: Ground floor
- *Lunch*: Ground floor café area, in designated seating area

Chilled water is available from the dispensing machines located on each floor by the vending machines close to exit doors. You will need your own bottle/cup.

If you have informed us in advance of **special dietary requirements** or food allergies please let the catering staff at the food station know, and they will advise you accordingly.

Cloak / luggage room

The cloak and luggage room will be located on the ground floor of the Business School building. Please ask at the registration desk. While our cloakroom will either be staffed or locked, please note that we are not able to accept liability for loss or damage to any of your belongings that are left here. Therefore, we encourage you to keep your valuables with you.

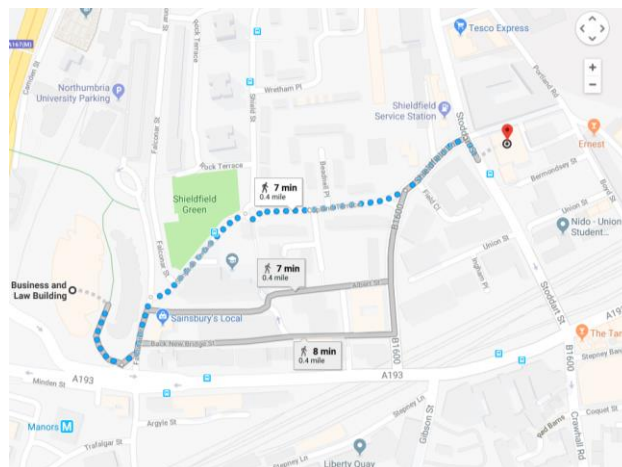
Drinks reception

A drinks reception with entertainment by *Lets Circus* is scheduled from 18:30 on Wednesday evening (see later programme information). This reception is being held in the Sutherland Building. The building will be signposted from CCE1. Alternatively, please ask at the registration desk for directions or see the [campus map](#).

Conference dinner at the Biscuit Factory

Our conference dinner is being held at the Biscuit Factory, which is a 7-min walk from the Business School and *circa.* 15-minute walk from the City Centre hotels.

Location: Stoddart St, Newcastle upon Tyne, NE2 1AN



The Biscuit Factory is a former Victorian warehouse owned by the Gibson family, and used more latterly for the manufacture of biscuits by the “*Newcastle upon Tyne Biscuit Manufacturers*”, today, *The Biscuit Factory* is the UK’s largest contemporary art, craft and design gallery.

Further information about *The Biscuit Factory* and its exhibition and gallery spaces can be found at: <https://www.thebiscuitfactory.com/>

Public transport

There are excellent public transport links around the Newcastle-Gateshead area, and between the Quayside and the City centre should delegates wish to take advantage of

them. The Business School is 'City Campus East', which is situated only a 3-mins walk from Manors **Metro station** or a 10-mins walk from Monument or Haymarket Metro stations.

The **Quaylink bus service** provides a reliable service every 15 minutes from Baltic Square, along the Quayside to the city centre and Haymarket Metro station.

Car parking

Please note that there is no car parking available on the University campus.

The nearest public City Centre car-park is the NCP John Dobson Street (sat. nav. post code: NE1 8HL) which is approximately 7mins walk from the Business School. This car park can be pre-booked via the NCP website.

Taxi companies

The main taxi companies are:

- Noda: 0191 222 1888
- Blue line: 0191 262 6666

This building is "City Campus East 1" and taxis wait in the turning circle (fire assembly point) at the Nursery end of the buildings (the opposite end to the main road and Metro station)

Fire Assembly point

There are no expected fire drill practices or fire alarm tests scheduled during the conference period.

Should the fire alarms sound, you are requested to leave the building through the nearest available exit.

The fire assembly points are located in the bus-turning circle at the North end of the building and at the South end exit to the precinct (towards the Metro station)

Conference entertainment

Let's Circus (www.letscircus.com) will be performing at our drinks reception on Wednesday 6th June. They are the modern day 'Greatest Showpeople' and combine stylish international variety artists to create spectacular entertainment programmes across the UK. Based right here in Newcastle upon Tyne, they are a boutique circus of the North East. Combining skill, creative flair and the age-old artistry of showmanship. Let's Circus present all the spectacle of the Big Top, with the stylish edge of the Cabaret stage.

Important information: Please note that Let's Circus will be recording footage of the evening's activities to include on their website and social media for promotion purposes. If you do not wish to be captured on this film, please let their camera operator know and he will avoid any capture of you on the film.

We have a resident **cartoonist, Steve Wetton**, who will be dropping into sessions. If you would prefer not to be included, please let Steve know.

Keynote speaker mementoes

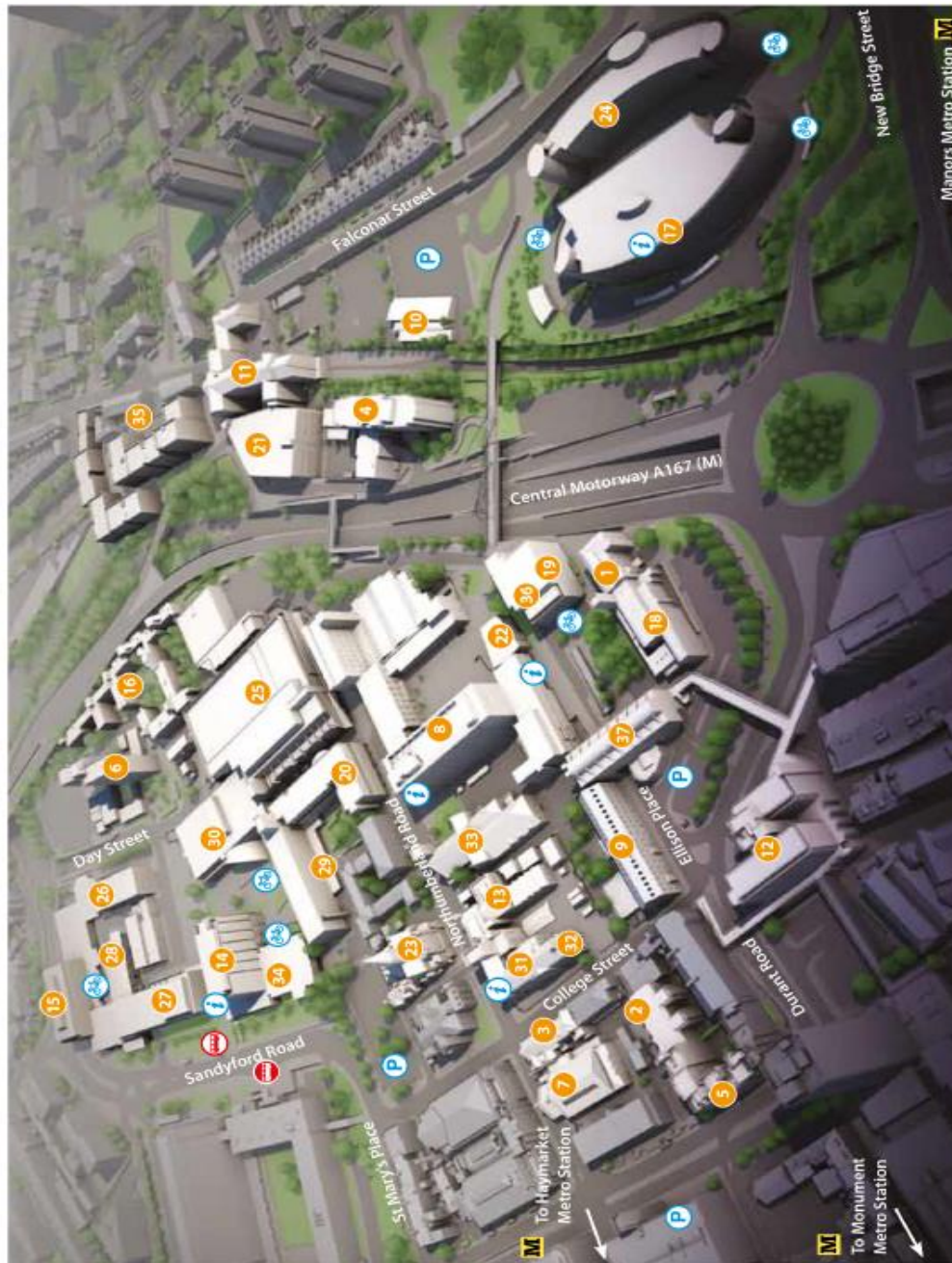
Our Keynote Speaker mementoes have been specially designed and made for us locally by **Ken Maynard glass** (kenmaynardglass.co.uk/). Ken, who is based in Sunderland, handcrafts kiln-formed and leaded glasswork using the wonderful colour range of bullseye glass. As a keen fell runner, much of his inspiration comes from time out in the hills and countryside of Northumbria as well as the local coastal areas.

Stream Leader mementoes

Our Stream Lead mementoes are made in Wakefield, Yorkshire (www.unitygifts.co.uk). Handcrafted figurines of miners made of coal-based resin harken the roots of power in the region, while offering a possibility for how coal can be used differently for arts and crafts as industry moves to new forms of power.

Northumbria University campus map

City Campus



Key

- 1 21 & 22 Ellison Place
- 2 Campus Services
- 3 Burt Hall
- 4 Camden Court
- 5 Clapham House
- 6 Claude Gibb Hall
- 7 Drill Hall
- 8 Ellison Building
- 9 Ellison Terrace
- 10 Northumbria Nursery
- 11 Glenamara House
- 12 Hadrian House
- 13 Health Centre
- 14 Library
- 15 Lipman Building
- 16 Loxane Halls and Flats
- 17 Business and Law Building
- 18 Newcastle Unitarian Church (Durant and Turner Halls)
- 19 Nixon Hall
- 20 Northumberland Building
- 21 Pandion Building
- 22 Rutherford Hall
- 23 St James' Church
- 24 Design Building
- 25 Sport Central
- 26 Squires Annexe
- 27 Squires Building
- 28 Squires Workshops
- 29 Student Support and Wellbeing Centre
- 30 Students' Union
- 31 Sutherland Building
- 32 Sutherland House (Security)
- 33 Trinity Building
- 34 University Gallery and Baring Wing
- 35 Victoria Hall
- 36 Wynne-Jones Centre
- 37 Mea House

Doctoral Symposium Guest Speakers



Dr. Stefanie Reissner, Newcastle University

Gaining physical access: difficult and daunting yet rarely dissected

Stefanie is Senior Lecturer in Management and Organisation Studies, Deputy Subject Group Head Leadership, Work and Organisation (LWO) at Newcastle University



Professor Mark Saunders, University of Birmingham

Qualitative research: Characteristics, complications and what you can do

Mark is Professor of Business Research Methods and Director of Postgraduate Research Programmes at the University of Birmingham

Keynote Speakers



Dr. David McGuire, Glasgow Caledonian University

Power, Possibility and Potential: Lessons from the Collaborative Research Process in HRD

Sponsored by HRDQ

Too often, the research process is considered as a solo endeavour with limited consideration given to the growing importance of research collaborations. With pressures arising from the tenure process (US) and REF exercise (UK), researchers are increasingly adopting a strategic approach to working collaboratively (Brewis 2018; Jonsen et al. 2012). The growing use of metrics (journal rankings, journal citation index, h-index) combined with very high journal rejection rates is changing the landscape through which research is conceptualised, developed and produced. This is also indicative of broader marketisation, consumerism and accountability trends affecting how research is structured and prioritised within higher education institutions. In this milieu, research collaborations have offered opportunities for researchers to attain career goals and build research identities while satisfying the instrumental goals and targets of the institutions where they work. This keynote address draws upon interviews with experienced researchers who are members of UFHRD and AHRD. The keynote considers the HRD research collaborative process around the themes of collaboration norms, rationale and motivations to engage in collaboration, collaborative influences and the management of conflict.



Professor Laura Bierema, University of Georgia, College of Education

Ladies and Gentlemen, Your Implicit Bias is Showing: Gender Hegemony and its Impact on HRD Research and Practice

Sponsored by HRDR

This keynote will explore how the landscape of gender-based research is changing from a binary-focused (female versus male) endeavour to one that includes femininities, masculinities, gender fluidity, and intersectionality. Given that research and practice are steeped in implicit bias and gender hegemony, HRD professionals need to be more conscious and critical of these dynamics in order to fully unleash the potential of HRD in ways that promote diversity, equity and inclusion.

Dr. Bierema is a Cyril O. Houle Scholar in Adult and Continuing Education and Lilly Fellow. She is the recipient of the Richard A. Swanson Excellence in Research Award and four Academy of Human Resource Development's "Cutting Edge" Awards for best conference paper. She is the 2009 recipient of the Highly Commended Award by the Emerald Literati Network Awards for Excellence; 2012 winner of the University of Georgia College of Education Russell H. Yeany, Jr. Research Award; 2012 recipient of the Sherpa Trailblazer of the Year Award in recognition of innovation application of the Sherpa Coaching Process; 2013 winner of the Academy of Human Resource Development's Outstanding Scholar Award; 2014 winner of the Academy of Human Resource Development's Book of the Year; 2015 winner of the University, Professional, and Continuing Education Association Phillip E. Frandson Award for Literature; 2017 recognition as a Master Executive Coach by Sherpa Coaching; and 2018 U.S. Fulbright Research Scholar.



Delroy Beverley, CCMI, Executive Director, Nottingham City Homes

The Future of Work – Power and Possibility

Sponsored by GETM3

It's fair to say Delroy is a trailblazer. In 2014, he was appointed the first ever BME Chairman of an European International Business School; in 2015 became the first person from social housing to be named the Institute of Directors' Director of the Year; and he's the first male BME member of the UK Government's Office of Qualifications and Examinations Regulation (Ofqual) Board. That's all in addition to his executive role at Nottingham City Homes where he's instituted transformational changes which have contributed to record customer satisfaction levels, and the company winning the coveted Landlord of the Year 2018. He also serves on the Board of The British Library, and in May 2018 was voted the most influential BME Leader within the housing sector. A committed champion of women and BME employees throughout his career, Delroy works to create opportunities for under-represented groups, and many organisations seek his advice on how best to reshape their development and recruitment programmes. Delroy quotes Martin Luther King - "*You cannot teach people anything, you can only help them discover it within themselves*"



Ann Francke, CEO of Chartered Management Institute

Sponsored by GETM3

As the CEO of the Chartered Management Institute, Ann is a transformational leader with vision, pace and proven ability in increasing impact of management and leadership excellence. She is an expert on gender balance in the workplace and on the gender pay gap.

Ann has authored 'Financial Times Guide to Management', holds an advisory board position at Grant Thornton International, and has been named in the top 100 women to watch in the 2015 Female FTSE Cranfield report. Ann was awarded the MemCom 'Louis Armstrong award for outstanding leadership of a UK professional body' in 2016.

Ann previously held Senior Executive positions at: Proctor and Gamble, Mars, Boots, Yell and BSI.

Tribute to Janice Cook, PhD

2nd March 1959 – 29th October 2017



Janice Cook, a committed Coaching and Development Scholar Practitioner contributed with enthusiasm and commitment to UFHRD conferences and to the University of Hertfordshire over many years. Janice died in October 2017. As a tribute this poem, which was written for her by a colleague and read at her funeral service is reproduced here.

Poem for Janice – a response to a request

Janice, you are a great friend
To me, and more, to others.
Your love, without possessing,
Gives, offers, never smothers.

Your sense of independence,
Your sure core of who you are,
Turns you to neighbours, colleagues,
To friends and family, near, far.

You're a deep well of kindness.
You listen, reflect, pause, think.
You set your own high standards,
Know you'll meet them, never sink.

Your calmness, your helpfulness –
Known to students, staff, us all –
Its why we smile to see you,
Why your presence does not pall.

As we talk, I feel wiser,
Your advice is humble, good.
Your assumptions big me up;
Not beholden, no-one's fool.

Your talents are so many,
I can't count them without doubt,
On at least your fifth career
When you're singing your heart
out.

What I like best about you
Is your openness to love.
Content, caring persona –
Self-controlled, wise: 'serpent';
'dove'.

The best of all is laughing,
For we've done a lot of that.
Interested in quirkiness,
We laugh out loud, out flat.

Great you chose to be my friend,
Forthright, strong, straight talking
too.

Well – you did ask to be told
What we really think of you!

Stream Leaders for the 2018 conference

Our greatest of thanks to all of our Stream Leaders for their dedication in diligently undertaking all the duties necessary to review, nominate and schedule papers.

Coaching and Mentoring

Joanne James (Northumbria) and Ruth Leggett (Northumbria)

Critical Approaches to HRD

Jim Stewart (Liverpool John Moores) and Sally Sambrook

Employee Engagement

Ronan Carbery (Cork) and T.J. McCabe (National College Ireland)

Diversity Issues in HRD

Janet Astley (Leeds Beckett) and Stefanos Nachmias (Nottingham Trent)

Global, Comparative and Cross-Cultural Dimensions of HRD

Thomas Garavan (Napier) and Hussain Al Hejji (Muscat College)

Leadership, Management and Talent Development

Nicholas Clarke (EADA, Barcelona)

Learning and Teaching and HRD

Mark Loon (Bath Spa) and Lisa Clark (Newcastle)

Learning in Small and Medium Enterprises (SMEs)

Heather Short (Portsmouth) and David Gray (Greenwich)

Scholarly Practitioner Research

Aileen Lawless (Liverpool John Moores), Clare Rigg (Liverpool), Jeff Gold (York St. John) and Valerie Anderson (Portsmouth)

Workplace Learning Training and Development

Eduardo Tomé (Lisbon)

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Advance Your Understanding of HRD

HUMAN RESOURCE DEVELOPMENT Review

2016 Impact Factor: 1.795

2016 Ranking: 92/194 in Management

Source: 2016 Journal Citation Reports® (Clarivate Analytics, 2017)



Published in Association with The Academy
of Human Resource Development (AHRD)

Human Resource Development Review (HRDR) is an international journal focusing on theory development for scholars and practitioners in human resource development and related disciplines. HRDR publishes high-quality conceptual work using non-empirical research methods. The journal is committed to advancing HRD by providing fresh theoretical insights, new conceptual models, critical examination of literature, and multi-paradigm approaches to theory building.

HRDR publishes a wide range of topics and below are a few examples:

- Integrative literature reviews with strong theoretical implications
- New theories
- Critique of theory that includes alternative research propositions
- Exploratory conceptual models
- Philosophies of HRD
- Historical foundations of HRD
- Definitions of HRD
- Ethical foundations of HRD

<http://journals.sagepub.com/home/hrd>

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Managing Editor: Yasmeen Makarem, *Texas A&M University, USA*

HRDR is proudly sponsoring Dr. Laura Bierema's keynote at the 2018 UFHRD conference.

For more information, including manuscript submission guidelines and subscription information, visit the journal's website at <http://journals.sagepub.com/home/hrd>



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Human Resource Development Quarterly

is proud to support the 2018 UFHRD Conference and sponsor David McGuire's Keynote Address: Power, Possibility and Potential: Lessons from the Research Collaborative Process in HRD



Editors:

Valerie Anderson,
University of Portsmouth

Kim F. Nimon,
The University of Texas at Tyler

Jon M. Werner,
University of Wisconsin-Whitewater

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Human Resource Development Quarterly
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WILEY

18-370501

Doctoral Symposium programme: 5th-6th June 2018

Doctoral Symposium Day 1

12:30-13:00	Registration and coffee Newcastle Business Clinic, City Campus East, Northumbria University		
13:00-13:15	Welcome to the 2018 UFHRD Doctoral Symposium Guest speaker: Professor Ron Beadle Business Clinic 008		
	Keynote: Dr. Stefanie Reissner <i>"Qualitative research: Characteristics, complications and what you can do"</i> Business Clinic 008		
	Research Presentations: Stream 1		
14:00-15:30	Learning and Development Chair: Dr Sandra Corlett 007 Ebjer Duggan Aroonsri	Global HRD 1 Chair: Dr Stefanie Reissner 008 Wanatishart Wang Asare	Leadership, recruitment and performance Chair: Dr Lena Fox 007B Knox Muduli
15:30-16:00	Refreshment break		
	Research Presentations: Stream 2		
16:00-17:30	Innovative Methodological Approaches Chair: Prof. Mark Saunders 008 Daley Gatto Law	Engagement and Wellbeing Chair: Dr Saquifa Seraj 007A Batluk Preston	Global HRD 2 Chair: Dr Emma Mullen 007B Weng Cox Panya
17:30-17:45	Day 1 Plenary Business Clinic 008		
19:30-late	Symposium Dinner Nancy Bordello http://www.nancysbordello.com/wp-content/uploads/sites/12/2017/03/NB-Food-Menu-2017.pdf		

Doctoral Symposium Paper Sessions

Paper Session 1

Learning and Development

Stephen Ebejer, University of Malta,

Learning from preventable errors in the workplace: A study on error-related learning in the operating room.

James Duggan, University College Cork (Co-authors: Ultan Sherman, Ronan Carbery, and Anthony McDonnell)

'Invisible Employees': Training and Development in the Gig Economy

Pimsiri Aroonsri, University of Minnesota Twin Cities

Implementation Intentions (II): A promising supplemental Training Transfer Solution

Global HRD-1

Kanmanee Wanatishart, National Institute Development Administration

Cultural Intelligence and Cross-Cultural Adjustment for the Thai Expatriate in Myanmar

Shuo Wang, Northumbria University

What Influences Chinese Women's Choice in Medical Career? From the Perspective of Kaleidoscope Career Model (KCM)

Seth Asare, University of Minnesota (Co-author: Emmanuel Osafo)

Cultural Implications of why Ghanaian Businesses Fail to Grow

Leadership, Recruitment and Performance

Merrel Knox, Northumbria University

Shared leadership in dangerous contexts: The implication for emergency response teams

Ashutosh Muduli, Pandit Deendayal Petroleum University

HR Technology, HR Transformation and Firm Performance

Paper Session 2

Innovative Methodological Approaches

Christine Daley, Leeds Beckett University

Hermeneutic Phenomenology: A Methodological Approach for a Doctoral Thesis

Mark Gatto, Northumbria University

To apply dystopian fiction motifs and principles as a lens to analyse organisational gender imbalances

Joanne Law, University of Worcester

Methodological choices for exploring Open Source Intelligence screening

Engagement and Wellbeing

Iuliia Batluk, Lancaster University

Engaged with what? A qualitative exploration of human experiences of engagement at work

Stephanie Preston, Sunderland University

Exploring the influence of work environment on the relationship between HR and employee well-being and performance in the airline industry

Global HRD-2

Nana Weng, Keio University

Relationship between Localization Strategic Human Resource Management Practices and Firm Performance: A Comparison of Japanese Multinational Enterprise Subsidiaries in Vietnam

Andrew Cox, University of Portsmouth

Antecedents to Dynamic Capabilities within a Saudi Arabian Context

Fuangfa Panya, Liverpool Business School

Human Resource Development for talent in Small and Medium Enterprises (SMEs): three critical case-studies from Thailand

Doctoral Symposium Day 2

09:00-09:15	Day 2 Opening Remarks CCE1-223a
09:15-10:00	Keynote: Professor Mark Saunders <i>"Gaining physical access: difficult and daunting yet rarely dissected"</i> CCE1-223a
10:00-11:00	Methodology Q&A Panel <i>Experienced researchers will share their insight into using a range of research methods – including visual methods; discursive/reflexive methods; and autoethnography – with the opportunity for you to ask questions</i> CCE1-223a
11:00-12:00	The Pitfalls and Pinnacles of Doctoral Research An interactive session designed to allow you to think about some of the key actions you will take away from the Symposium. CCE1-223a
12:00-12:30	Closing remarks and Prize Giving CCE1-223a
13:00-13:45	Lunch for all conference delegates Business School (CCE1) café

09:00-18:30	Registration (CCE1 Business School foyer) and cloakroom									
10:00 - 12:30	UFHRD AGM (by invitation) Room: CCE1-007									
12:30 - 13:30	Lunch for all delegates (CCE1 Dining area) EJTD Meeting (by invitation) Room: 008									
13:30 - 14:00	Welcome to the conference Room: CCE1 -003 Tribute to Janice Cook PhD									
14:00-15:00	Keynote 1 - Laura Bierema Room: CCE1 -003									
15:00-15:30	Refreshment break									
15:30 -17:00	Parallel Session 1	Streams Rooms Chairs	1 Leadership, Management and Talent Development 223b <i>Lesley-Ann Gunton</i> 13 - Connor (W) 29 - Fraser (W) 22 - Turner and Baker (F)	2 Coaching and mentoring 320 <i>Jo James</i> 04 - Leggett (W) 07- Jones (W) 13- Stabler (F) 14- Adele, Ellinger, McWhorter (W)	3 Critical Approaches to HRD 226 <i>Jim Stewart</i> 1 - Beigi, Shiromohammadi, Mehdiabadi, McLean (W) 6- Watkins, Zhang (W) 13 - Keshtiban, Callahan, Zaeemdar (F)	4 Leadership, Management and Talent Development 223a <i>John Blenkinsopp</i> 20 - Grant, Mackie, Gadsden, McLaughlin (F) 15 - Humphreys (W) 32 - Ukpatha, Onyeukwu (F)	5 Diversity Issues in HRD 220a <i>Janet Astley</i> 1 - Worst (W) 5 - Kim, Cho, Kim (W) 7 - Hirudayaraj, Sims (W)	6 Workplace Learning Training and Development 213 <i>Suzanne Weber</i> 02 - Garavan (F) 19 - Hoeve, Nijman (F) 10- Poell (F)	7 Learning and Teaching and HRD 218 <i>Louis Quast</i> 8- Anderson, Mason-Apps (F) 3- Liu, Loon (F)	8 Symposium: Learning in SMEs 224c <i>Challenges of researching HRD in SMEs</i> Short, Gray, Tome
17:15 - 18:15	Parallel Session 2	Streams Rooms Chairs	1 Coaching and mentoring 320 <i>Ruth Leggett</i> 16 - Clement-Okooboh (W) 12 - Gannon (F)	2 Diversity Issues in HRD 220a <i>Stefanos Nachmias</i> 10 - Astley (F) 02- Chambers (W)	3 Leadership, Management and Talent Development 223a <i>Vivian Obieniu</i> 01- Clarke (F) 03 - Callahan, Stabler, Coetsee (F)	4 Workplace Learning Training and Development 213 <i>Brenda Stalker</i> 5- Aroonsri (W) 1 - Mis (W) 04- Roca, Bennett (W)	5 Learning in Small and Medium Enterprises 226 <i>Heather Short</i> 2- McGuire, Cunningham (F) 8 - Tracz - Krupa, Tome (F)	6 Critical Approaches to HRD 218 <i>Lynne Booth</i> 12 - Stewart, McEvoy (W) 14 - Mills, Stewart (W)	7 Global, Comparative and Cross-cultural Dimension of HRD 222 <i>Saquiya Seraj</i> 7 - Ruiz, Hamlin (F) 8 - Nemeskeri, Zadori, Szabo (F)	
18:30 - 20:00	Drinks Reception - Great Hall, Sutherland Building									

Main Conference Parallel Sessions: Day 1 (6th June)

Full papers or abstracts can be found in the Conference Proceedings

Parallel Session 1: 15:30 -17:00

Key: F= Full paper and W = Working Paper

Leadership Management and Talent Development, Room: 223b

LMD 13: Work is a four-letter word: An investigation of happiness in the workplace (W)

Helen Connor

LMD 29: Rehearsal: some reflections on its applications for developing people at work (W)

Helen Fraser

LMD 22: Leadership Capacities in HRD: An Integrative Literature Review and Typology (F)

John Turner and Rose Baker

Coaching and Mentoring, Room: 320

CM 04: Have the principles of coaching been applied to a model of experiential learning support on the CMDA? (W)

Ruth Leggett

CM 07: Distance travelled: Exploring the impact of a Business School mentoring programme (W)

Jenni Jones

CM 13: “You’re not on the ledge, you’re on the kerb!” Exploring pragmatic reconstruction of leader identity in a business mentoring scheme (F)

Amy Stabler

CM 14: Exploring Managerial Coaching Dyads and Reverse Managerial Coaching (W)

Beth Adele, Andrea D. Ellinger and Rochell McWhorter

Critical Approaches to HRD, Room: 226

CHRD 01: Human Resource Development: An Overview of Scholarly Endeavors Based on Bibliometric Science Mapping (W)

Mina Beigi, Melika Shirmohammadi, Amir H. Mehdiabadi and Gary N. McLean

CHRD 06: “When you’ve got it, flaunt it!” – an investigation into how Human Resource Development (HRD) consultancies construct and communicate the potential of HRD (W)

John Watkins and Crystal Zhang

CHRD 13: Mask(ing) of Emotion: The Power of Artefacts for Sensemaking and Framing in Social Movement Organisations (F)

Amir Keshiban, Jamie Callahan and Sara Zaeemdar

Leadership Management and Talent Development, Room: 223a

LMD 20: Developing and managing talent in public services: Navigating the collaborative landscape (F)

Kirsteen Grant, Robert Mackie, Sarah Gadsden and Dorothy McLaughlin

LMD 15: 'I think he is very good at allowing us to carry out our roles...' the power and possibilities of educational leadership (W)

Deborah M Humphreys

LMD 32: Leadership ambidexterity as a tool for employee empowerment in the Nigerian civil service (F)

Sunday Ijuo Ukpata and Pauline Ebere Onyeukwu

Diversity Issues in HRD, Room: 220a

D 01: LGB graduate challenges transitioning into the workplace (W)

Stefanie Worst and Emma Mullen

D 05: The effect of sexual discrimination culture and work-family balance on job satisfaction of women with and without children in South Korea: Focusing on the mediator effect of career identity (W)

Keunho Kim, Ahro Cho and Bobi Kim

D 07: Influence of colorism on the career aspirations and career development of women: A comparative analysis across multicultural societies (W)

Mala Hirudayaraj and Cynthia Sims

Workplace Learning Training and Development, Room: 213

W 03: A meta-analysis of training and financial performance in organisations (F)

Thomas Garavan

W 19: Exploring the agency of novice professionals for work related learning (F)

Almee Hoeve and Derk-Jan Nijman

W 10: Do employees and managers use different strategies to organize professional development? (F)

Rob Poell

Symposium: Learning in SMEs, Room: 224c

Challenges of researching HRD in SMEs

Heather Short, David Gray, Maura Sheehan and Eduardo Tomé

Parallel Session 2: 17:15 -18:15

Key: F= Full paper and W = Working Paper

Coaching and Mentoring, Room: 320

CM 16: Promoting mentoring in a learning organisation: A performance support perspective (W)

Kesiena Mercy Clement-Okoboh

CM12: Flash mentoring and speed coaching: Trends in coaching and mentoring through the lens of the triple agenda (F)

Judie Gannon

Diversity Issues in HRD, Room: 220a

D 10: Power relationships within the UK police service (F)

Janet Astley

D 02: Women on Boards and their Causal Effect on the Gender Pay Gap – Initial Evidence Using a Regression Discontinuity Approach (W)

Silvana Chambers

Leadership Management and Talent Development, Room: 223a

LMD 01: Ethical decision making as sensemaking: A longitudinal study (F)

Nicholas Clarke

LMD 03: “And proceeding until apprehended”: A study of the processes of disruption and transformation in a women’s leader development programme (F)

Jamie Callahan, Amy Stabler, Johan Coetsee

Workplace Learning Training and Development, Room: 213

W 05: The forgotten factor: The current practices of training delivery effectiveness (W)

Pimsiri Aroonsri

W 01: Career development in the system of talent management in Polish companies.

Preliminary research results (W)

Alicja Mis

W 04: Employee engagement and workplace learning emerging from Matrix structures in digital manufacturing organisations (W)

Teresa Roca and David Bennett

Learning in Small and Medium Enterprises, Room: 226

SM 02: Business support and training in Minority Ethnic Group (MEG) Family-run SMEs in Scotland (F)

David McGuire and James Cunningham

SM 08: Conditions for Employee Development in SMEs within European Social Fund in Poland – research findings (F)

Katarzyna Tracz-Krupa and Eduardo Tomé

Critical Approaches to HRD, Room: 218

CHRD 12: The CHRD Implications of the UK Brexit Vote for UK Employing Organisations (W)

Jim Stewart and Paul McEvoy

CHRD 14: Exploiting Insecurities – A Critical Analysis of the Emotional Reflexivity of Business School Academics in the UK New University (W)

Sophie Mills and Jim Stewart

Global, Comparative and Cross-cultural Dimension of HRD, Room: 222

G 07: A comparative study of the perceptions of Mexican and US managers and non-managers about managerial and leadership Behavioural Effectiveness (F)

Carlos Ruiz and Robert G. Hamlin

G 08: Attitudes affecting the labour market: A research on tolerance and sensitivity (F)

Zsolt Nemeskéri, Ivan Zadori and Szilvia Szabo

Learning and Teaching and HRD, Room: 218

LT 08: Employability, Habitus and higher Education; The Parental Perspective (F)

Valerie Anderson and Emily Mason-Apps

LT 03: Knowledge management functions and management information systems integration – A pilot study on creating a dynamic framework for Effective HR management in the HEIs (F)

Lu Liu and Mark Loon

08:30-18:00	Registration (CCE1, Business School foyer) and cloakroom									
09:00-10:00	Keynote 2 - Delroy Beverley (CCMI, Executive Director, Nottingham City Homes) Room: CCE1- 003									
10:10 -11:10	Parallel Session 3	Streams Rooms Chairs	1 <i>Scholarly Practitioner Research</i> 226 <i>Aileen Lawless</i> 3- Thongteera, Sritanyarat (F) 4- Sritanyarat, Marin (F)	2 <i>Coaching and Mentoring</i> 320 <i>Jo James</i> 10- Herd, Gettman, Stevens (F) 15- Lisovskaia, Zavyalova, Alsufyev (W)	3 <i>Critical HRD</i> 213 <i>Kenneth Bartlett</i> 5- Kim, Kim, Kang (W) 7- Kaepfel, Bjornsgard, Grenier (W)	4 <i>Leadership Management and Talent Development</i> 223a <i>Russell Warhurst</i> 27- Rigg, Sanyal (F) <i>Learning and Teaching and HRD</i> 8- Anderson, Mason-Apps (F)	5 <i>Learning in Small and Medium Enterprises</i> 221 <i>Heather Short / David Gray</i> 1- Csillag, Czizmadia, Hidegh, Szaszvari (F) 3- Pauli (W)	6 <i>Workplace Learning Training and Development</i> 218 <i>Eduardo Tome</i> 06- Phaopat, Mak (F) 18- Maishinkafa (F)	7 <i>Diversity Issues in HRD</i> 220a <i>Lucy Hatt</i> 4- Rey- Marmonier, Gammie (F) 14- Alhejji, Garavan, Ng (F)	8 <i>Global, Comparative and Cross-cultural Dimensions of HRD</i> 224c <i>Saquifa Seraj</i> 11 - Wu (F) 5 - Henthorn (W)
11:10 -11:30	Refreshment break									
11:30 -13:00	Parallel Session 4	Streams Rooms Chairs	1 <i>Leadership Management and Talent Development</i> 224c <i>Darlene Russ-Eft</i> 14- Paetzel, Quast, Aroonsri, Surya, Hart (W) 26- Hamlin, Patel, Patel (F) 06-Alghamdi, Beattie (F)	2 <i>Scholarly Practitioner Research</i> 214 <i>Jeff Gold</i> 02- Sanyal, Hartog (W) 10 - Armstrong (W) 09 - Sayer, Murphy (F)	3 <i>Diversity Issues in HRD</i> 220a <i>Monica Fedeli</i> 06- Lekchiri, Crowder, Schnerre (F) 12- Harrison, Collins, Bahor (W)	4 <i>Workplace Learning Training and Development</i> 226 <i>Kaseina Clement-Okooboh</i> 17-Chatterjee, Pereira, Sarkar (F) 03- Garavan (F) 13- Weber, Achtenhagen (F)	5 <i>Global, Comparative and Cross-cultural Dimension of HRD</i> 222 <i>Jenni Jones</i> 3- Tome, Tracz-Krupa (F) 9 - Mak, Kyaw (F) 10 - McCabe, Carbery (F)	6 <i>Employee Engagement</i> 218 <i>Joan Buckley</i> 6 - Nicholson, Beadle (W) 13- Brown (F) 14- Ikechukwu-Ifudu, Myers (W)	7 <i>Workshop: Getting Published: Responding to reviewers' feedback and journal decision letters</i> 223a Anderson, Elliott, Sheehan, Short, Wang	
13:00 -14:00	Lunch HRDI HRDQ and HRDR : Combined Board Meeting (by invitation) Room: 223a 2019 Conference meeting for stream leaders (by invitation) Room: 024									
14:00-14:15	Nottingham Business School present the 2019 UFHRD 20th Anniversary Conference - Room: CCE1 -003									
14:15 -15:15	Keynote 3- David McGuire Room CCE1- 003									
15:15-15:35	Refreshment break Meet AHRD/UFHRD (ground floor foyer)									
15:35-17:35	Parallel Session 5	Streams Rooms Chairs	1 <i>Coaching and Mentoring</i> 320 <i>Lucy Hatt</i> 3- Robson (W) 5-Haddock-Millar, Sanyal (W) 11- Boak, Crabbe (W) 6 - James (F)	2 <i>Employee Engagement</i> 224c <i>TJ McCabe</i> 2- Galpin-Howarth (W) 5- Baczor, Zheltoukhova (F) 7- JDuPlessis, Ellinger, Nimon (W) 8- Aravopoulou, Mitsakis, Branine (W)	3 <i>Leadership Management and Talent Development</i> 223a <i>Stan Oliver</i> 18- Mathews (W) 24- Stanley (W) 23 - Jones (W)	4 <i>Leadership Management and Talent Development</i> 223b <i>John Blenkinsopp</i> 10- Minnis (W) 8 - Weissenrieder, McGuire, Ali-Knight (F) 35 - Johnson, Huang, Doyle (F)	5 <i>Critical Approaches to HRD</i> 008 <i>Amir Keshtiban</i> 02- Tabassum, Thompson (W) 9 - Turner, Baker, Romine (F) 15- Grugulis (F) 11 - Oh (F)	6 <i>Learning and Teaching and HRD</i> 218 <i>Joan Buckley</i> 1- Kaufman (W) 7- Gannon (F) 4- Tome, Khazieva (F)	7 <i>Scholarly Practitioner Research</i> 214 <i>Clare Rigg</i> 8- Brown (F) 1 - Keeble-Ramsay (W) 07- Ross, Nichol, Elliott, Sambrook, Stewart (W)	8 <i>Workshop: Publishing Literature Reviews</i> 116 Beigi and Wang (HRDR)
17:35-18:00	IJHRD PP&R Board Meeting (by invitation) Room: 024 Nicholas Clarke, New Routledge Book Launch Room: 008									
18:30-00:00	Conference Dinner - Biscuit Factory [https://www.thebiscuitfactory.com/]									

Main Conference Parallel Sessions: Day 2 (7th June)

Full papers or abstracts can be found in the Conference Proceedings

Parallel Session 3: 10:10 -11:10

Key: F= Full paper and W = Working Paper

Scholarly Practitioner Research, Room: 226

SP 03: The Applications of National Human Resource Development in Conservation Mindset Development for Thai Children (F)
Wanida Thongteera and Dawisa Sritanyarat

SP 04: Roles of HRD in environment conservation attitude development: A preliminary study of Thai SCUBA divers (F)
Dawisa Sritanyarat and Thawanporn Marin

Coaching and Mentoring, Room: 320

CM 10: Coaches' and Clients' perspectives on using various assessment tools in executive coaching: Toward a data-driven conceptual decision framework (F)
Ann Herd, Hilary Gettman and Cynthia Stevens

CM 15: Agile coaching as a key factor of successful transition to agile development (W)
Antonina Lisovskaia, Elena Zavyalova and Artyom Alsufyev

Critical Approaches to HRD, Room: 213

CHRD 05: Trends and issues of critical HRD in Korea (W)
Keunho Kim, Seonghye Kim and Hangyul Kang

CHRD 07: Using the F word: Exploring the role of women's friendships in navigating academia (W)
Kristi Kaepfel, Emma Bjorngard and Robin Grenier

Leadership Management and Talent Development, Room 223a

LMD 27: Mind yourself – integrating mindfulness into leadership development (F)
Clare Rigg and Chandana Sanyal

Learning and Teaching and HRD, Room: 223a

LT 08: Employability, Habitus and higher Education; The Parental Perspective (F)
Valerie Anderson and Emily Mason-Apps

Learning in Small and Medium Enterprises, Room: 221

SM 01: What makes small beautiful? Learning and development in small firms (F)
Sara Csillag, Perter Csizmadia, Anna Laura Hidegh and Karina Szaszvari

SM 03: Talents training and development in SMEs (W)
Urban Pauli

Workplace Learning Training and Development, Room: 218

W 06: Lifelong Learning in workplace: A case study in multinational manufacturing based in Thailand (F)
Nopparat Phaopat and Chee Wai Mak

W 18: A critical review of the impact of human resource development on organisational value (F)
Bashir Maishinkafa

Diversity Issues in HRD, Room: 220a

D 04: Professional women networks as a tool for Human Resource Development (F)

Emmanuelle Rey-Marmonier and Elizabeth Gammie

D 14: Understanding inequality in employment: An analysis of the subjective context (F)

Hussain Alhejji, Thomas Garavan and Eddy Ng

Global, Comparative and Cross-cultural Dimension of HRD, Room: 224c

G 11: Role model versus Rule model as the orientation for personal development: a cross-cultural interpretation on the difference in perceptions (F)

Xiaojian Wu

G 05: Expatriate developmental relationships: An integrative literature review (W)

Meredith Henthorn

Parallel Session 4: 11:30 -13:00

Key: F= Full paper and W = Working Paper

Leadership Management and Talent Development, Room: 224c

LMD 14: Managerial behavior predictive of high managerial job performance among non-expatriate managers in China, the United Kingdom, and the United States (W)

Dennis Paetzel, Louis Quast, Pimsiri Aroonsri, Meida Surya and Tasha Hart-Mrema

LMD 26: Toward an Asian behavioural taxonomy of perceived managerial and leadership effectiveness: A cross-nation comparative analysis of managerial behaviour observed in India and South Korea (F)

Robert Hamlin, Taran Patel and Chirag Patel

LMD 06: A critical evaluation of the relevance of authentic leadership for leadership development in the Saudi public sector: A case study of the Ministry of Education in Saudi Arabia (F)

Ibrahim Alghamdi and Rona Beattie

Scholarly Practitioner Research, Room: 214

SP 02: Living theory as first person action research: Living and working through questioning and reflexivity (W)

Chandana Sanyal and Mary Hartog

SP 10: Scholar Practitioner, reflexive professionals, the ART of autobiographical professional development (W)

Paul-Alan Armstrong

SP 09: Applying action research to a team coaching study (F)

Melissa Sayer and Colm Murphy

Diversity Issues in HRD, Room: 220a

D 06: Women in the workforce: Perceived workplace gender-bias, its prevalence and psychological impact, the case of a Moroccan higher education institution (F)

Siham Lekchiri, Cindy Crowder and Anna Schnerre

D 12: Widening access to employability for underrepresented groups: the Liverpool Roma Employability Project (LREN) (W)

Patricia Harrison, Helen Collins and Alexandra Bahor

Workplace Learning Training and Development, Room: 226

W 17: Knowledge management and organization culture: An empirical validation (F)

Aindrila Chatterjee, Arun Pereira and Bijan Sarkar

W 02: Validity rigor and diversity of methods in training-organizational performance research: How far have we come and where should we go? (F)

Thomas Garavan

W 13: Expanding the 'war for talents' under a local perspective – intrapreneurship education at the workplace (F)

Susanne Weber and Frank Achtenhagen

Global, Comparative and Cross-cultural Dimension of HRD, Room: 222

G 03: The European social fund in the visegrad countries in the 2007-13 programming phase (F)

Eduardo Tomé and Katarzyna Tracz-Kupa

G 09: Reflections on a cultural intelligence lecture series: An autoethnography (F)

Chee Wai Mak and Thiri Kyaw

G 10: A study of career anchors, occupational and job preferences amongst undergraduates in China (F)

Thomas McCabe and Ronan Carbery

Employee Engagement, Room: 218

E 06: Engaging employees or impressing customers – a real choice for corporate philanthropy (W)

Helen Nicholson and Ron Beadle

E 13: Neighbourly concern: An internal marketing perspective of abusive engagement with employees (F)

David Brown

E 14: Psychological Contract Fulfilment: Examining employees' work-related behaviour in the Nigerian banking industry (W)

Vivian Ikechukwu-Ifudu and Jan Myers

Workshop (HRDI/HRDR), Room: 223a

Getting Published: Responding to reviewers' feedback and journal decision letters,

Valerie Anderson, Carole Elliott, Maura Sheehan, Heather Short, Jia Wang

Parallel Session 5: 15:35 -17:35

Key: F= Full paper and W = Working Paper

Coaching and Mentoring, Room: 320

CM 03: Preliminary findings of an exploration of the experience of being an internal coach (W)

Mark Robson

CM 05: The relationship between culture and power: role dynamics in volunteer business mentoring, an international comparative study (W)

Julie Haddock-Millar and Chandana Sanyal

CM 11: Developing coaching skills for organisational change (W)

George Boak and Sarah Crabbe

CM 06: Party host or trapeze artist? Weaving a relational narrative in organisational teams (F)

Joanne James

Employee Engagement, Room: 218

E 02: Follow the leader: an exploration of organisational culture in relation to the CQC domain of well-led (W)

Anthony Galpin-Howarth

E 05: Alternative forms of workplace voice (F)

Louisa Baczor and Ksenia Zheltoukhova

E 07: Examining the relationships among managerial coaching, job crafting, and job engagement in the skilled trades (W)

Jennifer DuPlessis, Andrea D. Ellinger and Kim Nimon

E 08: Towards a further understanding of the relationship between job attitudes and employees' responses (W)

Eleni Aravopoulou, Fotios Mitsakis and Mohammed Branine

Leadership Management and Talent Development, Room: 223a

LMD 18: Nothing about us without us: Community organizing as human resource development (W)

Melissa Mathews

LMD 24: Searching for the "L factor" in innovation: Innovation leadership in British small to medium sized software enterprises (W)

Paul Stanley

LMD 23: Keeping up with, and rethinking, organizational change (W)

Jenni Jones

Leadership Management and Talent Development, Room: 223b

LMD 10: Re-examining servant leadership (W)

Sarah Minnis

LMD 08: Rising to the top: Exploring the role of political skill, self-efficacy and perceived organisational support in the career success of women (F)

Caprice Oona Weissenrieder, David McGuire and Jane Ali-Knight

LMD 35: Developing talent in tourism and hospitality (F)

Karen Johnson, Tai-Yi Huang and Alaina Doyle

Critical Approaches to HRD, Room: 008

CHRD 02: Women leaders and employee voice in organisations – A critical, gendered perspective (W)

Naznin Tabassum and Rachael Thompson

CHRD 09: Replacing systems theory with complexity theory as one of HRD's foundational theories (F)

John Turner, Rose Baker and Kerry Romine

CHRD 15: Soft skills in computer games (F)

Irena Grugulis

CHRD 11: Organizational learning and performance: the roles of the trust and justice (F)

Seok- Young Oh

Learning and Teaching and HRD, Room: 218

LT 01: Evaluating the impact of leadership education using Q methodology (W)

Jeffery Kaufman

LT 07: Understanding doctoral supervision: It's now a different development experience! (F)

Judie Gannon

LT 04: Scientific conferences: taking part or making them - A theoretical study with application (F)

Eduardo Tomé and Natalia Khazieva

Scholarly Practitioner Research, Room: 214

SP 08: Assessing transfer within a law enforcement context (F)

Travor Brown

SP 01: The challenges for developing scholarly practitioners within Masters' awards seeking professional membership (W)

Diane Keeble-Ramsay

SP 07: Who benefits from HRD? Discourses evidenced in the REF2014 Impact Case Studies (W)

Catharine Ross, Lynn Nichol, Carole Elliott, Sally Sambrook and Jim Stewart

Workshop (HRDR), Room: 116

Publishing Literature Reviews

Mina Beigi and Jia Wang

08:30-14:00	Registration (CCE1 Business School foyer) and cloakroom									
09:30-11:00	Parallel 6	Streams Rooms <i>Chairs</i>	1 <i>Coaching and Mentoring</i> 320 <i>Saquiya Seraj</i> 2- Saunders, Gray, Nyfoudi, Curnow (F) 8 - Herd (W) 9 - Herd (W)	2 <i>Critical Approaches to HRD</i> 213 <i>Stan Oliver</i> 4 - Bartlett (F) 10 - Passmore (F)	3 <i>Leadership Management and Talent Development</i> 223a <i>Kirsten Grant</i> 19 - Boehme, Russ-Eft, Rovens, Rovens (F) 11 - Watkins, Kim (F) 25-Abou Hamdan, Yeadon-Lee, Cockman (W)	4 <i>Learning and Teaching and HRD</i> 218 <i>Mark Loon</i> 10- Stalker, Charlton (F) 5- Hirudayaraj, Baker (F) <i>Workplace Learning, Training and Development</i> 15- Meade (W)	5 <i>Learning in Small and Medium Enterprises</i> 224c <i>Sara Csillag</i> 4- Short (F) 6-Tracey, Schroder, Brookes (W)	6 <i>Global, Comparative and Cross-cultural Dimension of HRD</i> 222 <i>Xjian Wu</i> 15 - Schulte, Herd (W) 12 - Hamlin, Ellinger, Jones (W)	7 <i>Workshop: A Second Futures</i> 226 Gold and Holden	
11:00 -11:30	Refreshment break									
11:30-12:30	Keynote 4 - Ann Francke (CMI) Room: CCE1- 003									
12:30-13:00	Conference Close Room: CCE1- 003									
13:00-14:00	Lunch HRDI Board Meeting (by invitation) Room: 007									

Main Conference Parallel Sessions: Day 3 (8th June)

Full papers or abstracts can be found in the Conference Proceedings

Parallel Session 6: 09:30 -11:00

Key: F= Full paper and W = Working Paper

Coaching and Mentoring, Room: 320

CM 02: Professional identity, commitment and self-esteem in emerging professions: a necessary condition analysis of coaching practitioners (F)

Mark Saunders, David Gray, Margarita Nyfoudi and Barry Curnow

CM 08: The voice of the coach: executive coaches' practices for seeking feedback (W)

Ann Herd

CM 09: Exploring components of coach philosophy as a key ingredient in the executive coaching relationship (W)

Ann Herd

Critical Approaches to HRD, Room: 213

CHRD 04: Work and leisure: A critical integrative literature review to explore the impacts of a false dichotomy on HRD research and practice (F)

Kenneth Bartlett

CHRD 10: Developing a digital labor force (F)

David Passmore

Leadership Management and Talent Development, Room: 223a

LMD 19: Front-line manager performance: Biased self-assessment (F)

Laura Boehme, Darlene Russ-Eft, John Rovens and Andrew Rovens

LMD 11: Leaders' behaviors and organizational performance (F)

Karen Watkins and Kyoungshin Kim

LMD 25: Leader-member exchange within academic research teams. An exploration of the relationship between the research team leader and research member(s) (W)

Omar Abou Hamdan, Annie Yeadon-Lee and Rachel Cockman

Learning and Teaching and HRD, Room: 218

LT 10: Sharing learning from the design, development and delivery of a degree apprenticeship programme (F)

Brenda Stalker and Helen Charlton

LT 05: What employers expect from L&D professionals: An analysis of HRD job postings (F)

Malar Hirudayaraj and Rose Baker

Workplace Learning Training and Development, Room: 218

Concurrent with *Learning and Teaching and HRD*,

W 15 The case of a self-directed team in a high risk environment (W)

Chitra Meade

Learning in Small and Medium Enterprises, Room: 224c

SM 04: Unleashing the potential of informal e-learning in SMEs (F)

Heather Short

SM 06: The role of older workers in informal learning in SMEs: Cross comparative action learning (W)

Helen Tracey, Heike Schroder and Mick Brookes

Global, Comparative and Cross-cultural Dimension of HRD, Room: 222

G 15: Don't poop in the bidet - A conceptual model of the sources of stress experienced by expatriates (W)

Martin Schulte and Ann Herd

G 12: Understanding evidence-based organizational change and development practice: Insights gleaned from culturally diverse 'critically reflective case histories' (W)

Robert G. Hamlin, Andrea D. Ellinger and Jenni Jones

Workshop, Room: 226

What will be the surprises for HRD in 2028? A second futures workshop

Jeff Gold and Rick Holden

Main Conference symposium and workshop overviews

Wednesday 6th June (Day 1)

The Challenges of Researching Human Resource Development in Small and Medium Enterprises (SMEs)

Facilitators: Dr. Heather Short (Portsmouth) and the panel will include Dr. Valerie Anderson (Portsmouth), Professor David Gray (Greenwich) and Dr. Eduardo Tome (Universidade Europeia, Portugal), all of whom are practitioners and/or academics with an interest in HRD in SMEs.

This session intends to provide a forum to discuss the challenges faced in researching HRD in SMEs, to suggest ways to access SMEs for research into HRD and to address and discuss strategies to ensure that innovative research methods are considered and that appropriate ones are chosen when researching HRD in SMEs.

This would be valuable to HRD Scholars, HRD Scholar/Practitioners and Doctoral Students. As well as being of interest to scholars in the HRD field, it should have relevance to policy and practice in the small business community.

Thursday 7th June (Day 2)

Getting Published: Responding to Journal Reviewers' Feedback and Journal Decision Letters

Facilitators: Valerie Anderson (Portsmouth, Co-Editor HRDQ), Carole Elliott (Roehampton, Editor-in-Chief, HRDI), Heather Short (Portsmouth, Managing Editor, HRDQ) and Jia Wang (Texas A&M, Editor, HRDR)

This session would be relevant to HRD Scholars, Scholar/Practitioners and Doctoral Students.

Session objectives:

- Suggest ways to make sense of editors' decision letters and reviewer comments.
- Discuss revision strategies and how to communicate them.
- Discuss the challenges faced in getting published

Past and current editors, from at least three HRD journals will share their understanding of the language commonly used in reviews and how to respond effectively.

Part 1: Interpreting editors' and reviewers comments – what do reviewers and editors 'really mean' in their comments?

Part 2: Responding – what do editors want to read? Do you have to agree to everything?

Part 3: Developing good practice in responding, communicating and delivering revisions in an appropriate way.

Publishing Literature Reviews: Tips for Success

Facilitators: Jia Wang (Texas A&M, Editor, HRDR) and Mina Beigi (Southampton, Associate Editor, HRDR)

This session is designed to provide guidance on how to publish literature reviews. Specifically, we will introduce four types of literature review—narrative review, scoping review, systematic/integrative review, and meta-analysis, with a specific focus on integrative literature reviews, most commonly published in HRDR. In addition, we will discuss common problems we have identified in literature review manuscripts and offer tips for preparing publishable literature reviews. This session will benefit

three groups of audience: (1) students who are interested in learning how to write high-quality manuscripts for journal publications; (2) scholars who are interested in publishing literature reviews; and (3) scholar-practitioners who are interested in learning about the value of literature review articles and their application in practice. It is hoped that this session will increase appreciation for literature reviews and stimulate authors' interests in publishing this type of research.

Friday 8th June (Day 3)

What will be the surprises for HRD in 2028? A Second Futures Workshop

Facilitators: Jeff Gold (York St. John) and Rick Holden (Liverpool John Moores)

The first futures workshop, held at the Lisbon conference in 2017, produced three mini-scenarios, which projected an advance in HRD research and practice as a collaborative activity.

In this second workshop, our intention is to focus on surprises that may await HRD. We will seek improbable and yet possible surprises which are not yet being discussed in detail in HRD which we can then use to open new lines of enquiry, recognise new opportunities and prepare for difficulties. We wish to identify that which is not yet obvious in HRD so that ignorant security is transformed into reflected insecurity involving seeing more, responding early, increasing imagination and boldness in HRD scholarship and practice. As we did last year, we plan to produce papers and further events based on what we discover.

The workshop will:

- Surface surprises
- Use intelligence in the room and beyond to deepen thought and talk
- Collaborate on combinations to work into meaningful outcomes
- Consider life beyond

Practitioner Day stream programme: 7th June 2018

Time	Programme	
9:00-10:00	Keynote: <i>The Future of Work – Power and Possibility</i> Delroy Beverley, CCMI, Executive Director, Nottingham City Homes Room 003	
10:15-10:30	Welcome from Northumbria Practitioner Day Team Room 403	
10:30-11:10	Virgin Money Future of Work Workshop Beth Orford Room 410	
11:10-11:30	Refreshment break – Inspiration Wall	
11:30-13:00	Practitioner Case studies/Workshops Room 409 <ul style="list-style-type: none"> • Julia Morrison: <i>Stories and Superpowers as Drivers of Transformation in Rotherham Children's Services</i> • Valerie Metcalfe: <i>Valuing strengths and integrating differences through MBTI; a case study of leadership team coaching in South Africa</i> • Cath Brown: <i>Being our best selves - building resilience in individuals and teams</i> 	Practitioner Case studies/Workshops Room 420 <ul style="list-style-type: none"> • Beverly Sherratt: <i>Does Your Organisation Culture Embrace the Human Factors of Mental Well-being?</i> • Rob Baker: <i>Crafting Better Work</i> • Jess Alexander: <i>Scottish Social Services Council: Learning from the development of others and how we can use this to address power imbalance and unleash greater potential</i>
13:00-13:45	Lunch Ground floor café area	
13:45-14:45	Practitioner Workshops Room 409 <ul style="list-style-type: none"> • Nina Miljus: <i>Bring out your creative genius</i> • Tom Boden and Bruce Durham: <i>#connectMORE Organisation Wide Coaching to catalyse Social Learning</i> 	Practitioner Workshops Room 420 <ul style="list-style-type: none"> • Iman Sarhan: <i>Reducing Anxiety for Enhanced Performance</i> • Rubina Malik: <i>Accelerating Your Academic Career: The Power of Career Sponsorship</i>
14:45-15:15	Ernst & Young Future of Work Workshop Helen Kelly Room 410	
15:15-15:35	Refreshment break – Inspiration Wall	
15:35-16:30	Developing Talent for Future Work: Panel Discussion Room 403 Dr Jenny Davidson, MBA Director, Newcastle Business School (Chair); Michaela Reaney, Managing Director, Gradvert; Dr Brenda Stalker, Director of Degree Apprenticeships, Newcastle Business School	
16:30-17:00	Closing address Delroy Beverley, Chair CMI North East, Yorkshire and Humberside	

Practitioner Day Stream: Biographies of presenters and panel members

Jess Alexander, *Learning and Development Manager (Policy Implementation – Leadership), Scottish Social Services Council (SSSC)*: Jess has worked with the SSSC since 2007 and currently leads on quality improvement and the SSSC's contribution to the implementation of the leadership strategy for social services in Scotland. This has recently included the Leadership for Integration project, delivered in partnership by the SSSC, NHS Education for Scotland and the Royal College for General Practitioners in Scotland.

Rob Baker, *Founder & Director, Tailored Thinking*: I'm at my best when working with people to thrive, particularly at work. To deliver performance when it matters. Finding meaning, engagement and happiness in what we do. I have been exploring these topics all my life through: my hands-on work with executives, managers and their teams as an HR leader; my study and research in the fields of positive psychology, behavioural and wellbeing science; and as a former international athlete and coach. In different roles I have commissioned, delivered and designed organisational wide transformation initiatives and understand the importance of embedding change, which goes beyond structures and is supported by sustained behaviour change. I am a chartered fellow of both the CIPD and the Australian HR Institute, and have a first class Masters in Applied Positive Psychology from the University of Melbourne .

Delroy Beverley, *CCMI, Executive Director, Nottingham City Homes*: It's fair to say Delroy is a trailblazer. In 2014, he was appointed the first ever BME Chairman of an European International Business School; in 2015 became the first person from social housing to be named the Institute of Directors' Director of the Year; and he's the first male BME member of the UK Government's Office of Qualifications and Examinations Regulation (Ofqual) Board. That's all in addition to his executive role at Nottingham City Homes where he's instituted transformational changes which have contributed to record customer satisfaction levels, and the company winning the coveted Landlord of the Year 2018. He also serves on the Board of The British Library, and in May 2018 was voted the most influential BME Leader within the housing sector. A committed champion of women and BME employees throughout his career, Delroy works to create opportunities for under-represented groups, and many organisations seek his advice on how best to reshape their development and recruitment programmes.

Delroy quotes Martin Luther King - "*You cannot teach people anything, you can only help them discover it within themselves*".

Tom Boden, *Bruce Durham, SGRE Renewables*: Tom is a champion for organisational change by helping people connect with each other physically and digitally. A social media pioneer who is tackling engrained corporate cultures through the power of open and transparent communication. Bruce likes to try different ways of approaching things that may be steeped in 'corporate conditioning' around evocative areas such as safety and culture.

Cath Brown, *CBC*: Executive Coach, Team Coach, Supervisor, Trainer, Facilitator and OD/HR Consultant working with a variety of NHS, public, private and charitable organisations. Works with individuals, teams and whole organisations to support change and embed effective leadership, management and coaching practice at all levels utilising a range of interventions including coaching, supervision, action learning and accredited ILM qualifications up to Level 7.

Dr. Rubina F. Malik, *CEO, RFM Global Enterprises & Assistant Professor of Marketing and Management, Morehouse College*: An Assistant Professor and Strategic Advisor helping organizations and individuals successfully navigate the marketplace of performance. A scholar practitioner with a professional background in human resources, training and professional development, coupled with ten years of research, coaching and teaching experience. She combines proven techniques in leadership development with a unique and powerful approach known as Career Sponsorship.

Valerie Metcalfe, VSM Consulting: Valerie is the business owner of VSM Consulting. She supports clients in building strategic vision, talent and personal empowerment through individual and team leadership coaching linked to organisational success. Her recent work of reviewing a triple star business school and designing coaching and quality improvement programmes in South Africa, has provided a rich source of learning over the last 6 years. Access to the vibrant African culture and a new take on resilience has been profound. UK based, she has extensive private sector and international educational experience. Prior to setting up her own business in 2012, she was director of 2 university careers and employability departments in London and Hull. For over 2 decades she has campaigned for equality and diversity, via research and training delivered across Europe and America. This background and the achievement of the Matrix quality standard assessments at both institutions, have given her an evidenced record of inclusive, strategic leadership.

Nina Miljus, I am circle : Nina is a freelance Creative and Coach who has an intrinsic passion for following our curiosity to bring out our innate creativity in order to discover more about ourselves, our intuition and our purpose. Nina believes that PLAY is one way towards inner freedom and letting go of perceptions of how we "should" be in society. I am circle the concept she shares towards freer living and shaping our own way in society.

Julia Morrison, Director, Morrison & Mann: Julia is a leadership coach, trainer, change management and public sector specialist, with corporate leadership team experience. With more than 30 years of Children's Services based public sector experience latterly as Corporate Director of Children's Services, Julia now runs her own leadership coaching business, with a wide portfolio of clients from private sector organisations, local authorities, Academy Trusts, the NHS and Public Health. In addition, she coaches social workers on the Frontline programme and is an Associate Lecturer with Northumbria University's Business School, where she contributes as a Professional Development Coach on the Chartered Management Degree Apprenticeship programme. Julia is also a Leadership for Change coach and contributes to 'Future Directors', the national programme for aspirant leaders of public services.

Michaela Reaney, Founder of Gradvert: Michaela provides strategic direction and commercial focus while maintaining a strong relationship with our clients and universities. Michaela has a decade of experience in global talent management and recruitment with FTSE 100 organisations and is an authoritative figure in the news on education, employability and policies affecting young people. Michaela drives growth and ensures that Gradvert delivers on its mission to improve business performance by improving people."

Iman Sarhan, Founder of Leaders Globe (NC) & Founding VP of Gordon Training (Egypt): Iman has 15+ years of work experience in multinationals (Vodafone, Kantar TNS, etc.); and NGOs through training healthcare professionals & parents under the Baby Friendly Hospital Initiative with UNICEF. She is passionate about improving employees' well-being, motivation, and productivity. She is doing her MSc in Organizational Psychology (Heriot Watt University).

Beverly Sherratt, Founding Director, The LaunchPad Academy CIC: Beverly is also owner / founder of Profectus 4 People Limited, specialising in organisation and people development. Beverly became passionate about organisation design, development and culture after leading a previous North East employer to the highest position locally in the Best Company Awards and successfully securing £25,000 worth of Challenge Fund money in response to the Dame Carol Black Health & Wellbeing Report. This fund allowed a research project into the impact of organisation culture on mental health. The project was recognised at the Better Health at Work Awards and Beverly supported SMEs within the North East with her findings, together with significantly reducing absenteeism in the host organisation for the project.