

## Martin B. Kormanik Curriculum Vitae

### SUMMARY BIOGRAPHICAL STATEMENT

Martin B. Kormanik is President & CEO and a Senior Associate with O.D. Systems, a 39-year old Alexandria, Virginia-based corporation providing management assessment, consultation, facilitation, coaching, and training services. He has subject matter expertise in executive and leadership development, workforce diversity and inclusion, teambuilding, negotiation and conflict management, change and transition management, and strategic planning. His process expertise involves using an organization development (OD) approach to address organizational, workforce, and individual effectiveness. Dr. Kormanik has worked on more than 350 client projects involving over 58,000 professionals, including executives, mid-level managers, front-line supervisors, and nonsupervisory employees. Before becoming President & CEO in 2001, he served as Director of Human Resources & Diversity Programs (1998-2001) and as Director of Marketing (1992-1998). He joined O.D. Systems in 1988, after 10 years in corporate management and university administration.

A central theme to his work is the importance of interpersonal communication, teambuilding, and effective leadership built on the strengths-based approach of appreciative inquiry (AI). He has developed, designed, and delivered programs on individual and organizational learning; supervisory and management skills development; interviewing and selection; personality/working styles analysis; general competency modeling; vision and mission development; operational, tactical, and strategic planning; teambuilding; workforce diversity and inclusion; employment discrimination and harassment; workplace violence and bullying; negotiation and conflict management; interpersonal communication skills and techniques; briefing/presentation skills and techniques; and, stress and wellness.

Dr. Kormanik has 39 years experience working with corporations, government agencies, and nonprofits in the United States and international locations. His work with corporations includes Avanade Business Technology Services, Anne Arundel Medical Center, Bank South, CoreStates Bank & Trust, Duff & Phelps/Kroll Inc., FannieMae, Hartford/ITT, Kaiser Permanente, Lockheed Martin, PROMAX Management, NationsBank, TalentFront, Tiffany & Co., Washington Gas, and Wasserman Media Group. He has worked with numerous Federal government agencies in the departments of Agriculture, Commerce, Defense, Education, Health & Human Services, Homeland Security, Interior, Justice, State, Transportation, Treasury, Veterans Affairs, as well as the Executive Office of the President, Environmental Protection Agency, Export/Import Bank of the United States, National Credit Union Administration, NASA, and the United States (U.S.) Intelligence Community (IC). Dr. Kormanik has also worked with the Architect of the Capitol in the Legislative Branch, with the U.S. Federal Judicial Center, and at the state level with the Texas Education Agency.

His work with nonprofit and not-for-profit organizations includes the International Center for Alcohol Policies, World Bank Group, Partnership for Public Service, Air Line Pilots Association, American Institute of Architects, American Association of Colleges for Teacher Education, Association of Pool & Spa Professionals, Association for Supervision & Curriculum Development, Conference of State Bank Supervisors, International Center for Alcohol Policies, KaBOOM!, National Blood Exchange American Association of Blood Banks, National Security Industrial Association, Point-of-Purchase Advertising International, Public Broadcasting Service, Society for Competitive Intelligence Professionals, Tudor Place Foundation, Whitman-Walker Clinic, Episcopal Diocese of Washington, DC, and numerous faith-based organizations. Dr.

Kormanik has also partnered with other organizations in the delivery of client services, including Anteon Corporation, Beyond Potential, C2 Technologies, Corbin Company, CSC, Cygnus Corporation, Double Helix Learning, IBM, IMPAQ International, JLH Associates, KarpWorks, The Kedar Group, MSM Global Consulting, The Personnel Office, Professional Resources, Rebecca Lee & Associates, SAIC, and Stanley Associates.

Dr. Kormanik's effectiveness is readily recognized by clients who come to him with the tough problems of management—developing staff and motivating them to achieve excellence, negotiating in adversarial situations, recognizing executive potential, appreciating employee diversity, and separation of nonproductive employees. His management style stresses personal responsibility for behavior and productivity, while encouraging a team approach to meeting organizational challenges. Dr. Kormanik's interpersonal, analytical, and organizational skills give him the ability to focus on the essentials of the situation at hand—to help clients move beyond the crisis or conflict mode into a learning mode in which substantive issues can be addressed.

Executive coaching, career counseling, and life transitions has been an integral component of many client projects. A nonprofit organization director noted, "Over the last year and a half, you have made a significant impact on my development as a professional and as a person, and I am very grateful." Similarly, an IC manager wrote that Dr. Kormanik "was very insightful, provided multiple examples, and had knowledge of the relationships, people, and functions across my agency. [He] was also very supportive and a keen listener. I only wish we had more time together." A supervisor experiencing difficult personnel issues noted, "I always get a lot out of our meetings. You help me make sense out of the issues that I'm dealing with and then make a plan for moving forward. You have a calm, rational, objective approach that I greatly appreciate." A newly promoted manager of acquisitions wrote, "Thank you so much for the coaching sessions and helpful strategies you provided me over the last several months. I'm thrilled to tell you that I got the job!!! It never would have happened without your support to get through the process."

In addition to coaching, Dr. Kormanik receives excellent feedback on his facilitation and platform skills. He is seen as "an outstanding instructor." An executive attending mandatory compliance training described Dr. Kormanik as a "very good instructor—in fact probably the best I've had. [EEO compliance and diversity management] was a difficult concept for me to absorb. He allowed me to think 'outside the box.' His anecdotes made the class more interesting." A Foreign Service Officer in a supervisory skills training noted that Dr. Kormanik's effectiveness was "Great. Martin was an absolutely, truly exceptional leader, teacher, and mentor. I would take any course with Martin, anytime." Another noted that "Martin was fantastic!"

Dr. Kormanik has taught masters and doctoral courses on management, leadership, and organizational analysis. He served 16 years on the graduate faculty of the George Washington University, Graduate School of Education and Human Development. He also served 13 years on the graduate faculty of the Johns-Hopkins University, Carey Business School. He has served as guest lecturer at the University of Louisville, Department of Leadership, Foundations, and Human Resource Education, Workforce and Human Resource Education Program; the University of Maryland, Robert H. Smith School of Business; the Northern Virginia Community College, Business Division; the Virginia Polytechnic Institute and State University, College of Human Resources and Education, Adult Learning and Human Resource Development Program; George Mason University, School of Management; and, the St. Louis University, School of Public Health, Master of Social Work Program.

He instructs at the U.S. Department of State Foreign Service Institute, Leadership and Management School, teaching management and leadership skills, and strategies for human resource management and development to supervisory, mid-level, and executive Civil Service and Foreign Service employees. He serves on the faculty of the Central Intelligence Agency (CIA) Professional Development Group and Leadership Learning Division, teaching skills and professional development courses for first-line supervisors, managers, and executives. He has taught at the U.S. National Geospatial-Intelligence College, School of Leadership and Professional Studies, and served as Leadership Coach for the Partnership for Public Service Excellence in Government Fellows Program.

Improving practice through application of theory and research has been a constant in Dr. Kormanik's work. He is a member of the Academy of Human Resource Development (AHRD), the Academy of Management (AOM), the Association for Talent Development (ATD), the Organization Development Network (OD Network), the International Society of Diversity & Inclusion Professionals (ISDIP), and the Society for Human Resource Management (SHRM). In 2003, he established the O.D. Systems Institute (ODSI) as a mechanism to bridge theory and practice by way of professional development, collaborative exchange, and exploration through research. The ODSI Consortium serves as a community-of-practice/interest for more than 275 scholar-practitioners in the Washington, DC metropolitan area. The ODSI Consortium Series provides a regular opportunity to facilitate the exchange of knowledge, generate new knowledge, and create innovative approaches beyond tried-and-true best practices.

Dr. Kormanik has served as featured speaker and panelist, chaired symposia, and presented peer-reviewed papers at conferences including the Educational Symposium for Research & Innovations; the AHRD International Conference in the Americas; the AOM International Conference; the Drexel University, Goodwin College, School of Education HRD Symposium; the ASTD International Conference & Exposition; Blacks in Government Annual Training Conference; the Center for the Study of Learning Conference on Human & Organizational Studies; Clemson University's Conference on the Professional Development of Women; Conference for the Interagency Committee of Women in Science & Engineering; International Conference of the Society for Chaos Theory in Psychology & Life Sciences; Conference for Women in Federal Law Enforcement; and the Society for Applied Sociology Conference.

The foundation of Dr. Kormanik's consultancy is assessment, incorporating quantitative and qualitative methods. His research interests focus on individual and organizational learning and change, particularly the construct of awareness development at both the individual and organizational levels. His work has been published in book chapters, journal articles, conference proceedings, and on-line publications, including *Advances in Developing Human Resources (ADHR)*, *Human Resource Development International*, *Human Resource Development Review*, *AI Practitioner*, *Journal of European Industrial Training*, and *ASTD Links*. He served as co-editor for two *ADHR* issues, serves as a member of that journal's editorial board (2009-2015), and was named Associate Editor (2012-2015). He was lead author on the chapter "Diversity and inclusion initiatives in organizations" in the *Routledge Companion to HRD* (2014), the chapter "Future Directions for HRD" in *The handbook of HRD: The Discipline and the Profession* (2014), the chapter "Locus of control" in the *Encyclopedia of Management Theory* (2013), and co-author of the chapter "Executive Development and LGBT Issues in the Workplace" in *Case Studies and Activities in Adult Education and HRD* (2010).

Dr. Kormanik has received numerous commendations, letters of appreciation, and awards for his work, including a Certificate of Appreciation from the U.S. Department of State, Foreign Service Institute Leadership & Management School (2014); a Certificate of Appreciation from the CIA Center for Leadership Development (2011); NASA Goddard Space Flight Center (GSFC),

Center Excellence Award (2004 and 2006); ASTD Excellence in Research-to-Practice Award and Citation (2005); and, U.S. Department of Agriculture, Small Business Contractor of the Year (2002). His doctoral dissertation was recognized with the *2004-2005 AHRD Malcolm S. Knowles Dissertation of the Year Award*.

From 2010-2015, Dr. Kormanik served as a member of the SHRM Diversity & Inclusion Standards Taskforce. He served on the ASTD Research-to-Practice Committee (2004-2005). He served on the AHRD Board of Directors (2009-2012, 2013-2014), including as the Board Liaison to the professional association's Special Interest Groups (SIGs). Previously he served on the AHRD Professional Development Committee (2006-2009), Scholar-Practitioner Committee/SIG (2005-Present; Chair 2006), and the Dissertation of the Year Award Committee (2006-2011; Chair 2009-2010). He has also served on the AHRD Elections & Nominations Committee (2011-2012; Chair 2012). In 2006, the Mayor of Alexandria, Virginia, appointed Dr. Kormanik as a Commissioner on the city's Commission on Employment. He was reappointed to a second two-year term in 2009. He also served on the Board of Directors of the Automobile Training Institute of Alexandria, and the Arlington/Alexandria, Virginia, Workforce Investment Board.

Dr. Kormanik earned a Bachelor of Science in business administration at the Ohio State University. He earned a Master of General Administration the University of Maryland (Thesis Title: *Long-term evaluation of the effectiveness of a sexual harassment training intervention*). He earned a Doctor of Education in Human Resource Development at the George Washington University (Dissertation Title: *White males in transition: Describing the experience of a stalled career*). Dr. Kormanik earned a Certificate in Executive Coaching from ODSI. He is also certified to facilitate the Power+Systems' *Organization Workshop*, and to administer the *Leadership Styles Profile Grid*; Hay Group's *Emotional & Social Competency Inventory*, Hogan Assessments *HPI*, *HDS*, *MVPI*, and *HBRI*; Multi-Health Systems' *EQ-i 2.0*; Wiley's *Everything DiSC®*; the Center for Creative Leadership's *SKILLSCOPE®* and *KEYS®*; the *Strong Interest Inventory*; the Thomas-Kilman *Conflict Modes Instrument*; Eckerd College's *Conflict Dynamics Profile*; the *Eartheart Stress Surveys*; Human Synergistics *Life Styles Inventory*, *Group Styles Inventory*, *Organizational Culture Inventory*, *Organizational Effectiveness Inventory*, and *Acumen Leadership WorkStyles* and *Team WorkStyles*; the *Myers-Briggs Personality Type Indicator*; and, the suite of assessment instruments from Consulting Psychologists Press.

## EMPLOYMENT HISTORY

### ORGANIZATION DEVELOPMENT SYSTEMS, INC.

ALEXANDRIA, VA

President & CEO, 2001–Present.  
Director of Human Resource & Diversity Programs, 1998–2001.  
Director of Marketing, 1992–1998.  
Consultant & Trainer, 1989–Present.  
Senior Associate, 1988–Present.

### THE GEORGE WASHINGTON UNIVERSITY

WASHINGTON, DC

Graduate School of Education & Human Development  
Professorial Lecturer of Human & Organizational Learning, 2008–2015.  
Assistant Professorial Lecturer of Human & Organizational Learning, 2002–2008.  
Adjunct Graduate Faculty, Educational Technology Leadership Program, 1999–2004.

### THE JOHNS HOPKINS UNIVERSITY

BALTIMORE, MD

Carey Business School  
Practitioner Faculty, Graduate Division of Business and Management, 1999–2008.  
Adjunct Faculty, Division of Business & Management, 1995–1999.

### THE RICHARDSON COMPANY

PHILADELPHIA, PA

Senior Training Consultant, 1991–1992.

### R.H. MACY & Co.

ATLANTA, GA

Group Manager, 1985–1988.  
Assistant Buyer, 1984–1985.

### FEDERATED DEPARTMENT STORES

ATLANTA, GA

Assistant Buyer, 1983–1984.  
Sales Manager, 1982–1983.

### THE GROUNDSWELL CORPORATION, D.B.A. O.S. SHOE

COLUMBUS, OH

Assistant Buyer, 1981–1982.  
Assistant Manager, 1980–1982.

### THE OHIO STATE UNIVERSITY

COLUMBUS, OH

Program Coordinator Undergraduate Student Orientation, 1979–1980.  
Resident Advisor, 1979–1980.

## EDUCATION

### THE GEORGE WASHINGTON UNIVERSITY

WASHINGTON, DC

Graduate School of Education & Human Development. Doctor of Education. 2005.  
Major area of study: human and organizational learning. Minor fields of study: human resource development, adult development, adult learning, leadership, organizational learning, change management, systems theory. Dissertation Title: *White males in transition: Describing the experience of a stalled career.*

### THE UNIVERSITY OF MARYLAND

COLLEGE PARK, MD

Graduate School of Management & Technology. Master of General Administration, 1995.



Major area of study: human resource management. Minor fields of study: management theory, organization behavior, strategic planning, and evaluation. Thesis Title: *Long-term evaluation of the effectiveness of a sexual harassment training intervention.*

**THE OHIO STATE UNIVERSITY**

**COLUMBUS, OH**

Fisher College of Business. Bachelor of Science in Business Administration, 1982.

Major area of study: marketing. Minor fields of study: market research, organizational behavior, and product management.

**PROFESSIONAL CERTIFICATIONS**

*Hogan Personality Inventory*  
*Hogan Development Survey*  
*Motives, Values, Preferences Inventory*  
*Hogan Business Reasoning Inventory*  
Hogan Assessment Systems, March 2014

*Hay Group Emotional & Social Competency Inventory*  
*Kolb Learning Style Inventory*  
*Influence Strategies Exercise*  
*Personal Values Questionnaire*  
Case Western Reserve University, December 2013.

*Everything DiSC® Authorized Partner*  
*Everything DiSC® Workplace®*  
*Everything DiSC® Management*  
*Everything DiSC® Work of Leaders®*  
*Everything DiSC® Sales*  
Wiley, November 2013.

*Life Styles Inventory™*  
*Group Styles Inventory™*  
*Organizational Culture Inventory™*  
*Organizational Effectiveness Inventory™*  
*Acumen Leadership WorkStyles™*  
*Acumen Team WorkStyles™*  
Human Synergistics, October 2013.

*EQ-i 2.0*  
Multi-Health Systems, October 2013.

*SKILLSCOPE®*  
*KEYS®*  
Center for Creative Leadership, June 2008.

*Conflict Dynamics Profile*  
Eckerd College, January 2008.

*Organization Workshop Simulation*  
Power+Systems, May 2007.

*Executive Coaching Program*

Certificate of Completion, O.D. Systems Institute, January 2004.

*Persuasive Presentations & Facilitation*

Certificate of Completion, Palmer/Boston, July 2002.

*Thinking Outside the Lines*

Certificate of Continuing Education, Rockhurst College, August 1998.

*Thomas-Kilman Conflict Modes Instrument*

*Myers-Briggs Type Indicator*

Form M Refresher Workshop, Otto Kroeger & Associates, September 2001.

Teambuilding Workshop, Otto Kroeger & Associates, November 1997.

Next Steps Workshop, Otto Kroeger & Associates, March 1997.

Qualifying Workshop, Otto Kroeger & Associates, March 1991.

*Strong Interest Inventory*

Qualifying Training Program, G/S Consultants, November 1996.

*Sales Management*

*Sales Negotiation*

*Consultative Relationship Selling*

Train-the-Trainer, The Richardson Company, 1991.

*Leadership Styles Profile Grid*

*Eartheart Stress Surveys*

Train-the-Trainer, O.D. Systems, 1989.

## MEMBERSHIPS & AFFILIATIONS

Academy of Human Resource Development (AHRD)

Academy of Management (AOM)

Association for Talent Development (ATD, formerly ASTD)

Organization Development Network (OD Network)

Society for Human Resource Management (SHRM)

## SERVICE APPOINTMENTS & ELECTIONS

*Advances in Developing Human Resources (ADHR)*, Associate Editor, June 2012-2015.

SHRM Diversity & Inclusion Standards Taskforce, Member, October 2010-March 2015.

AHRD Scholar-Practitioner Special Interest Group, Member, February 2009-Present.

The Ohio State University, Fisher College of Business *Ask an Alum* Program (formerly the Alumni Career Network), Mentor, March 2008-Present.

AHRD Board of Directors, Director and Special Interest Group Liaison, February 2009-February 2012; July 2013-February 2014.

*ADHR*, Editorial Board, Member, September 2009-September 2015 (two terms).

AHRD Elections & Nominations Committee, Member, 2011-2012, Chair 2012.

City of Alexandria, Virginia, Commission on Employment, Commissioner, January 2007-February 2011 (two terms).

Arlington/Alexandria, Virginia Workforce Investment Board, Member, September 2008-August 2010.  
 AHRD *Malcolm S. Knowles Dissertation of the Year Award* Committee, Committee Chair, March 2008-February 2010.  
 AHRD *Malcolm S. Knowles Dissertation of the Year Award* Committee, Member, March 2006-February 2010.  
 Automobile Training Institute of Alexandria, Inc., Board of Directors, Director, February 2007-January 2009.  
 AHRD International Conference, Associate Program Chair, 2005, 2006, 2007, 2008, 2009.  
 AHRD Professional Development Committee, Member, December 2006-February 2009.  
 AHRD Scholar-Practitioner Committee, Member, April 2005-February 2009.  
 AHRD Scholar-Practitioner Committee, Committee Chair, March 2006-February 2007.  
 AOM Membership Committee, Member, August 2005-2007.  
 AHRD Practitioner Partnership Committee, Member, June 2001-April 2005.  
 AHRD Diversity Committee, Member, June 2003-2005.  
 ASTD Research-to-Practice Committee, Excellence in Research-to-Practice Awards Sub-Committee, Co-Chair, June 2004-February 2005.  
 ASTD Research-to-Practice Committee, Member, January 2004-February 2005.  
 ASTD Research-to-Practice Committee, Diversity Sub-Committee, Co-Chair, March-October 2004.  
 Johns Hopkins University (JHU), Carey Business School, Graduate Division of Business & Management, OD & HR Curriculum Review Team, Member, 2004.  
 St. Thomas' Parish, Outreach Committee, Member, November 2000- June 2003.  
 Stonegate Homeowners Association, Board of Directors, November 2001-January 2002.  
 AOM Placement Committee, Member, November 1999-2002.  
 St. Thomas' Parish, Focused Growth Task Force, Member, January 2001.  
 AOM Gender & Diversity in Organizations Division, Membership Committee, Member, December 1999-2000.

## CERTIFICATES & AWARDS

U.S. Department of State, Foreign Service Institute, Leadership & Management School, Certificate of Appreciation, September 2014.  
 AHRD, 2009-2012, Service as Member, Board of Directors, March 2012.  
 CIA University, Leadership Academy, Certificate of Appreciation, October 2011.  
 AHRD, 2010, Service as Committee Chair, February 2010.  
 AHRD, 2009, Service as Committee Chair, February 2009.  
 AHRD, 2008 International Conference, Program Committee, February 2008.  
 AHRD, 2006-2007 Recognition of Leadership Service, May 2007.  
 AHRD, 2007 International Conference, Program Committee, March 2007.  
 AHRD, 2006 International Conference, Program Committee, February 2006.  
 2004-2005 AHRD Malcolm S. Knowles Dissertation of the Year Award, February 2006.  
 ASTD Excellence in Research-to-Practice Award, June 2005.  
 ASTD Excellence in Research-to-Practice Citation, June 2005.  
 National Aeronautics & Space Administration, Goddard Space Flight Center, Center Excellence Award, October 2004.  
 U.S. Department of Agriculture, Small Business Contractor of the Year, May 2002.  
 National Imagery & Mapping Agency, June 2001.  
 AOM, Gender & Diversity in Organizations Division, August 2000.  
 AOM, Gender & Diversity in Organizations Division, August 1999.  
 U.S. Intelligence Community, Office of Technical Collection, February 1997.



U.S. Intelligence Community, FBIS/OTC, February 1996.  
 U.S. Department of Agriculture, Agriculture Research Service, Meritorious Award, 1995.  
 U.S. Department of the Navy, Federal Women's Program, 1994.  
 Women in Science & Engineering, March 1992.  
 Women in Science & Engineering, March 1991.  
 U.S. National Aeronautics & Space Administration, Eye of the Needle Award, February 1991.  
 Whitman-Walker Clinic, Distinguished PAL (People About Living), November 1990.  
 U.S. National Aeronautics & Space Administration, Certificate of Training, October 1989.  
 Whitman-Walker Clinic, Distinguished PAL (People About Living), July/August 1989.  
 U.S. Army Corps of Engineers, Albuquerque District, June 1989.  
 Stan Hywet Hall Foundation, Young Citizen's Award, 1978.  
 Syracuse Stage at Syracuse University, Volunteer Award, 1977.

### COMMENDATIONS & LETTERS OF APPRECIATION

U.S. Central Intelligence Agency, Letter of Appreciation, Leadership Learning Division, August 2016, August 2018.  
 U.S. Department of State, Bureau of Oceans and International Environmental and Science Affairs, April 2018.  
 U.S. Department of State, Foreign Service Institute, Leadership & Management School, Excellence in Performance, August 2015.  
 World Bank Group, February 2014.  
 AHRD, Certificate of Recognition for Commitment, March 2013.  
 AHRD, SIG Leadership, March 2012.  
 AHRD, Service Award, March 2012.  
 University of Louisville, Department of Leadership, Foundations, & Human Resource Education, Workforce & Human Resource Education Program, October 2011.  
 Drexel University, Goodwin College, School of Education, HRD Symposium, September 2011.  
 AHRD, International Conference in the Americas Program Committee, February 2011.  
 AHRD, Malcolm S. Knowles HRD Dissertation of the Year Award Committee, April 2010.  
 AHRD, International Conference in the Americas Program Committee, March 2010.  
 George Washington University (GWU) Human & Organizational Learning (HOL)/Human Resource Development (HRD) Student Association, June 2009.  
 Alexandria City Council, March 2009.  
 JHU, Carey Business School, December 2008.  
 AOM, Organization Development & Change Division, May 2006.  
 Society of Competitive Intelligence Professionals, April 2005.  
 ASTD President, February 2005.  
 JHU, School of Professional Studies in Business & Education, June 2004.  
 AOM, Gender & Diversity in Organizations Division, July 2004.  
 AHRD, Office of the President, March 2004.  
 JHU, School of Professional Studies in Business & Education, February 2004.  
 Federal Executive Board, Philadelphia, December 2003.  
 U.S. Naval Research Laboratory, Human Resources Office, December 2003.  
 George Mason University, School of Management, November 2003.  
*Human Resource Development Review*, Editor, October 2003.  
 JHU, School of Professional Studies in Business & Education, August 2003.  
 St. Paul's Episcopal Church, June 2003.  
 U.S. National Aeronautics & Space Administration, Goddard Space Flight Center, May 2003.  
 Society of Competitive Intelligence Professionals, April 2003.  
 JHU, School of Professional Studies in Business & Education, March 2003.

American Association of Blood Banks, National Blood Exchange, March 2003.  
 Alexandria, VA City Council, March 2003.  
 AHRD, Office of the President, February 2003.  
 Point-of-Purchase Advertising International, January 2003.  
 University of Maryland, Robert H. Smith School of Business, August 2002.  
 AOM, Office of the President, June 2002.  
 U.S. Department of Agriculture, Small Business Award Winner, May 2002.  
 CIA, August 2001.  
 AOM, Placement Committee, October 2000.  
 Virginia Tech, College of Human Resources & Education, September 2000.  
 University of Maryland, Robert H. Smith School of Business, May 2000.  
 U.S. Forest Service, October 1999.  
 Just Born, Inc., Quality Confections, August 1998.  
 Environmental Management Support, January 1997.  
 Women in Science & Engineering, 1996.  
 CIA, Foreign Broadcast Information Service and Office of Technical Collection, February 1996.  
 U.S. Army Research Laboratory, December 1996.  
 National Association of Public Sector Equal Opportunity Officers, Inc., October 1994.  
 Federally Employed Women, National Training Program, Department of the Navy, July 1994.  
 U.S. Federal Judicial Center, September 1993.  
 U.S. Forest Service, August 1993.  
 U.S. Naval Research Laboratory, October 1992.  
 Fairfax County Public Schools, April 1991.  
 Women in Science & Engineering, March 1991.  
 Whitman-Walker Clinic, March 1991.  
 International Jugglers Association, March 1991.  
 AIDS Action Council, January 1991.  
 Whitman-Walker Clinic, October 1990.  
 Whitman-Walker Clinic, September 1990.  
 U.S. Office of the Chief of Naval Research, June 1990.  
 U.S. Department of the Interior, Bureau of Land Management, April 1990  
 David Taylor Research Center, March 1990.  
 U.S. National Aeronautics & Space Administration, February 1990.  
 David Taylor Research Center, February 1990.  
 U.S. Naval Research Laboratory, February 1990.  
 U.S. National Aeronautics & Space Administration, October 1989.  
 Whitman-Walker Clinic, October 1989.  
 National Association of People with AIDS, October 1989.  
 Interagency Committee on Women in Federal Law Enforcement, August 1989.  
 David Taylor Research Center, August 1989.  
 Whitman-Walker Clinic, August 1989.  
 U.S. Army Corps of Engineers, Albuquerque District, July 1989.  
 U.S. National Institute of Allergy & Infectious Diseases, June 1989.  
 U.S. Army Corps of Engineers, Albuquerque District, June 1989.  
 CIA, Office of Global Issues, May 1989.  
 INOVA Health Systems, April 1989.  
 Whitman-Walker Clinic, April 1989.  
 U.S. Farm Credit Administration, April 1989.  
 Industry Education Connection, Enterprises, April 1989.  
 American Marketing Association, Atlanta Chapter, February 1986.

## RESEARCH DISSERTATION COMMITTEE SERVICE

James, A. G. (2018). *Voices rising: A narrative inquiry into Black women U.S. Government Senior Service members' professional identity construction at the intersection of race and gender*. The George Washington University. Washington, DC. Committee Member.

Roberts, A. D. (2017). *Factors that influence successful organizational change in corporations: Examination of change management, employees' reaction to change, and change outcomes*. The University of Maryland. College Park, MD. Outside Reader.

Kennedy, K. T. (2016). *A heuristic study of religious spirituality and meaningful work*. The George Washington University. Washington, DC. Committee Member.

## EDITORIAL BOARD MEMBER & REVIEWER

*Human Resource Development Review*. Reviewer, 2001-Present.

*ADHR*, Associate Editor, June 2012-June 2015.

*ADHR*, Editorial Board, Member, September 2009-September 2015.

International Conference on HRD Research & Practice Across Europe, 2014.

*Human Resource Development International*, Reviewer, January 2013.

AHRD Annual International Conference in the Americas Proceedings, Reviewer, 2001-2014.

AOM Annual Conference Proceedings, Gender & Diversity in Organizations Division, Reviewer, 2000-2006.

AOM Annual Conference Proceedings, Organization Development & Change Division, Reviewer, 2001-2006.

## PUBLICATIONS: ISSUE EDITOR

1. Short, D. C., Kormanik, M. B., & Ruona, W. E. A. (Eds.). (2009). Bridging the gap: Scholar-practitioners in HRD. *Advances in Developing Human Resources*, 11(4).
2. Rocco, T. S., Gedro, J., & Kormanik, M. B. (Eds.) (2009). Sexual minority issues in HRD. *Advances in Developing Human Resources*. 11(1).

## PUBLICATIONS: BOOK CHAPTERS

1. Kormanik, M. B., & Nwaoma, P. C. (2014). Diversity and inclusion initiatives in organizations. In R. F. Poell, T. S. Rocco, & G. Roth (Eds.), *Routledge companion to human resource development* (pp. 307-317). New York: Routledge.
2. Kormanik, M. B., & Shindell, T. J. (2014). Future directions for human resource development. In N. E. Chalofsky, T. S. Rocco, & M. L. Morris (Eds.), *The handbook of human resource development: The discipline and the profession* (pp. 688-708). New York: Jossey-Bass.
3. Kormanik, M. B., & Rocco, T. S. (2013). Locus of control. In E. H. Kessler (Ed.), *Encyclopedia of Management Theory*. Thousand Oaks, CA: Sage. CHOICE Outstanding Academic Title 2013.
4. Rocco, T. S., Gedro, J., & Kormanik, M. B. (2010). Executive Development and LGBT Issues in the Workplace. In S. Schmidt (Ed.), *Case Studies and Activities in Adult Education and Human Resource Development*. Charlotte, NC: Information Age Publishing.

## JOURNAL ARTICLES & CONFERENCE PROCEEDINGS

1. Kormanik, M. B. (2014). Using an organization development approach in human resource development. In D. D. Chapman (Ed.), *Proceedings AHRD 2014 International Research Conference in the Americas*. Minneapolis, MN: AHRD.
2. Schmidt, S. W., Githens, R. P., Rocco, T. S., & Kormanik, M. B. (2012). Lesbians, gays, bisexuals, and transgendered people and human resource development: An examination of the literature in adult education and human resource development. *Human Resource Development Review, 11*(3), 328-350.
3. Kormanik, M. B. (2011). Workplace violence: Assessing organizational awareness and planning interventions. *Advances in Developing Human Resources, 13*(1), 114-127. Article featured October 13, 2011 in Sage Publications press release ([http://www.sagepub.com/press/2011/oct/SAGE\\_ADHRworkplaceviolence.sp](http://www.sagepub.com/press/2011/oct/SAGE_ADHRworkplaceviolence.sp)) and October 30, 2011 on Management INK (<http://managementink.wordpress.com/2011/10/30/workplace-violence/>).
4. Schmidt, S. W., Githens, R. P., Rocco, T., & Kormanik, M. B. (2011). LGBT issues in the HRD and adult education literature: Past research and future needs. In K. M. Dirani (Ed.), *Proceedings AHRD 2011 International Research Conference in the Americas* (pp. 3738-3786). Minneapolis, MN: AHRD.
5. Kormanik, M. B., & Rajan, H. C. (2010). Implications for diversity in the HRD curriculum drawn from current organizational practices on addressing workforce diversity in management training. *Advances in Developing Human Resources, 12*(3), 367-384.
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11. Kormanik, M. B., & Lehner, R. D. (2009). Identifying HRD scholar-practitioner competencies and distinguishing among scholar, scholar-practitioner, and practitioner perspectives on those competencies. In J. Storberg-Walker & C. M. Graham (Ed.), *2009 AHRD Conference Proceedings* (pp. 2795-2798). Bowling Green, OH: AHRD.
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13. Randolph, L. H., & Kormanik, M. B. (2007). Applying dialogue in organizations: A mechanism for institutionalizing culture change. In F. M. Nafukho (Ed.), *2007 AHRD Conference Proceedings* (pp. xx). Bowling Green, OH: AHRD.

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16. Kormanik, M. B. (2005). White males in transition: Describing the experience of a stalled career. (Doctoral dissertation, The George Washington University, 2005). *ProQuest*, UMI Microform 3181563.
17. Kormanik, M. B., & Randolph, L. (2005, May). From challenge to opportunity: Incorporating a positive approach to accelerate constructive change in a US Government regulatory agency. *AI Practitioner*, 6-9. <http://www.aipractitioner.com>
18. Graham, P., & Kormanik, M. B. (2004). Bridging the conference gap: A challenge to enhance the research-practice dialogue. *Human Resource Development International*, 7 (3), 391-393.
19. Kormanik, M. B. (2003). Workplace violence: Assessing organizational awareness. In S. A. Lynham & T. M. Egan (Eds.), *2003 AHRD Conference Proceedings* (pp. 859-866). Bowling Green, OH: AHRD.
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25. Kormanik, M. B. (1999). White males in work transition: Coping with a stalled career. *Proceedings for the Conference on Human and Organizational Studies 1999* (pp. 120-144). Ashburn, VA: The George Washington University, Center for the Study of Learning.
26. Kormanik, M. B., Krieger, D. A., & Tilghman, T. E. (1999). Cross-organizational vs. localized participation: A case study on workplace diversity dialogues implementation. *Proceedings for the Conference on Human and Organizational Studies 1999* (pp. 160-184). Ashburn, VA: The George Washington University, Center for the Study of Learning.
27. Kormanik, M. B. (1999). The Cycle of Awareness Development: A cognitive and psychosocial theory of adult development. In K. P. Kuchinke (Ed.), *1999 AHRD Conference Proceedings: Vol. 2* (pp. 634-640). Baton Rouge, LA: AHRD.

## MONOGRAPHS, PAMPHLETS & OTHER PUBLICATIONS



1. Kormanik, M. B. (2009). Book Review. Coaching skills: A handbook (2nd ed.). *Journal of European Industrial Training*, 33(3), 297-298.
2. Kormanik, M. B. (2005). White males in transition: Describing the experience of a stalled career. *Dissertation Abstracts International*, 66(7), 2737A. (UMI No. 3181563)
3. Kormanik, M. B., & Randolph, L. (2003). *Appreciative inquiry: Incorporating a positive approach to accelerate constructive change*. Alexandria, VA: O.D. Systems.
4. Kormanik, M. B., & Graves A. (2003). *Employing structured dialogue in the workplace: Transformative learning and reflective practice*. Alexandria, VA: O.D. Systems.
5. Kormanik, M. B. (1997). *Assessing work group change as a result of a work force diversity training program*. Alexandria, VA: O.D. Systems.
6. Kormanik, M. B. (1996). *Workforce effectiveness: Metrics for evaluating the impact of a diversity training initiative*. Alexandria, VA: O.D. Systems.
7. Kormanik, M. B., & Geffner, J. H. (1995). *Work group effectiveness: Perspectives on diversity, diversity awareness and skills-building training initiative, report on the FY95 training initiative outcomes*. Alexandria, VA: O.D. Systems.
8. Kormanik, M. B. (1995). *Long-term evaluation of the effectiveness of a training intervention*. Unpublished master's thesis. Alexandria, VA: O.D. Systems.
9. Kormanik, M. B. (1994). *Diversity initiatives in contemporary human resource management*. Alexandria, VA: O.D. Systems.
10. *Promoting an EEO culture: Assertive strategies for managers and supervisors*. Co-authored with T. M. Chindgren and J. O. Taylor. Alexandria, VA: O.D. Systems. 1993.
11. *Dealing with sexual harassment: Recommended steps for nonsupervisory personnel*. Co-authored with J. O. Taylor. Alexandria, VA: O.D. Systems. 1992.
12. *Dealing with sexual harassment: Recommended steps for managers and supervisors*. Co-authored with J. O. Taylor. Alexandria, VA: O.D. Systems. 1992.
13. Developed and published more than 450 sets of client-specific consulting, facilitation, coaching, and training materials, including *Participant Guides* and instructor materials. Alexandria, VA: O.D. Systems. 1988–Present.

## INVITED SPEAKER, MEDIA INTERVIEWS, PRESENTATIONS & FACILITATIONS

1. *Engaging different personalities using emotional intelligence*. Invited brown bag session for the U.S. Department of State, Bureau of Oceans & International Environmental & Science Affairs, Washington, DC, April 5, 2018.
2. *Flipping the narrative: 30 years of awareness development in practice*. Pre-conference workshop presenter at the AHRD International Research Conference. Richmond, VA, February 15, 2018.
3. *The death of political correctness: What is HRD's role in addressing racism, sexism, nationalism?* Pre-conference workshop presenter at the AHRD International Research Conference. Richmond, VA, February 14, 2018.
4. *Research to practice cycle: How to publish*. Invited panelist at the Educational Symposium for Research & Innovations. Washington, DC, February 18, 2017.
5. *Critical, Social Justice, Diversity Perspectives in HRD*. Symposium Chair at the AHRD International Research Conference in the Americas. St. Louis, MO, February 21, 2015.
6. *Using an OD approach to lead change and manage its complexity*. Session for the World Bank Group Change Management Team. Washington, DC. February 26, 2014.
7. *Organization development and change*. Symposium chair at the AHRD International Research Conference in the Americas. Houston, TX. February 21, 2013.
8. *Mining for gold: Translating and positioning the best of HRD theory and research to improve practice*. Pre-conference workshop co-presenter at the AHRD International Research Conference in the Americas. Houston, TX. February 20, 2013.

9. *Using an organization development approach in human resource development.* Innovative Session at the AHRD International Research Conference in the Americas. Houston, TX. February 20, 2013.
10. *Mining for gold: Translating and positioning the best of HRD theory and research to improve practice.* Pre-conference workshop co-presenter at the AHRD International Research Conference. Washington, DC. February 14, 2013.
11. *Workplace Violence: Assessing Organizational Awareness & Planning Interventions.* Invited presenter and panelist at the Drexel University HRD Symposium: HRD's Role in Addressing Workplace Incivility & Violence, Philadelphia, PA, September 17, 2011.
12. *Change Influencers Model, Change Process, Organization Development.* Symposium Chair at the AHRD International Research Conference. Schaumburg, IL, February 26, 2011.
13. *Diversity, CEOs, LGBT Issues in the literature.* Symposium presenter at the AHRD International Research Conference. Schaumburg, IL, February 26, 2011.
14. *The Journey to Being a Scholar-Practitioner.* Invited panelist for the Emerging Research preconference at the AHRD International Research Conference. Schaumburg, IL, February 23, 2011.
15. *Cultural Artifacts, New Media, & Emotions.* Symposium Chair at the AHRD International Research Conference. Knoxville, KY. February 27, 2010.
16. *A Critical Challenge for Researchers in Gaining Access: Sharing Resources and Strategies When Conducting Empirical Studies.* Invited panelist at the AHRD International Research Conference. Knoxville, KY. February 27, 2010.
17. *Leadership Behavior: The Good, the Bad, & the Ugly.* Symposium Chair at the AHRD International Research Conference. Knoxville, KY. February 26, 2010.
18. *Defining HRD Scholar-Practitioners & Their Professional Development.* Pre-conference workshop co-presenter at the AHRD International Research Conference. Knoxville, KY. February 24, 2010.
19. *Bridging the HRD Research-Practice Gap & The Role of Scholar-Practitioners in HRD.* Invited panelist for AHRD webcast. September 11, 2009.
20. *Cultural Intelligence: Identifying & Creating an Inclusive Environment.* Featured speaker for Lockheed Martin IS&GS Executive Roundtable Mentoring Program. Rockville, MD. September 10, 2009.
21. *Get published! Insights for graduate students.* Invited panelist for the George Washington University Human & Organizational Learning (HOL)/Human Resource Development (HRD) Student Association event. May 6, 2009.
22. *Sexual minority issues in HRD: Exploring issues from ADHR 11, 1.* Invited panelist for AHRD webcast. April 2, 2009.
23. Media interview. Danforth, A. (2009, March 26). Green movement offers potential for city's workforce. *The Alexandria Times*, pp. A1, A6.
24. *OD and culture.* Symposium chair at the AHRD International Research Conference. Washington, DC. February 2009.
25. *The importance of diversity in the HRD curriculum.* Invited panelist at the AHRD International Research Conference. Washington, DC. February 2009.
26. *Leadership trends: Perceived importance based on leadership level.* Co-presenter at the AHRD International Research Conference. Washington, DC. February 2009.
27. *Identifying HRD scholar-practitioner competencies and distinguishing among scholar, scholar-practitioner, and practitioner perspectives on those competencies.* Co-presenter at the AHRD International Research Conference. Washington, DC. February 2009.
28. *Professional development panel.* Invited panelist at the George Washington University Career Center and the HOL/HRD Student Association event. Washington, DC. November 2008.

29. *Professional development*. Symposium chair at the AHRD International Research Conference. Panama City, FL. February 2008.
30. *Training and development*. Symposium chair at the AHRD International Research Conference. Panama City, FL. February 2008.
31. Organizing circumstance: Lifelong learning and transformation. Invited panelist for *In the company of fellow travelers: Continuing our journey* session at the AHRD International Research Conference. Panama City, FL. February 2008.
32. *The hows and whys of improving workplace learning through enterprise-wide technology*. Co-facilitator of the View from the Summit session at the AHRD International Research Conference. Panama City, FL. February 2008.
33. *Applying dialogue in organizations: A mechanism for institutionalizing culture change*. Juried paper presented at the AHRD International Research Conference. Indianapolis, IN. February 2007.
34. *Continuous improvement and leadership*. Symposium chair at the AHRD International Research Conference. Indianapolis, IN. February 2007.
35. *In search of the "pracademic:" Building a general competencies model for being a scholar-practitioner*. Co-presenter of the View from the Summit session at the AHRD International Research Conference. Indianapolis, IN. February 2007.
36. *What are the various ways organizations are measuring diversity initiatives in the workplace? Implications for human resource development*. Invited panelist for the Town Hall Forum at the AHRD International Research Conference. Indianapolis, IN. February 2007.
37. *On being a scholar-practitioner*. Facilitated Pre-conference Program at the AHRD International Research Conference. Indianapolis, IN. February 2007.
38. *Building a general competencies model for scholar-practitioners*. Invited speaker for the O.D. Systems Institute Consortium Series. Alexandria, VA. May 2006.
39. *International human resource development*. Symposium chair at the AHRD International Research Conference. Columbus, OH. February 2006.
40. *The phenomenology of a stalled career: When an organizational undiscussable and deficient support systems impedes sensemaking and work transition*. Juried paper presented at the AHRD International Research Conference. Columbus, OH. February 2006.
41. *The swinging pendulum of workforce diversity: Discourse on white males, political correctness, discrimination, and backlash*. Invited speaker for the O.D. Systems Institute Consortium Series. Alexandria, VA. August 2005.
42. *White males in transition: Describing the experience of a stalled career*. Juried paper presented at the Executive Doctoral Colloquium, AOM Annual Meeting. Honolulu, HI. August 2005.
43. *Sense-making and CI: Perfect together?* Invited speaker for the 20<sup>th</sup> Annual International Conference & Exhibition of the Society for Competitive Intelligence. Chicago, IL. April 2005.
44. *Organizational development*. Symposium chair at the AHRD International Research Conference. Estes Park, CO. February 2005.
45. *Leadership and work/life issues*. Symposium chair at the AHRD International Research Conference. Estes Park, CO. February 2005.
46. *Leadership and career development research-to-practice*. Symposium invited participant at the AHRD International Research Conference. Estes Park, CO. February 2005.
47. *Raising the shadow: Understanding the inferior function*. Session for St. Thomas' Parish, Education for Ministry Program. Washington, DC. October 2004.
48. *Awareness development and diversity: Moving from theory to practice*. Invited speaker for the O.D. Systems Institute Consortium Series. Alexandria, VA. August 2004.

49. *Diversity in managing human resources*. Paper session chair at the AOM Annual Meeting. New Orleans, LA. August 2004.
50. *ASTD launches new awards: Excellence in research-to-practice*. Symposium session co-presented with D. Short and J. Sherlock at the ASTD International Conference & Exposition. Washington, DC. May 2004.
51. *Exploring personality and spirituality through typewatching*. Session for St. Thomas' Parish, Education for Ministry, Washington, DC. May 2004.
52. *Executive training and development*. Symposium chair at the AHRD Conference. Austin, TX. March 2004.
53. *Formal and informal on-the-job learning*. Symposium chair at the AHRD Conference. Austin, TX. March 2004.
54. *Bridging HRD research and practice: Motivating, collaborating, and communicating through awards, partnerships, and translations*. Facilitator and co-organizer of the Research-to-Practice Pre-Conference, AHRD Conference. Austin, TX. March 2004.
55. *Leading edge diversity: Awareness, backlash, dialogue*. Invited speaker at the Federal Executive Board *Balancing Act... Staying Aligned* conference. Philadelphia, PA. November 2003.
56. *The complexity of workplace violence: Diagnosing organizational awareness*. Paper presented at the SCPTLS 2003 Conference. Boston, MA. August 2003.
57. *There's no guarantee: "Certification" of corporate coaches*. Caucus chair for the AOM Annual Meeting. Seattle, WA. August 2003.
58. *Knowing what you need to know: Needs analysis for competitive intelligence professionals*. Invited symposium presentation at the Society for Competitive Intelligence Professionals Summer Symposia: Leveraging Intelligence for Organizational Effectiveness. Lansdowne, VA. June 2003.
59. *Improving the links between HRD research and practice*. Invited panelist at the Research-to-Practice Pre-Conference, AHRD Conference. Minneapolis, MN. February 2003.
60. *Values, politics, power, and HRD*. Symposium chair at the AHRD Conference. Minneapolis, MN. March 2003.
61. *Workplace violence: Assessing organizational awareness*. Juried paper presented at the AHRD Conference. Minneapolis, MN. March 2003.
62. *Sociology in Business & Industry*. Symposium chair at the SAS/Sociological Practice Association (SAS/SPA) Meeting. Sacramento, CA. October, 2002.
63. *Awareness development as a standard: Gaining a distributed view of organization-level change in workforce diversity awareness*. Paper presented at the Society for Applied Sociology/Sociological Practice Association (SAS/SPA) Meeting. Sacramento, CA. October, 2002.
64. *Leadership in teams: Optimizing individual differences*. Invited speaker for the University of Maryland, Robert H. Smith School of Business, Master of Public Administration Orientation Program. College Park, MD. August 2002.
65. *The bleeding edge of diversity: Awareness, backlash, and dialogue*. Invited panelist at the U.S. National Aeronautics & Space Administration, Goddard Space Flight Center, Celebrate Goddard Day. Greenbelt, MD. July 2002.
66. *Organization development*. Symposium chair at the AHRD Conference. Honolulu, HA. March 2002.
67. *Developing organizational awareness: Gaining a distributed view of organization-level change in workforce diversity awareness*. Juried paper presented at the AHRD Conference. Honolulu, HA. March 2002.
68. *Diversity dialogues in the workplace: A study of implementation issues*. Co-authored with K. S. Apperson. Juried paper presented at the AHRD Conference. Honolulu, HI. March 2002.



69. *Analyzing organizational change using the construct of awareness development.* Co-authored with A. K. Sturdevant. Juried paper presented at the AOM Annual Meeting. Washington, DC. August 2001.
70. *“Whiteness” as a racial issue in a socially constructed culture: Exploring the threat to social dominance.* Caucus chair for the AOM Annual Meeting. Washington, DC. August 2001.
71. *Appreciative inquiry and workforce diversity: Developing a research agenda.* Caucus session co-chair with L. H. Randolph for the AOM Annual Meeting. Washington, DC. August 2001.
72. *Leadership’s Role in Manifesting Change.* Keynote address for the National Imagery & Mapping Agency’s Leadership Stand Up Conference on Effective Leadership. St. Louis, MO. June 2001.
73. *Manifesting change: The need to move beyond regulating behaviors to transforming attitudes.* Keynote address for the U.S. Intelligence Community Conference on Diversity. Washington, DC. March 2001.
74. *Shock to the system: Analyzing organizational change using the Cycle of Awareness Development.* Co-authored with A. K. Sturdevant. Juried paper presented at the AHRD Annual Conference. Tulsa, OK. March 2001.
75. *Best practices in diversity: Addressing awareness development and backlash through facilitated dialogues.* Presentation at the Blacks in Government Annual Training Conference. Washington, DC. August 2000.
76. *Disunity in the workplace: An exploratory study of practitioner perspectives on White male backlash.* Paper presented at the Unity 2000 SAS/SPA Meeting. Bethesda, MD. August 2000.
77. *Building workforce unity through transformative learning: A case study on diversity dialogue implementation in the workplace.* Co-presented with D. A. Krieger. Paper presented at the Unity 2000 SAS/SPA Meeting. Bethesda, MD. August 2000.
78. *White male backlash in the workplace: An exploratory study of practitioner perspectives.* Juried paper presented at the AOM Annual Meeting. Toronto, Ontario, CA. August 2000.
79. *White males in transition: Coping with the perception of a stalled career.* Juried paper presented at the AHRD Annual Conference. Raleigh-Durham, NC. March 2000.
80. *White male backlash: Practitioner perspectives on the phenomenon.* Juried paper presented at the AHRD Annual Conference. Raleigh-Durham, NC. March 2000.
81. *Cross-organizational vs. localized participation: A case study on workplace diversity dialogues implementation.* Co-presented with D. A. Krieger and T. E. Tilghman. Juried paper presented at the AHRD Annual Conference. Raleigh-Durham, NC. March 2000.
82. *White males in work transition: Coping with a stalled career.* Paper presented at the Conference on Human & Organizational Studies (CHAOS). The George Washington University, Center for the Study of Learning. Ashburn, VA. September 1999.
83. *Cross-organizational vs. localized participation: A case study on workplace diversity dialogues implementation.* Co-presented with D. A. Krieger and T. E. Tilghman. Paper presented at CHAOS. The George Washington University, Center for the Study of Learning. Ashburn, VA. September 1999.
84. *The Cycle of Awareness Development: A cognitive and psychosocial theory of adult development.* Juried paper presented at the AHRD Annual Conference. Arlington, VA. March 1999.
85. *Enhancing effective interviewing skills: Workshop for job applicants.* Presented for the Fifteenth Women in Science & Engineering (WISE) National Conference. Arlington, VA. March 1996.
86. *Managing stress for peak performance.* Presented for the Fourteenth National WISE Conference. Arlington, VA. March 1995.



87. *Ethics in government*. Presented for the Thirteenth National WISE Conference. Arlington, VA. March 1994.
88. *Managing stress for peak performance*. Presented for the Thirteenth National WISE Conference. Arlington, VA. March 1994.
89. *Delivering winning presentations*. Presented for the Thirteenth Annual National WISE Conference. Arlington, VA. March 1994.
90. *Liability management and EEO*. Presented at the Eleventh Annual National Conference for National Association of Public Sector Equal Opportunity Officers. Arlington, VA. October 1994.
91. *Sexual harassment: Recognize it! Prevent it!* Presented for the Twelfth Annual National WISE Conference. Arlington, VA. March 1993.
92. *Delivering winning presentations*. Presented for the Twelfth Annual National WISE Conference. Arlington, VA. March 1993.
93. *Enhancing effective leadership skills*. Presented for the U.S. Presidential Management Intern Program, Mid-Program Training Conference. Richmond, VA. June 1993.
94. *Delivering winning presentations*. Presented for the Ninth Annual National WISE Conference. Arlington, VA. March 1990.

## ACADEMIC INSTRUCTION & LECTURE

*Seminar: Advanced Issues in Human and Organizational Learning – Introduction to Dissertation Research*. The purpose of this doctoral-level course is to assist doctoral students in preparing dissertation research proposals. The course design enables students to critically examine their research agendas, narrow their perspectives into researchable questions, and design and defend their operationalizations of the research questions. It provides a forum in which doctoral candidates critically examine relevant classic and contemporary literature, with analysis and synthesis to defend their research questions and conceptual frameworks. The George Washington University, Graduate School of Education & Human Development, Department of Human & Organizational Learning (GWU). HOL 8722. Professorial Lecturer, Fall 2015.

*Organizational Change I: Organizational Diagnosis & Development*. This masters-level course focuses on diagnosing the need for organizational change through a planned systems approach. Participants are introduced to diagnosis theories, models, methods, and processes that practitioners use for interpreting and understanding the current state of organizational systems, designing the future state, and planning for the change initiation and implementation. The course will facilitate acquiring a clearer understanding of the concepts of organization, seeing organizations as open systems, and developing competencies for organizational change consulting. GWU. HOL 6702. Professorial Lecturer, Spring 2011, Spring 2012, Spring 2013, Spring 2014, Spring 2015.

*Organizational Change II: Consulting Skills*. Human resource development (HRD) consulting aims to improve organizational performance and productivity while addressing human resource needs. This masters-level course builds on *Organizational Change I: Organizational Diagnosis & Development* by investigating the theoretical concepts, practice methods, and expertise required for effective HRD consulting. The seminar format includes lecture, large and small group discussion, group presentation, case study, self-assessment, experiential exercises, and fieldwork in organizations. GWU. HOL 6703. Professorial Lecturer, GWU. HOL 6703. Professorial Lecturer, Spring 2011, Fall 2013, Fall 2014.

*Foundations of Human & Organizational Learning*. The primary purpose of this doctoral-level course is to introduce students to the basic theories and concepts of human and organizational

learning. Since our discipline is multidisciplinary, a range of theory and applications in the applied behavioral sciences inform our work. This course provides an introduction to these areas, emphasizing the contributions of seminal works in the traditional disciplines of Psychology, Sociology, Education, Anthropology, and Management. GWU. HOL 8700. Guest Lecturer, Fall 2012.

*Organizational Diagnosis.* The primary focus of this masters- and doctoral-level course is the assessment of organizational conditions, including the collection and interpretation of information, operations, and problems (e.g., human, structural, systemic). Students collect and analyze data to provide solutions to enhance organizational effectiveness. GWU. HOL 269/369. Professorial Lecturer, Spring 2002, Spring 2003, Spring 2004, Spring 2005, Spring 2006, Spring 2007, Spring 2008, Fall 2008, Spring 2009, Fall 2009, Spring 2010.

*Advanced Leadership Theory & Practice.* This graduate course blends theory and practice to help students develop their leadership skills. A robust theory of leadership effectiveness, woven throughout the semester, includes articulated style and domain traits, personal and positional power bases, social forces, and organizational, group, and individual variables for leadership. Emphasis is placed on case studies of leaders as effective change agents in organizations confronting turbulent times. Johns Hopkins University, Carey Business School (JHU), 782,743. Adjunct Graduate Faculty, Spring 2000, Spring 2002, Spring 2003, Fall 2003, Summer 2008.

*Management & Organizational Behavior.* Graduate students examine organizational behavior, management, and leadership from diverse perspectives. The units of analysis and comparison include the individual, group, organization, climate and culture, industry and society, and the global environment. All units are studied as contributing factors to the success of complex organizations. Experiential in design, the course draws on the organizational life of students and encourages practical application of the theories and ideas considered. High levels of participation are maintained through the use of cases, simulations, discussion, and the class itself as a temporary organization. JHU, 761.731. Adjunct Graduate Faculty, Spring 2002, Fall, 2007.

*Leading Systematic Interventions.* This graduate course focuses on the design and implementation of different organizational interventions and underlying theories, including interventions focusing on interpersonal and group process approaches, systemwide process approaches, techno-structural interventions, and strategic interventions, and evaluation of these interventions. Students discuss the role of change agent as leader and facilitator of systemic interventions. Coursework draws upon case studies and projects. JHU, 782.740. Adjunct Graduate Faculty, Spring 2005, Fall 2005, Spring 2006, Spring 2007.

*Organization Development (OD) Process.* This highly applied graduate course focuses on organizational entry and contracting, diagnosing organizations, collecting and analyzing diagnostic information, and data feedback. Specific topics include entering into an OD relationship, developing a contract, diagnostic models, collective and individual-level diagnosis, data collection methods, techniques for analyzing data, the feedback process, and survey feedback. JHU, 782.751. Adjunct Graduate Faculty, Fall 2002, Fall 2003, Fall 2006.

*Organization Behavior & Change.* This is a core course for the Master of Science in Organization Development & Human Resources degree program. Students investigate and apply current theoretical models that are used to understand the behavioral factors of individuals and groups in organizations, including leadership, vision/goals, motivation, diversity, culture, roles, power, authority, problem solving/decision making, and communications. The course also

examines models and theories of planned change used to increase organizational effectiveness. JHU, 782.635. Adjunct Graduate Faculty, Fall 2000, Spring 2001, Fall 2004.

*Diversity & Conflict in Organizations.* Graduate students examine the sources of differences and potential conflicts such as goals, values, beliefs, race, gender, and personality. Conflict is presented as a common manifestation of organizational and community life that can be used effectively to improve personal and organizational relationships. Through classroom exercises, students develop strategies for valuing diversity and for anticipating and managing differences to avoid destructive types of conflict. JHU, 782.713. Adjunct Graduate Faculty, Spring 2004.

*Organization Theory & Development.* Students focus on the study of complex organizations using theoretical models and applied research designs. Emphasis is placed on a systems approach as an integrative framework. Organization development (OD) techniques for effective management of change are provided through analytical and experimental exercises. George Mason University, School of Management, MGMT 411. Guest Lecturer, Fall 2003.

*Learning, Technology, & Organizations.* Technology is reshaping how organizations work and how learning takes place in the workplace. This capstone master's program course examines such changes in the context of educational technology leadership and knowledge management in corporations, government/military agencies, associations, schools, and universities. Of particular interest are the interactions among and between employees, customers, and management. GWU, Education Technology Leadership Program, EDU 239. Adjunct Faculty, Spring 1999, Summer 2000, Spring 2001, Summer 2001, Summer 2003.

*Practice & Profession of Human Resource Development (HRD).* This graduate course focuses on establishing HRD professionals as partners in organizations impacted by change in the economy, globalization, technology, and diversity of its workers. This course will enable students to examine areas of HRD that connect learning and performance improvement on the following levels: Strategic Business Partnerships, linking HRD to the company's overall strategic plan; Management Development Partnerships, improving collaborative, leadership skills of managers; and, Organizational Development Partnerships, helping workers anticipate and adapt to change. Virginia Polytechnic Institute & State University (VA Tech), Adult Learning & Human Resource Development Program, ADHR 5554. Guest Lecturer, Summer 2001.

*Crisis Intervention.* This is an elective course in the Master of Social Work degree program. Delivered lecture on applying life transitions theory to post traumatic stress disorder. Central to the discussion was awareness development as part of the healing cycle. St. Louis University, College of Social Services, Master of Social Work Program, SW767. Guest Lecturer, Spring 2001.

*Foundations of Adult Lifelong Learning.* This graduate-level course provides a systematic review of organization and structure of adult learning systems in the United States, with particular attention to emerging paradigms for the education of adults, program coordination, participation patterns of adults, historical antecedents, and philosophical issues. VA Tech, Adult Learning & Human Resource Development Program, ADHR 5504. Guest Lecturer, Fall 2000.

*Special Topics in Business & Management.* This course is designed to cover selected advanced topics in the various fields of graduate study in business and management. This section, *Developing Leadership, Teamwork, and Consulting Skills*, focuses on knowledge and skills development of second year MBA students. The University of Maryland, Robert H. Smith School of Business (UMD), BMGT 798L. Guest Lecturer, Spring 2000.

*Introduction to Business.* This course presents a broad introduction to the functioning of business enterprise within the U.S. economic framework. Introduces economic systems, essential elements of business organization, finance, marketing, production, risk, and human resource management. The overall objective is to provide the student with an overview of business as it functions in the American economy. It is meant to be an introductory survey course designed to expose the student to the basic terminology of the business world and thus permit him or her to appreciate and grasp the more subtle and complex issues that will be encountered in more advanced business courses, as well as the business world. Northern Virginia Community College, Business Division, Bus 100. Guest Lecturer, Spring 2000.

*Organizational Change.* This course is designed to develop the fundamental knowledge and consulting skills of MBA students who plan to work with organizations as change agents, whether internally as managerial employees or externally as outside consultants. It is also intended to expose students to management consulting as a career option, nature of the work, and lifestyle implications. The course draws on literatures from organizational behavior, organizational change and development, organizational structure, human resource management, and strategic management to identify models of change, and it relies on a cadre of carefully chosen speakers to shed light on the complex process of management consulting. UMD, BMGT 798J. Guest Lecturer, Spring 2000.

*Staffing, Recruiting, & Interviewing.* This course covers the processes of: staffing as job analysis and identification of human resource needs; recruiting venues and strategies; interviewing skills and techniques; and, assessment of job applicants. Linking these processes to future organizational needs, commensurate with the organization's strategic plan, is an integral part of the course design. Design of human resource information and control systems, identification of human resource needs, recruitment techniques, interviewing, and skills assessment for effective hiring decisions are discussed. Individual and team assignments are included throughout the course. JHU, 768.463. Adjunct Faculty, Fall 1995, Summer 1996, Summer 1997.

*Teambuilding & Leadership.* The purpose of this course is to enhance student understanding of teambuilding and leadership as two functional processes for business problem solving. The course is designed to provide foundational knowledge of teambuilding and leadership theory, assess comprehension, and apply theory to contemporary workplace occupations and situations. Focusing on the role of the leader, students examine the differences of people and the impact on team behavior in interpersonal, group, and organizational settings. JHU, 768.309. Adjunct Faculty, Fall 1996, Winter 1997.

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