

Handbook of Human Resource Development

**Neal E. Chalofsky
Tonette S. Rocco
Michael Lane Morris
Editors**

WILEY

CONTENTS

| | |
|---|--------|
| Foreword by R. Wayne Pace | vii |
| About the Editors | xi |
| About the Contributors | xiii |
| Preface | xxxiii |
| Introduction: The Profession and the Discipline | xxxvii |
| <i>Neal Chalofsky</i> | |

PART I FOUNDATIONS OF THE DISCIPLINE OF HRD 1

| | |
|--|----|
| 1 Psychological Foundations of HRD | 3 |
| <i>Thomas G. Reio, Jr., and Laura C. Batista</i> | |
| 2 System Theory and HRD | 21 |
| <i>Ronald L. Jacobs</i> | |
| 3 Adult Learning Theory and Application in HRD | 40 |
| <i>Victoria J. Marsick, Alike Nicolaides, and Karen E. Watkins</i> | |
| 4 Management and Leadership in HRD | 62 |
| <i>Marshall Sashkin</i> | |

- 5 Organizational Culture and HRD: The Roots, the Landscape,
and the Future 80
Maria Plakhotnik

PART II ISSUES AND PERSPECTIVES ON HRD 95

- 6 Dilemmas in Defining HRD 97
Monica M. Lee
- 7 Perspectives on the Concept of Development for HRD 112
K. Peter Kuchinke
- 8 A Critical, Feminist Turn in HRD: A Humanistic Ethos 125
Laura L. Bierema and Maria Cseh
- 9 Critical HRD 145
Sally Anne Sambrook
- 10 Corporate Social Responsibility and HRD: Uneasy Tensions
and Future Directions 164
Tara J. Fenwick

PART III DEVELOPING THE WORKFORCE 181

- 11 Expertise Through the HRD Lens: Research Trends and
Implications 183
Robin S. Grenier and Marie-Line Germain
- 12 Competence: Bases for Employee Effectiveness 201
Iris Berdrow and Frederick T. Evers
- 13 Workplace Learning 215
Rob Poell
- 14 Guiding HRD Research in the Work/Life Interface: The Importance of
Work/Life Harmony in the Development of Interventions 228
Michael Lane Morris and Heather S. McMillan
- 15 The Inner Work of Self-Formation in Work-Related Learning 246
John M. Dirkx

PART IV MANAGING THE WORKFORCE 263

- 16 Aging as a Career Development Challenge for Organizations 265
Jo G. L. Thijssen, Eva Knies, and Peter L. M. Leisink
- 17 A Social Justice Paradigm for HRD: Philosophical and Theoretical
Foundations 281
Marilyn V. Byrd

- 18 Disability, Health and Wellness Programs, and the Role of HRD 299
Tonette S. Rocco, Lorenzo Bowman, and Lawrence O. Bryant
- 19 Sexual Orientation and HRD 314
Julie Gedro and Jo Tyler
- 20 International and Cross-Cultural Perspectives of HRD 326
AAhad M. Osman-Gani

PART V HRD IN THE ORGANIZATION 351

- 21 Contemporary Career Literature and HRD 353
Kimberly S. McDonald and Linda M. Hite
- 22 Trends and Issues in Integrating Knowledge Management and Organizational Learning for Workplace Performance Improvement 369
Doo Hun Lim, Ji Hoon Song, and Seung Won Yoon
- 23 Linking Motivation to Workplace Learning Transfer: The Role of Implementation Intentions and Personal Initiative 386
Reid Bates, Nicole Cannonier, and John-Paul Hatala
- 24 Coaching 402
Cynthia Hunter Roman
- 25 Mentoring: Perpetuated on a Myth? 425
Paul W. Combs
- 26 Talent Management as a Strategically Aligned Practice 438
Wendy E. A. Ruona

PART VI MANAGING HRD 457

- 27 HRD Policy: An Overview 459
Joshua D. Hawley
- 28 Legal Aspects of HRD 474
Alan Clardy
- 29 Strategic HRD: Adopting a Philosophy, Strategies, Partnerships, and Transformational Roles 492
Jerry W. Gilley and Ann Gilley
- 30 Morality and Ethics in HRD 510
Darlene Russ-Eft
- 31 HRD in Smaller Firms: Current Issues, Insights, and Future Directions for Research and Practice 526
Ciara T. Nolan and Thomas Noel Garavan



PART VII INNOVATIVE APPLICATIONS 547

- 32 Action Learning: An HRD Tool for Solving Problems, Developing Leaders, Building Teams, and Transforming Organizations 549
Michael J. Marquardt
- 33 Virtual HRD 567
Elisabeth Eleanor Bennett and Rochell R. McWhorter
- 34 Developing Strategic Mindsets in HRD: Toward an Integral Epistemology of Practice 590
Lyle Yorks
- 35 Employee Engagement and HRD: Exploring the Philosophical Underpinnings, Measurement, and Interventions 605
Brad Shuck, Kim Nimon, and Drea Zigarmi
- 36 Emotional Intelligence and Its Critical Role in Developing Human Resources 623
Fredrick Muyia Nafukho and Machuma A. H. Muyia

PART VIII FUTURE DIRECTIONS 641

- 37 National HRD 643
Gary Neil McLean
- 38 Certification of HRD Professionals 661
Vijay Krishna
- 39 Standards and Accreditation of HRD Academic Programs 673
Larry M. Dooley
- 40 Future Directions for HRD 688
Martin B. Kormanik and Thomas J. Shindell
- Name Index 709
- Subject Index 735