

---

## Contributors

---

**Cinla Akinci** is a Lecturer in Management at the School of Management, University of St Andrews, UK. Her research is focused on the role of intuition in decision making and organizational learning, particularly in the senior management context. She received her PhD from the University of Surrey's Business School in 2011, where she subsequently worked as Lecturer in Organizational Behaviour. Her research on intuition in decision making has received several awards, most notably the Best Paper Award twice from the British Academy of Management, and has been published in scholarly management journals and book chapters.

**Nick Beech** is Director of Executive Learning at Leeds Business School, Leeds Beckett University, UK and a National Teaching Fellow. His interests lie in executive talk and how language is used to shape meaning within boardrooms. He currently works with other co-researchers on key issues such as corporate governance, decision making and leadership. He has completed a DBA on the talk of boards of directors.

**Kate Black** is a Senior Lecturer at Newcastle Business School, Northumbria University, UK where she teaches, researches and supervises in the areas of manager development and professional learning. She is also the Programme Leader for the undergraduate HRM programme. Previously, Kate has worked in a teaching-led business school and as an HRD practitioner with a large UK retailer. Kate's research interests span a range of academic-practice areas examining such facets as the importance of informal learning for professionals in the contemporary knowledge economy, later-career learning, and student attendance and engagement. She has also worked to examine the relevance of the research methods and dissertation elements of management education in the light of the changing demographic of management students in UK universities. Kate's research adopts a largely qualitative approach to data generation, with particular emphasis upon visual methods such as photo-elicitation and the use of participant-generated pictures.

**Jamie L. Callahan** is Professor of Human Resource Development at Drexel University in Philadelphia, PA, USA and recently ended her term as Editor of *Human Resource Development Review*. Her research interests encompass leadership, the sociology of emotion, and contextual issues, such as organizational learning, organizational culture and communities

of practice. She applies a critical theory perspective to the exploration of these issues.

**Julia Calver** is Senior Lecturer at The UK Centre for Events Management at Leeds Beckett University and Coordinator of the Yorkshire Events Network comprising 700 business members. Her particular research interests include micro industries within the creative sector, organizational learning and enterprise skills development applying action research principles.

**David Coghlan** is a Fellow Emeritus of Trinity College Dublin, Ireland. He specializes in organization development and action research and is active in both communities internationally. He is author of the internationally popular *Doing Action Research in Your Own Organization* (4th ed. 2014, Sage) and co-editor of *The SAGE Encyclopedia of Action Research* (2014).

**Gary Connor** is a Senior Lecturer at Coventry University, UK, and is responsible for the Human Resource Department's postgraduate dissertation programmes. He worked in the steel industry for over 20 years before starting his career in higher education at Coventry University. His main area of research is the assessment of students with regard to employability, fairness and equity.

**Carole Elliott** is Senior Lecturer in Management at Durham University Business School, UK. Her research interests include critical approaches to management and leadership learning; critical human resource development; and qualitative research methods, particularly the development of critical hermeneutic and visual methods in management and organization research. She is associate editor of *Human Resource Development International*.

**Peter Evans** is a Senior Teaching Fellow at the University of Edinburgh, UK, where he teaches on the MSc in Digital Education and the MSc in Education. His research interests are in digital environments for workplace and professional learning, organizational learning and knowledge management. Before starting his career in higher education, Peter worked in various roles in people and organizational development in the public, private and not-for-profit sectors.

**Thomas Garavan** is Research Professor, Leadership, at Edinburgh Napier University, UK. He specializes in leadership development, HRD and leadership, CSR and leadership and cross-cultural leadership. Thomas is a member of the Editorial Board of *Human Resource Management Journal*, *Human Resource Development Quarterly*, *Human Resource Development Review*, *Advances in Developing Human Resources* and

*Human Resource Development International*. He is the recipient of the Academy of Human Resource Development, Outstanding HRD Scholar Award 2013. His research interests include CSR and transformational leadership, cross-cultural dimensions of diversity training, tacit knowledge in manufacturing, international human resource management standards and human resource management in MNCs.

**Jeff Gold** is Professor of Organisation Learning at Leeds Business School, Leeds Beckett University and Visiting Professor at Leeds, Portsmouth and York St John universities, UK. His interests lie in the use of action modes of research to work collaboratively with others as co-researchers on key issues such as poverty, innovation and leadership that is distributed.

**David E. Gray** is Professor of Leadership and Organizational Behaviour at the University of Greenwich, UK. His research interests, and publication record, include research methods, management learning (particularly coaching and mentoring), action learning, reflective learning, learning in SMEs and the triggers for SME success. He has published books and articles on research methods, work-based learning, and coaching and mentoring. David has led a number of coaching research programmes for managers of SMEs, for unemployed managers who seek new employment opportunities and for unemployed managers who aim to start their own business.

**Bob Hamlin** is Emeritus Professor and Chair of Human Resource Development at the University of Wolverhampton, UK. His main research interest is exploring effective and ineffective managerial behaviour as perceived by managers and employees within public, private and third sector organizations. With various indigenous co-researchers he has replicated and continues to replicate his UK studies of perceived managerial and leadership effectiveness within a culturally diverse range of countries around the globe. His current aim is to use the results of these studies as empirical source data for conducting multiple-case, cross-sector, cross-nation comparative analytic studies based on replication logic in search of empirical generalizations that might lead to new HRD related theory development.

**Victoria Harte** is a PhD candidate at the University of Sheffield, UK, based in the Sheffield University Management School, as well as holding an Associate Lecturer position at Leeds Business School. Her PhD research is focused on the personal epistemologies of postgraduate management students and how these translate into the organization. Along with her PhD research, her other research interests are research-informed teaching and the impact of this on students and their learning experiences, teaching research methods and research philosophy.

**Rosalie Holian** is Associate Professor in the College of Business, School of Management, RMIT University, Melbourne, Australia. She is an Organizational Psychologist with a special interest in action research.

**Claire Jones** is the Managing Director of Inspiria Consulting Ltd. Her business is focused on helping organizations create and maintain alignment between strategic direction and individual objectives using coaching, facilitating and process consulting methods. She specializes in working with business alliances and is particularly interested in learning, trust and collaboration between organizations.

**Christoph König** is Researcher at the Institute of Educational Science at the University of Regensburg, Germany. His research focuses on teacher education systems, teacher allocation, learning in organizations and professional learning.

**Dawn Langley** is an independent researcher and organizational development consultant. Her research interests include organizational learning, curiosity and failure in organizations.

**Almuth McDowall** is course director for the MSc Human Resource Development and Consultancy at Birkbeck University of London, UK, and is currently working on a number of funded research projects. Her focus is on the application of psychological theory to personnel and HR issues on topics such as work–life balance, coaching, work performance and ethical behaviours.

**Clíodhna MacKenzie** is a lecturer in the School of Management and Marketing at University College Cork, Ireland. Her academic research focuses on ‘dark side’ organizational behaviour such as organizational narcissism, leadership derailment, counterproductive work behaviour, excessive risk-taking, unethical behaviour and corporate social irresponsibility. Her research interests include risk-taking behaviour, organizational strategy development and execution, corporate and organizational governance, ethics, corporate social responsibility and sustainability, human resource management/development, and leadership and organization development.

**Sven De Maeyer** is Associate Professor of Education at the Institute of Information and Education Sciences at the University of Antwerp, Belgium. His research focuses on educational measurement and the application of advanced statistics such as multilevel analysis, structural equation modelling and item response theory.

**Diane Marks** is a self-employed Executive Coach. She gained a Masters in Executive and Business Coaching at Leeds Business School, UK. She lives on the south coast.

**Sharon Mavin** is Chair of the University Forum for HRD, Professor of Organization and HRM and Director of Roehampton Business School, Roehampton University, UK. Sharon's research interests are doing gender well and differently; women's intra-gender relations; executive women and careers; and leadership, identity and emotion work in organizations. Sharon is Associate Editor of *International Journal of Management Reviews* and Co-editor of *Gender in Management: An International Journal* and has recent publications in *Gender Work and Organization*, *Organization*, *Human Resource Development Review*, *International Journal of Management Reviews*, *Gender in Management: An International Journal*, and the *British Journal of Management*.

**Gerhard Messmann** is Assistant Professor at the Institute of Educational Science at the University of Regensburg, Germany. His research interests include innovative work behaviour, informal learning at work and instructional design.

**Regina H. Mulder** is Full Professor of Pedagogy/Educational Science at the Institute of Educational Science at the University of Regensburg, Germany. Her research interests include a variety of topics in vocational education and training (VET) and on learning in organizations, such as evaluation of training, innovative work behaviour, informal learning at work, feedback and team learning.

**Adrian Ogun** is Executive Director of the Actionable Knowledge Research Centre, based in Nigeria, and a doctoral candidate at Leeds Business School, Leeds Beckett University, UK. His research interests include corporate governance and the study of how action modalities attempt to reconcile Western management theory with emerging market practice.

**Rob F. Poell** is Professor of Human Resource Development in the Department of HR Studies at Tilburg University, the Netherlands. His core field of expertise within HRD is workplace learning, especially viewed from the employees' perspective. His work has appeared in the *Journal of Vocational Behavior*, *Group & Organization Management*, *Management Learning*, *Small Group Research*, *International Journal of Nursing Studies*, *International Journal of Project Management*, *International Journal of Human Resource Management*, *Personnel Review*, and *Human Resource Development Quarterly*. He recently co-edited the *Routledge Companion to Human Resource Development*,

which won the Forward Publishing Award of the Academy of Human Resource Development.

**Clare Rigg** works at the Institute of Technology Tralee, Ireland. Following an early career in economic development and urban regeneration, she developed an interest in collaborative working that was further fostered through encountering action learning as an approach to management development in 1990. For many years, based at the universities of Birmingham and Birmingham City, she worked with practitioners from across diverse sectors, integrating action research and action learning into development of public service networks, management learning and leadership development, continuing this work with a move to Ireland in 2005. She is particularly interested in the inter-relationships between multiple levels of learning and change and is co-editor of the *Journal of Action Learning: Research and Practice*.

**Céline Rojon** is a Lecturer in Human Resource Management at the University of Edinburgh Business School, UK. Her research interests include work performance, assessment, selection and development, research methods and cross-cultural studies.

**Eugene Sadler-Smith** is Professor of Organizational Behaviour in the Surrey Business School, University of Surrey, UK. His research interests at the moment are focused on the role of intuition in management and organization. His work has been published widely in peer-reviewed journals such as the *Academy of Management Executive*, *Academy of Management Learning and Education*, *British Journal of Psychology*, *Business Ethics Quarterly*, *Human Resource Development International*, *Journal of Occupational and Organizational Psychology*, *Journal of Organizational Behavior*, *Management Learning and Organization Studies*. He is the author of *Learning and Development for Managers: Perspectives from Research and Practice* (Blackwell, 2006), *Learning in Organizations* (with Peter J. Smith, Routledge, 2006), *Inside Intuition* (Routledge, 2008) and *The Intuitive Mind* (John Wiley and Sons, 2010).

**Sally Sambrook** is Professor of Human Resource Development, Director of the Centre for Business Research and former Deputy Head of School and Director of Postgraduate Studies at Bangor Business School, UK. Sally is a founding member of the University Forum for HRD and served as a Board member of the American Academy of HRD. Sally employs a critical and autoethnographic approach to HRD research, particularly management learning and doctoral supervision. She has published widely and holds various editorial roles on leading HRD, management education and ethnography journals.

**Maura Sheehan** is Professor of International Management at NUI Galway and Programme Director, MSc International Management. She is an Associate Editor of *Human Resource Development Quarterly* and the *Journal of Organizational Effectiveness: People and Performance*. She has published widely on HRM and performance, international HRM and labour markets. She was an EU Marie Skłodowska Curie Fellow, 2009–2012, and is currently heading an EU work package on self-employment under the EU-funded Strategic Transitions for Youth Labour in Europe (STYLE) project.

**Tim Spackman** is the Head of Organization Development at Skipton Building Society. He holds a Masters in HRM and is completing a Doctorate in Business Administration at Leeds Business School, UK in the practice of coaching as part of everyday life at work.

**Valerie Stead** is Lecturer in Management Learning and Leadership at Lancaster University Management School, UK. Her research interests include critical approaches to leadership and the learning of leadership, and the development and use of critical methodologies in qualitative research, with a particular focus on issues of power and gender in women's leadership

**Jim Stewart** is Professor of HRD at Coventry Business School and has previously held similar positions at Leeds and Nottingham Business Schools. His research interests span all aspects of HRD with recent emphasis being on higher education as a site of HRD practice, especially in relation to doctoral level education; the development of ideas on Critical HRD; and international comparisons of HRD professional practice. Jim is a former Chair of the University Forum for HRD and is currently its Executive Secretary. He also holds a number of appointed positions with the Chartered Institute of Personnel and Development, including being Chief Examiner for Learning and Talent Development.

**Steven Tam** is Assistant Professor of Management in the Department of Management and Marketing at Fort Hays State University. He received his PhD in Management from Surrey Business School, UK. His research interests include workplace learning, organizational behaviour, SME development, international business, strategic management and creativity.

**Kiran Trehan** is Professor of Leadership and Enterprise Development at Birmingham University, UK. Kiran is a key contributor to debates on diversity, leadership, and enterprise development and how it can be applied in a variety of business and policy domains. She has led a number of peer mentoring initiatives and extensively published journal articles,

policy reports, books and book chapters in the field. Her publications are testimony both to the growing importance of this mode of research to small and medium size businesses, and to her success in advancing innovative approaches to enterprise development and mentoring in small and medium size businesses and policy-making circles. Kiran's work has been supported by grants from a full range of research funding bodies, including research councils, government departments, regional and local agencies and the private sector. Kiran also holds the positions of Visiting Professor at the universities of Lancaster and Chester. She is Editor of *Action Learning: Research and Practice*, the first international journal dedicated to the advancement of knowledge and practice through action learning.

**Catherine L. Wang** is Professor of Strategy and Entrepreneurship at the School of Management, Royal Holloway University of London, UK. Her research interests are in the areas of entrepreneurship and innovation from a strategic perspective, using quantitative (including structural equation modelling) and mixed methods. In particular, she focuses on how firms can effectively turn strategic and entrepreneurial resources into successful new products/services and bottom-line performance, primarily through the theoretical lens of the resource-based view of the firm, dynamic capabilities and organizational learning. Catherine's work has been published in journals such as *Entrepreneurship Theory and Practice*, *British Journal of Management*, *Journal of Business Research*, *International Small Business Journal*, *Journal of Small Business Management*, *European Journal of Information Systems* and *International Journal of Management Reviews*.

**Russell Warhurst** is Reader in HRM at Newcastle Business School, University of Northumbria, UK, and Adjunct Professor at Aalto University School of Business, Finland. Russell teaches research methods to master's and doctoral students and has coordinated a major Masters in Management Research programme. Russell's research interests include management and leadership learning, workplace learning, identity formation and learning in later careers. Russell is committed to methodological diversity in qualitative inquiry to ensure that multiple stories are heard as a basis for robust individual and collective action in organizations.

**Helen Whitrod-Brown** is the Associate Dean in the Carnegie Faculty, Leeds Beckett University, UK, responsible for the strategic leadership of Enterprise and Employability. She sits on the Sport Leeds Board and is a Trustee of the Leeds Rugby Foundation. She holds a DBA on the use of sports coaching in business, and her interests lie in the transfer of training

and the use of sport as a learning and development tool for sustainable performance improvement. She has developed a transfer model – the Transcoach – which uses sports coaching to embed business coaching skills, which contributes to the debate on the transfer problematic.

**Christine S. Williams** was formally Head of the Department of Marketing at Gloucestershire Business School, University of Gloucestershire, UK.

**Jannine Williams** is Lecturer in Human Resource Management and Organizational Behaviour at Bradford University, UK. Her research interests encompass processes of organizing; categories of social relations and constructions of difference, particularly disability and gender; women's intra-gender relations and friendship at work; and career studies with a focus upon boundaryless careers. Jannine is a member of the Chartered Institute of Personnel and Development and has presented at the Chartered Institute of Personnel and Development Professional Standards conference as well as University Forum for HRD conferences. Jannine co-edited the book *Deaf Students in Higher Education: Current Research and Practice* and has published in *Studies in Higher Education*, *International Journal of Management Reviews* and *British Journal of Management*.