PENN STATE WFED, OD&C, TD VIRTUAL CONFERENCE 2021

November 19, 2021
Leading Organizational Change through Innovation

CONFERENCE CHAIR & ADVISORY BOARD

CONFERENCE CHAIR
Dr. William J. Rothwell
Professor of Education (WFED)
The Pennsylvania State University

STUDENT CHAIR
Farhan Sadique
PhD student of WFED
The Pennsylvania State University

ADVISORY BOARD MEMBERS
Dr. Wesley Donahue
Teaching Professor of Education (WFED)
The Pennsylvania State University

Jihye Lee (Jenny)
PhD Candidate of WFED
The Pennsylvania State University

Dr. Hyung Joon Yoon
Associate Professor of Education (WFED)
The Pennsylvania State University

Sagun Giri
PhD candidate of Learning, Design and Technology
The Pennsylvania State University

CONFERENCE MANAGEMENT COMMITTEE
Angela Rogers
PhD Candidate of WFED
The Pennsylvania State University

Yu-Ling Chang (Abby)
PhD student of WFED
The Pennsylvania State University

Israa Samarin
PhD Candidate of WFED
The Pennsylvania State University

Tatum Risch
PhD student of WFED
The Pennsylvania State University

Manar Salamah
PhD Candidate of WFED
The Pennsylvania State University

https://sites.psu.edu/conference
WFED 2021 VIRTUAL CONFERENCE AGENDA

November 19, 2021
Leading Organizational Change through Innovation

10:00-10:45 KEYNOTE SPEAKER
Dr. Hyung Joon Yoon, Associate Professor of Education (WFED), The Pennsylvania State University
Reimagining OD through Technology

10:45-11:45 FIRST SESSION

TRACK 1. PRACTITIONERS
Jamie Campbell
Building Pipelines: Creating Sustainable Workforce Channels

Michelle Thom, EdD
How musical self-reflection & expression can inform the development & practice of inclusive women leadership

TRACK 2. ACADEMIC
Rosanna C. Burkey
Innovation through the Inter-generational Knowledge Transfer Process

Robert F Griggs
Ensuring Alignment of Leader Management Processes to Improve Organizational Performance

11:45-12:45 SECOND SESSION

Annie Long Qiao Li
Change Management Using the VIRSA (Vision, Impact, Readiness, Strategy, Actions) Model

Behnam Bakhshandeh
The Role of Emotional Intelligence on 4Cs Skills Training and Development

Angela Rogers
Newcomer Onboarding: What Happens, What Helps, What Hinders, And Their Hopes

Yu-Ling Chang (Abby)
Refining the Construct of Career Agility: Theory Building Through Conceptual Methods

https://sites.psu.edu/conference
WFED 2021 VIRTUAL CONFERENCE AGENDA

12:45 – 13:00 BREAK
13:00 – 13:30 AUTHOR PANEL

Dr. William Brendel
Assistant Professor of Education (WFED), The Pennsylvania State University

Dr. Wesley Donahue
Teaching Professor of Education (WFED), The Pennsylvania State University

13:30 – 14:00 THIRD SESSION
TRACK 1. PRACTITIONERS

Larry Kokkelengen & Regan Miller
Why Organizational Initiatives Fail, and What Can Be Done About It

14:00 – 15:00 FOURTH SESSION

TRACK 1. PRACTITIONERS
E. Amb. Dr. Favour Ayodele
Global And Societal Change

Justine Chinoperekweyi
Co-creation & Exceptionality Meetings Online (CEMOs)

TRACK 2. ACADEMIC
Israa Samarin
A Nudge Towards Agile Workforce

Krista Troiani
The Driving Force: Establishing an Effective Work-Life Balance for Mothers

15:00-15:30 SOCIAL NETWORKING

15:30- 16:15 KEYNOTE SPEAKER
Dr. William J. Rothwell, Professor of Education (WFED), The Pennsylvania State University
Talent Development

https://sites.psu.edu/conference
ASYNCHRONOUS PRESENTATIONS

Fahad Alshawan
The Importance of Embracing OD Values for Saudi Organizations to Compete in a Changing Environment
(https://youtu.be/CMrNnevb7PM)

Giselle Barrion
C.A.R.A Leadership: The Art of Leading with Love
(https://youtu.be/lErgHn7e_l4)

Manar Salamah
Crafting meaningful work and life
(https://youtu.be/tnt8CyKHSik)

Sally Loftis
Talent Investment and Nonprofit Pay: A study in the Arts Community
(https://youtu.be/zQIv93LqB-4)

Issa Al Balushi, Yu-ling Chang, Farhan Sadique & Joon Yoon Positive Organizational and HR Factors in the Healthcare Sector: The Impact of Hopeful Career State and Work Engagement
(https://youtu.be/24-2hPYli_w)

Swati Bijawat
Talent Development Strategies
(https://youtu.be/5GeVZgxd_Vw)

https://sites.psu.edu/conference
Many organizations thought that their “brand” would be the main drawing factor for their sustainability. What they are finding is their pipelines aren’t as strong as they thought. This session will examine ways for organizations to create and strengthen their existing pipeline from diverse communities.

Role of EI on 4Cs T&D. Organizations ought to develop their workforces on 4Cs skills (communication, collaboration, critical thinking, and creativity) and cope with the mood of their organizations and all the emotional outputs from their workforce. The most effective organization leaders achieve this task by using a peculiar mixture of psychological competencies known as Emotional Intelligence.
ABSTRACT

The present disruptive realities in the world have created an avalanche lacuna in formulating solution-driven tools and values-oriented ideologies that can bridge related thematic developmental factors.

Annie Long Qiao Li
Beijing changemag Consulting Co., Ltd

Change Management Using the VIRSA (Vision, Impact, Readiness, Strategy, Actions) Model

Our proposal focus on change management. Our change management model call "VIRSA". V stands for change vision. I stands for change impact analysis, R stands for change readiness assessment. R stands for change management strategy and A stands for change management actions. It goes with ACMP standard.
ABSTRACT

Consulting and coaching work demand acute career foresight, contextual intelligence and strategic intelligence. Enhancing career foresight is a central theme in co-creating sustainable futures, sustaining exceptionality, and living an integrated life. Enhanced career foresight is an imperative for Organization Development Consultants as it activates the consultant’s ability to offer radical critiques and leverage critical thinking. This article submits that ‘generative dialogue’ is an essential element to enhancing career, contextual intelligence, and subsequently consulting foresight. Empirical literature posits that the power of dialogue rests in its ability to foster generativity and develop new possibilities, altering prevailing narratives and stories; and working with self-organizing, emerging properties. Trottier (2012) posits that generative dialogue facilitates real change, connects people; allows individuals, groups and organizations to become real people; creates new relations, and manifests ‘a shift in emotional and mental frameworks’. In view of the need for dialectical models in leading sustainable strategic change, Co-creation & Exceptionality Meetings Online (CEMOs) leverages the power of dialogue in curating knowledge and know-how, connecting people to their ultimate purpose & passion, developing viable alternatives to creating a vision, plan courses of action, and implement action interventions. There are authentically deep connections that emerge when conversations are properly executed; that is, when they are generative and meaningful (Trottier, 2012). This is corroborated by the calls for democratic dialogue in order to facilitate effective meaning making.
ABSTRACT

My doctoral dissertation identified the lack of diversity in the C-Suite as an issue. As such, I used art-based narrative inquiry to explore how musical self-reflection and expression can inform the development and practice of inclusive leadership among women leaders. I propose presenting on my work and my findings.

How Musical Self-Reflection and Expression Can Inform the Development and Practice of Inclusive Leadership Among Women Leaders

ABSTRACT

Onboarding is one of the most common talent development interventions but it is often viewed as ineffective. The purpose of this study is to explore what helps and hinders and newcomers’ hopes for successful onboarding using enhanced critical incident technique and a diary study.

Newcomer Onboarding: What Happens, What Helps, What Hinders, and Their Hopes

https://sites.psu.edu/conference
When rapid, constant, and unpredictable changes become the norm, what is the best strategy to survive and thrive in the future of work? This session introduces a comprehensive model of Career Agility as an innovative strategy to stay “future of work” relevant by embracing change toward agile careers.

Innovation through the Inter-generational Knowledge Transfer Process: Critical Knowledge Identification and New Knowledge Creation in the Workplace

https://sites.psu.edu/conference
**ABSTRACT**

This presentation introduces a framework of two mindset zones (Agile zone & Avoidance zone) that could help to understand the triggering factors and processes contributing to agile behaviors in the workplace such as resilience, adaptation, and proactivity. Theoretical evidence and practical insights into what can be done at the individual and organizational levels to nudge employees’ agile behaviors will be discussed.

---

**Larry Kokkelenberg**  
Organizational Trainers & Consultants

**Why Organizational Initiatives Fail, and What Can Be Done About It**

Why organizational initiatives fail, and what can be done about it. This is a presentation from real life experiences of two OD practitioners.

---

**Israa Samarin**  
PhD Candidate of WFED  
The Pennsylvania State University

**A Nudge Towards Agile Workforce**

This presentation introduces a framework of two mindset zones (Agile zone & Avoidance zone) that could help to understand the triggering factors and processes contributing to agile behaviors in the workplace such as resilience, adaptation, and proactivity. Theoretical evidence and practical insights into what can be done at the individual and organizational levels to nudge employees’ agile behaviors will be discussed.
ABSTRACT

The presentation will be a discussion of ongoing research using the Enhanced Critical Incident Technique, determining how organizations that ensure alignment of leader evaluation, assessment, and development (L*EAD) programs with their strategic performance management (SPM) plan will improve performance, both performance of the leader and performance of the organization.

Improving organizational performance is a critical element of organization development; additionally, leader evaluation, assessment, and development (L*EAD) are the processes that addresses talent management. Tying L*EAD to organizational performance should be of interest to all OD practitioners.

Understand the importance of alignment between L*EAD and SPM; have a better understanding on why organization's should focus more on performance outcomes both operationally and in terms of leader programs; through the ECIT process, see how through collaboration with other practitioners, helping factors, hindering factors, and wish list factors can help drive leader and organizational performance through alignment between L*EAD and SPM.
SPECIAL THANKS TO

WORKFORCE EDUCATION GRADUATE STUDENT ASSOCIATION (WEGSA)

MODERATORS
- Krista Troiani
- Angela Rogers
- Ron Banerjee
- Sali AlMohammed
- Jamie Campbell
- Tatum Risch
- Darren Judymae
- Adidi Etim-Hunting
- Manar Salamah

HOST ROOM MODERATORS
- Jihye Lee Jenny
- Sagun Giri
- Angela Rogers
- Farhan Sadique
- Israa Samarín
- Yu-Ling Chang Abby

https://sites.psu.edu/conference
Why Study Organization Development and Change at Penn State?

Our 30-credit online degree program provides close and consistent interaction with a recognized and caring faculty. To further support your growth, the program also introduces you to a network of experienced professionals. Through interaction with them, you can gauge your skills and proficiencies, accelerate your learning, and see how you might shape a career in this emerging field.

As you progress through the program, you will be able to use your new skills in your current job to help enhance your organization’s performance. In addition, faculty will regularly draw from relevant work-related situations to ensure that the knowledge you are gaining is grounded in the reality of how organizations develop and change.