

# CURRICULUM VITA

## NANCY M. DIXON

Common Knowledge Associates Nancy M. Dixon  
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### **EDUCATION**

Ph.D. North Texas State University, Denton, Texas

M.A. East Texas State University, Commerce, Texas

B.A. University of Kansas, Lawrence, Kansas

### **PROFESSIONAL EXPERIENCE**

2000 –2010 Principal, Common Knowledge Associates,  
[www.commonknowledge.org](http://www.commonknowledge.org)

1992 -2000 Professor, Administrative Sciences Program, The Graduate School of Arts and Sciences, The George Washington University, Washington, DC. Taught graduate level courses, guided dissertation students, conducted research.

1997-2000 Director Administrative Sciences Program, The Graduate School of Arts and Sciences, The George Washington University, Washington, DC

1993-1994 Research Fellow, The Center for Creative Leadership, Greensboro, North Carolina - Sabbatical year.

1988-1992 Associate Professor, Human Resource Development School of Education, The George Washington University, Washington DC  
Taught graduate level courses, guided dissertation students, conducted research.

1980-1988 Assistant Professor, Human Resource Development, College of Education, The University of Texas at Austin, Austin, Texas.  
Taught graduate level courses, guided dissertation students,

developed and implement an internship program, and conducted research.

1979-2009 Consultant to corporations, not-for-profit and government on organizational learning and knowledge management.

1983-84 Internal Consultant, Tandem Computer Company, Cupertino, California (during a 12 month sabbatical from the University). Implemented a participative management program in four manufacturing sites.

## **PUBLICATIONS**

### **Blogs**

My most up to date thinking is in my blog at [www.nancydixonblog.com](http://www.nancydixonblog.com)

### **Books**

CompanyCommand: Unleashing the Power of the Army Profession. (With Burgess, T., Allen, N., Kilner, P. and Schweitzer, S.) United States Military Academy, (2005).

Common Knowledge: How Companies Thrive by Sharing What They Know. Harvard Business School Press. (2000).

The Organizational Learning Cycle: How We Can Learn Collectively. 2<sup>nd</sup> Edition. London: Gower. (1999).

Dialogue at Work. London: Lemos and Crane. (1998).

Helping Leaders Take Effective Action: Program Evaluation. The Center for Creative Leadership. (1997) with Dianne Young.

Perspectives on Dialogue: Making Talk Developmental for Individuals and Organizations. The Center for Creative Leadership. (1996).

The Organizational Learning Cycle: How We Can Learning Collectively. (1994). McGraw-Hill.

The Academic Guide to the Models for HRD Practice. (1991) American Society for Training and Development. (with J. Henkleman)

Evaluation: A Tool for HRD Quality. (1990). University Associates.

## **Monographs and Reports**

Sensemaking Guidelines, www.medqic.org. 2003

Lesson Learned Study Research Report. Center for Business Innovation. Ernst & Young Center for Business Innovation, 1998.

Report to the Conference Board of Canada on Organizational Learning. Ottawa, Canada: The Conference Board of Canada, 1993, 59 pp.

Personal Learning Guide (College Edition) with D.A. Kolb and R.J. Baker: McBer and Company, 1984, 29 pp.

Learning Styles and the Adult Learner, Parts I and II," Central Education Network, Postsecondary Education Council, 1983 (with D. Kolb and S. Schwabenlender).

The Learning Implications of Educational Value Level Differences Between Students and Instructors. ED-168986, 1979, 16 pp.

## **Chapters in Books**

"Learning Across Organizational Boundaries" in Easterby-Smith, M., Burgoyne, J. and Araujo, L. (Eds). Organizational Learning and the Learning Organization: Developments in Theory and Practice. Sage. 1999.

"The Organizational Learning Cycle" in Senge, P., Kleiner, A., Ross, R., Roberts, C., Roth, G., and Smith, B. (Eds). The Dance of Change. Doubleday. 1999. (with second author Rick Ross)

"Action Learning: More than Just a Task Force" in M. Pedler (Ed). Action Learning in Practice 3<sup>rd</sup> Edition, Gower, England. 1997.

"Action Learning at Digital Equipment" in M. Pedler, (Ed.) Action Learning in Practice. 3rd Edition, Gower, England 1997.

"Helping US Human Resource Professionals into Action Learning" in M. Pedler, (Ed) Action Learning in Practice 3<sup>rd</sup> Edition, Gower, England. 1997. (with L. Hales and R. Baker). pp. 187-196.

"Learning Style" in What Works: Assessment, development, and measurement. Bassi, L.J. and D. Russ-Eft, (Eds). ASTD 1997 pp. 37-64. (with Adams, D. and Cullins, R.)

"Organizational Learning: A Review of the Literature with Implications for HRD Professionals" in D. Russ-Eft, H. Preskill, and C. Sleezer (Ed). Human Resource Development Review: Research and Implications. 1997, pp. 348-370.

"Measuring On-The-Job Behavior" in D. Roberts and K. Medsker (Eds). ASTD Evaluation Tool Kit, 1992, pp. 207-214.

"Trainer Skills for New Ways of Learning in Organizations" in M. Jones and P. Mann (Eds.). HRD International Perspectives on Development and Learning. Kumarian Press, West Hartford, CT. 1992, pp. 74-79.

"Action Learning at Digital Equipment" in M. Pedler, (Ed.) Action Learning in Practice. 2nd Edition, Gower, England. 1991. (with D. Adams). pp. 197-206.

"Helping US Human Resource Professionals into Action Learning" in M. Pedler, (Ed) Action Learning in Practice 2nd Edition, Gower, England. 1991. (with L. Hales and R. Baker). pp. 187-196.

"Organizational Learning," in Organizational Issues of the 1990's and HRD Research. R. Jacobs (Ed.) Ohio State University. 1991. ED 334 349.

"The Implementation of Learning Style Information." In Being Responsive to Adult Learners, (Ed.) S. Merriam, Scott Foresman, and American Association of Adult and Continuing Education, 1986.

"Incorporating Learning Style Into Training Design," in Designing Training Programs, American Society for Training and Development, 1986.

## **Articles**

Harvesting Project Knowledge, ASK Magazine, NASA Spring (30) 2008

"Don't Just Capture Knowledge, Harvest It" Harvard Business Review, May 2008 (with Katrina Pugh)

"Company Command: A Professional Community That Works" ASK Magazine published by NASA, Summer, 2007.

"Developmental Stages of COPs" Develop 2006

"Struggling To Invent HRO In Health Care Settings: Insights From The Field."  
(with Marjorie Shofer) HSR: Health Services Research 41:4, Part II (August 2006)

“Sensemaking of Patient Safety Risks and Hazards” co-authored with Jim Battles, Robert Borotkanics, and Harold Kaplan HSR: Health Services Research 41:4, Part II (August 2006)

“Breakthrough Ideas for 2006: Peer-to-Peer Leadership Development” HBR, February 2006.

“Functioning At The Edge Of Knowledge: A Study Of Learning Processes In New Product Development” (with Marianne Doos, Lena Wilhelmson, and Thomas Backlund) Journal of Workplace Learning. (17) 8, 2005.

“Does Your Organization Have an Asking Problem” Knowledge Management Review, 7,2, 2004

“The Powerful Question” Management First. Emerald Group Publishing. Jan 2004

“The Neglected Receiver of Knowledge Sharing” Ivey Business Journal. March/April 2002.

“Functioning at the Edge of Knowledge: A Study of Learning Processes in Software Testing Teams” under review for Management Learning, with Marianne Döös, Lena Wilhelmson and Thomas Backlund.

“You Gotta’ Have a Match: Making Knowledge Transfer Work” People Management. February Issue 2000.

“The Changing Face of Knowledge” The Learning Organization. 6,5, 1999 212-216.

“The Responsibilities of Members in an Organization That is Learning” The Learning Organization. 5,4, 1998 161-167.

“Action Learning: More Than Just a Task Force” Performance Improvement Quarterly. 11,1 1998. 44-59.

“Building Global Capacity with Global Task Teams” Performance Improvement Quarterly. 11,1 1998. 108-113.

“The Hallways of Learning” Organizational Dynamics. Spring, 1997 Vol. 25, Iss. 4. 23-34.

“Evaluation Best Practice” Training and Development Journal. Vol. 50, 5, 1996. 82-85.

“Hallways of Learning” Strategy & Leadership, Vol. 24, No 2, 1996, p.52.

"A Practical Model for Organizational Learning" Issues and Observations. The Center for Creative Leadership. Vol. 14, 2, 1995.

"The Organizational Learning Cycle" Muse 12,4, 1995. 38-42. (Le cycle d'apprentissage organisationnel. Muse 12,4, 1995. 43-47.

"Developing Managers for the Learning Organization" Human Resource Management Review. 3,3 1993. 243-254.

"Organizational Learning: A Review of the Literature with Implications for Human Resource Development Professionals" Human Resource Development Quarterly. 3,1, 1992.

"Use of the Argyris Case Method to Develop Consulting Skills" Performance Improvement Quarterly. 4, 1, 1991. 31-41.

"Action Learning, Action Science and Learning New Skills" Industrial and Commercial Training. 22, 3, 1990. 10-16.

"The Relationship Between Trainee Responses on Participant Reaction Forms and Their Posttest Scores" Human Resource Development Quarterly. 1, 2, 1990.

"Combining Action Learning and Action Science to create a Methodology for Increasing the On-the Job Use of Management Development Skills" Industrial and Commercial Training. 22, 3, 1990.

"Self-Defeating Strategies of Training Departments" Performance and Instruction 28, 7, 1989.

"Meet Training's Goals Without Reaction Forms" Personnel Journal, 66, 8, 1987.

"The Kolb Model Modified for Classroom Activities" College Teaching, 35, 4, 1987 (with M.D. Svinicki).

"Supervisor as Mediator" Practical Supervision, 55, 1986 (with S.D. Johnson).

"The Implementation of Learning Style Information" Life Long Learning, 9, 3, 1985.

"Participative Management: The Manager's Changing Role" Tandem Update, Spring, 1984.

"Participative Management: A Complex Process" Supervisory Management, 29, 12, 1984.

"Emerging Trends in the Work Environment" Overview, 10, 1, 1983.

"Learning Disabilities as Conflicts Between Abilities" Education Digest, 67, 1983.

"An Alternative Framework for Considering Learning Disabilities in a More Positive Light" Journal of Learning Disabilities, 15, 7, 1982.

"Improving Prospects for the College-Bound Learning Disabled" Topics in Learning and Learning Disabilities, 2, 3, 1982 (with G. Blalock).

"Attitudes Toward Work: How They Differ" Facts and Findings, 8, 6, 1982.

"Learning Then and Now: August 17, 2032" Curriculum Review, 21, 3, 1982.

"Incorporating Learning Style into Training Design" Training and Development, 36, 7, 1982.

"Addressing the Reader's Right Brain" Educational Resources Techniques, 21, 2, 1981.

"Recognizing Learning and Teaching Styles: Who is Responsible?" Community College Frontiers, 8, 4, 1980.

### **CONSULTATIONS**

2006-2010 – Defense Intelligence Agency - Design and implement a lessons learned system for DIA, conduct studies of Intellipedia (wiki implementation for the intelligence community) and A-Space (facebook like implementation), develop and deliver training to analysts on challenging assumptions, assist in developing strategy for becoming a knowledge based organization

2008-2009 – Conservation International – Development of an organization-wide knowledge management strategy

2008 – Towers Perrin – Development of an organization-wide knowledge management strategy

2006-2008 Agency for Healthcare Research and Quality – Assist subcontractors to AHRQ to develop learning networks and communities among medical specialties (Westat, Delmarva, Health Services Research, Academy Health).

2007 - Ecopetrol (National Oil Company of Columbia) assist in the development of a company strategy for knowledge management.

2007 – American Medical Association – Develop a strategy for bringing patient safety into the medical education; design and delivery meeting/conference strategies for increasing learning

2007 – ConocoPhillips – Conducted an assessment of the knowledge sharing activities within the upstream organization, made recommendation for improvements they might make

2006 – PSO (National Development Organization in the Netherlands) – Assisted in developing a knowledge sharing strategy among the NGO's that the government worked with among third world countries.

2005 - IHI – Faculty for Spread Collaborative

2005 – Child Health Corporation of America (CHCA) - design a knowledge transfer across 40 hospitals (collaboration with KM at Work)

2005 – Delmarva Foundation - Interview CEOs and CMO of eight healthcare systems identified as leading edge in patient safety. Summarize findings for AHRQ to determine spread strategy.

2004-5 -Centers for Medicare and Medicaid Services – Special Study Project to improve patient safety in surgical care focusing on preventing two post-operative complications – acute myocardial infarction (AMI), and venous thromboembolism (VTE). – 12 month project.

2004 – Haliburton – workshop for Community of Practice knowledge brokers to improve the effectiveness of on-line conversations.

2004 – Holcim – develop a knowledge strategy to leverage knowledge across eleven plants in six countries.

2004 – Health Resources and Services Association, Faculty for the Organ Donation Collaborative.

2004 – APQC – Special Advisor on the Best Practice Transfer Study.

2004 – US Army WestPoint, work with CompanyCommand.com to draw out lessons learned from the core team's experience.

2004- Ohio KEPRO – design and facilitate peer assist for physician office practice improvements.

2004 – Canadian International Development Agency, Developed and facilitated workshop for project managers and staff to conduct After Action Reviews and Peer Assists

2004 – Health Resources and Services Association, Conduct After Action Reviews for organ donor consent conversations.

2003 – ChevronTexaco, work with ChevronTexaco fellows to increase knowledge sharing activities

2003 – Department of Veterans Affairs, Senior Executive Leadership Institute Faculty, January, April, July, Sept 2003

2003-4 – Centers for Medicare and Medicaid Services – Special Study Project to improve patient safety in six Microsystems. Design and facilitation of sensemaking sessions for hospitals to learn from “near misses” in patient safety – 15 month project.

2003 – Delmarva Foundation – Facilitation of sensemaking session for Home Health Pilots to learn from their year long experience in implementation.

2003 – Province of British Columbia – Assistance in developing a knowledge management strategy

2003 – British Columbia Building Corporation – Assistance in developing a knowledge management strategy

2002 - Center for Medicare and Medicaid Services – Design and facilitation of peer assist to allow four Quality Improvement Organizations to learn from each other about implementing Collaboratives.

2002 – CCMD HR Council – Keynote Speech, Château Vaudreuil in Vaudreuil, Quebec

2002 – Center for Medicare and Medicaid Services – Assessment of Patient Safety Network Knowledge Sharing Activities and Recommendations for More Effective Knowledge Sharing.

2002- IIR Community of Practice conference – Keynote speaker – “Making invisible networks visible” – Boston

2002 – Center for Medicare and Medicaid Services – Consultation on ways CMS personnel can improve support to the QIO community

2002 – Center for Medicare and Medicaid Services - Develop format and process for capturing intervention stories

2002 - Conoco - Barbados Finding Team – After Action Review to draw lessons learned from year long project

2002 – Delmarva – Assessment of Knowledge Sharing Capability and Recommendations for More Effective Knowledge Sharing.

2002 – MetaStar – Assessment of Knowledge Sharing Capability and Recommendations for More Effective Knowledge Sharing.

2002 - Center for Medicare and Medicaid Services – Assist State Organizations (QIO) to Share Knowledge about Quality Improvement

2002 – Conoco - Nigeria Finding Team – After Action Review to draw lessons learned from year long project

2001-2 Fannie Mae Foundation – Review of Knowledge Sharing Effectiveness with Constituents

2001 – Texaco – Intervention to Stop the Brain Drain

2001 – Institute for Healthcare Improvement – Developing a Network of Safety Professionals

2001 – Action Design – Serve as Senior Faculty in week long program to teach Argyris Model II skills.

2001 – Fannie Mae Foundation – Facilitate a retreat for Research Group

2001- Special Library Association- Design and Faculty for Knowledge Champions Institute

2001 – Institute for Healthcare Improvement – Develop a Plan for Spread of Lessons Learned on Open Access

2001 – Conoco – Investment Appraisal Network, Conduct a Social Network Analysis (with Rob Cross)

2001 – Chevron/Texaco Merger – Identify Lessons Learned from Transition Teams

2001 – Texaco- Develop a Lesson Learned System for Capital Projects

2001 - Arthur Andersen Consulting – Subject Matter Expert to Knowledge Management Project Team

2000 – Motorola – presentation on Common Knowledge to the Knowledge Management community within Motorola

2000-2005 – Veterans Administration – Developing a System for Knowledge Sharing

2000 - Nokia – Design and delivery of a workshop for internal knowledge management professionals

1999 - Texaco – consultant to make technology networks more effective

1999-2000 - IRS – Internal communication project to improve knowledge sharing.

1999 - 2003 - Conoco – The design and development of a knowledge management system for Downstream Technology

1999 - 2001 -Conoco – Facilitate Action Learning groups

1998 - Conoco - conduct an External Reviewer of Conoco University

1998-2001 Conoco – Consult to Conoco University on issues of mission, design and implementation of knowledge and learning activities

1998 Featured presentation“ Collecting, Assessing and Implementing Lessons Learned” Lockheed Martin Best Practices Forum, Presentation to 200 Presidents of Lockheed Companies

1998 Lockheed Martin - Assist in the development of a lessons learned initiative.

1997 Design and delivery of a workshop series on Organizational Learning for the Milwaukee Chamber of Commerce

1997 Colorado Issues Network - Dialogue on “Perspectives on Dialogue”

1997 Canadian Centre for Management Development - Assist in the re-design of management development using Action Learning

1997 Conoco - Assist in the development of Conoco University using Action Learning

1996 Bank of Montreal - Review of Organizational Learning.

1996 Institute for Management Studies - Presentations on Organizational Learning.

1996 Gallery of Ontario - Design and Facilitation of Debrief of the OH! Canada Project.

1996 Fannie Mae - Analysis of Executive Development Program

### **Presentations at International, National, State and Local Professional Conferences**

“Actionable Strategies for Creating Knowledge Sharing” KM World 2009, San Diego

“Social Media” US Army, Knowledge Management Conference, 2009, Kansas City

“Three Generations of Knowledge Management,” KM Asia 2008, Singapore

“Cross Generational Knowledge Management” Army Management Symposium 2008, Fort Leavenworth, Kansas

“Ways of Thinking about Knowledge Management, Army Management Symposium 2007, Fort Leavenworth, Kansas

“Conversations that Shape Us”, Army Management Symposium, Ft Lauderdale, FL August 2004

“Conversations that Build Knowledge”, Braintrust, Keynote, Phoenix AZ February 2004

“Common Mistakes in Building Knowledge Sharing Capability” Department of Navy Knowledge Management Community of Practice, Keynote, Washington DC, June 2002

“Developing Your Social Capital” QIO’s Tri-Regional Conference CMS and AHQC, Keynote, St Petersburg, Florida, June 2002

“Common Knowledge” Department of Public Works, Federal Government of Canada, Keynote, Toronto, Canada, May 2002

“Communities of Practice – Case Study ” US Army Knowledge Symposium 2002, Keynote, Kansas City, Kansas May 2002

“Sharing Patient Safety Knowledge” Patient Safety Collaborative, Keynote, Las Vegas, Nevada, April 2002.

“Common Knowledge” AHQA Technical Conference, Keynote, Dallas Texas, January 2002

“Common Knowledge: How Organizations Thrive by Sharing What They Know” US Army Knowledge Symposium 2001, Keynote, Kansas City, Kansas May 2001

“Lessons Learned” Department of Energy Lessons Learned Symposium, Keynote, Kansas City, May 2001

“Creating a Knowledge Sharing Culture” Third Annual PDVSA KM International Forum, Keynote, Caracas, Venezuela October 2001

“Knowledge Transfer” Ontario Society for Training and Development, Annual Conference Keynote. Toronto Canada, November 2001

“Knowledge Transfer – Matching knowledge to Transfer Process”, Quality Managers Network, Division of Institute for Knowledge Management, Keynote, October, 2001

“A Culture of Knowledge Sharing” Conference Board of Canada, Keynote, Toronto, April 2001

“Four Propositions about Knowledge Transfer” National Institute for Government Innovation, Washington DC November 2001

“Making Knowledge Sharing Work” Keynote - Canadian Centre for Management Development, Ottawa Canada, November 2001

“Knowledge Sharing Practices or Knowledge Sharing Culture: Where Do You Start” Keynote, Braintrust Conference, San Francisco, February 2001

“Developing a Knowledge Sharing Culture” Brookings Institute – Keynote Speaker; Washington DC, Jan 2001

“Translating Experience into Knowledge” Keynote speaker, Industry University Graduate Research and Engineering Education Conference – Cleveland, Ohio, October 2000.

“Common Knowledge” Keynote Speaker, SELLS Conference, Boston, October 2000.

“You Gotta’ Make a Match” APQC, KM Conference, San Antonio, May 2000

“That Reminds Me of a Story”ASTD International Conference, Dallas, May, 2000 (with Aylin, B. and Gardner, W.)

“Common Knowledge” OD Network, Dallas Texas, May 2000

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“Leveraging Organizational Knowledge” Distinguished Lecture, The George Washington University, Washington DC, April, 2000.

“Knowledge Management” Institute for Personnel Development (IPD), Harrogate, England, October 99

“Compliance and Choice” Society for Organizational Learning (SOL) Cambridge, MA, October, 99.

“Transferring Knowledge Between Teams” Strategies and Skills Conference for Effective Teaming, Dallas, Texas, 1999.

“Action Learning” Canadian Centre for Management Development, April, Ottawa, Canada 1999

“The Most Important Knowledge” ISPI, Washington, DC 1999.

“Organizations Thinking in New Ways About Knowledge” IFAL Klippan, Sweden, 1999.

“That Reminds Me of A Story” Seventh Annual Symposium on Individual, Team, & Organizational Effectiveness, Denton, Texas 1999.

“Action Learning at Conoco University” International Federation on Action Learning, Toronto, Canada, 1998.

“Organizational Learning, New Directions” University of Stockholm. Delivered as part of a course on organizational learning. Stockholm, Sweden, 1998

“Leveraging Organizational Knowledge” The National Institute for Working Life, Stockholm, Sweden, 1998

“Knowledge Transfer at British Petroleum” The Annual Knowledge Advantage Conference in Charleston, South Carolina, 1997

“How to Build, Support, and Maintain a Viable ‘Lessons Learned’ Initiative.” Knowledge Management Conference in San Diego, California 1997

Dialogue on “Perspectives on Dialogue” Colorado Issues Network 1997

“Hallways of Learning” Canadian Centre for Management Development, Ottawa Canada, 1997

“Learning Across Organizational Boundaries: A Case Study” International Conference on Theories of Organizational Learning, Lancaster University, England, 1996

“Inter-Organizational Learning” Conference on Appreciative Inquiry, Taos, NM, 1996

“Implementing Organizational Learning”, Institute De Hautes Etudes En Administration Publique, Bern, Switzerland April 25, 1996.

“Bridging to the Learning Organization”, Interdepartmental Committee of Heads of Training for the Government of Canada, Cornwall, Ontario, Canada November 8, 1995.

“Tapping Into the Tacit Knowledge of the Organization”, Strategic Leadership Forum, Chicago, November 16, 1995.

American Society for Quality Control Milwaukee - Feb., 1995 “Exploring Organizational Learning.”

Conference Board of Canada Halifax, Canada - June, 1995 “Management Development that Leads to Organizational Learning.”

Conference Board New York - October, 1994 “Action Learning”

OPM Norfolk, Virginia - Dec. 1994 “Using Critical Mission Issues for Organizational Learning.”

Learning Company Conference Warwick University , England - March, 1995 Keynote Speaker “Speaking in Your Own Voice.”

National Society for Performance and Instruction Montreal, Canada - May 1995 “Organizational Learning.

American Society for Training and Development Dallas, Texas - June, 1995, “Management and Organization Development: Action Learning and Action Science at Work”

Academy of Management Dallas, Texas - June, 1994 - Management Development in the Nineties: Moving Beyond the Classroom Boundaries.”

Academy of Management, "Management Development & Emerging Business Realities: Beyond Classroom Boundaries" with Baldwin, T., Gumpert, J., Russ-Eft, D., and Hermes, L. , August, 1994.

American Evaluation Association, "Using Evaluation to Build Leadership Development Programs, with Young, D. November, Dallas, Texas. 1993

Society for Research in Adult Development, "Readiness, Process and Outcomes of an Intensive Leadership Development Program." with Young, D. and Palus, C. June University of Massachusetts, Amherst MA. 1993

The Second Learning Company Conference, University of Warwick, England, "A Theoretical Framework for Organizational Learning" March, 1993.

HRD Asia 92 Conference, Singapore, "Organizational Learning: Becoming Intentional." 1992

National Society for Performance and Instruction, Westchester, Connecticut Chapter "The Integration of Learning Outcomes and Business Strategies" 1992

National Conference of National Society for Performance and Instruction, Los Angeles. "Research Issues in Human Resource Development" 1991

Technical Skills Pre-conference presentation, Cincinnati, "Integrating Learning Outcomes and Business Strategies" 1991

Commission of Professors of Adult Education, Montreal, Canada, Panel member: "Curriculum Issues in HRD Graduate Programs" 1991

Seminario Sobre Capacitacion De La Banca Iberoamericana, Antigua, Guatemala. "The Relevant Problems in Training Today" 1991

ASTD Professors Network Conference, San Francisco, California. "Non-Traditional Graduate Programs in HRD: Making Them Work" 1991

Singapore Training and Development Association, Singapore. "Action Learning" 1990

### **Editorial Reviewer**

Innovative Higher Education, 1984-1990

Human Resource Development Quarterly, 1989-1992

### **Editorial Board**

Management Learning, 1993-present

Journal of Workplace Learning 1998-present

International Academic Advising Group to MCB 1999-present

