

CREATING
HEALTHY
ORGANIZATIONS:

SCIENCE AND PRACTICE OF PRODUCTIVITY AND WELL-BEING

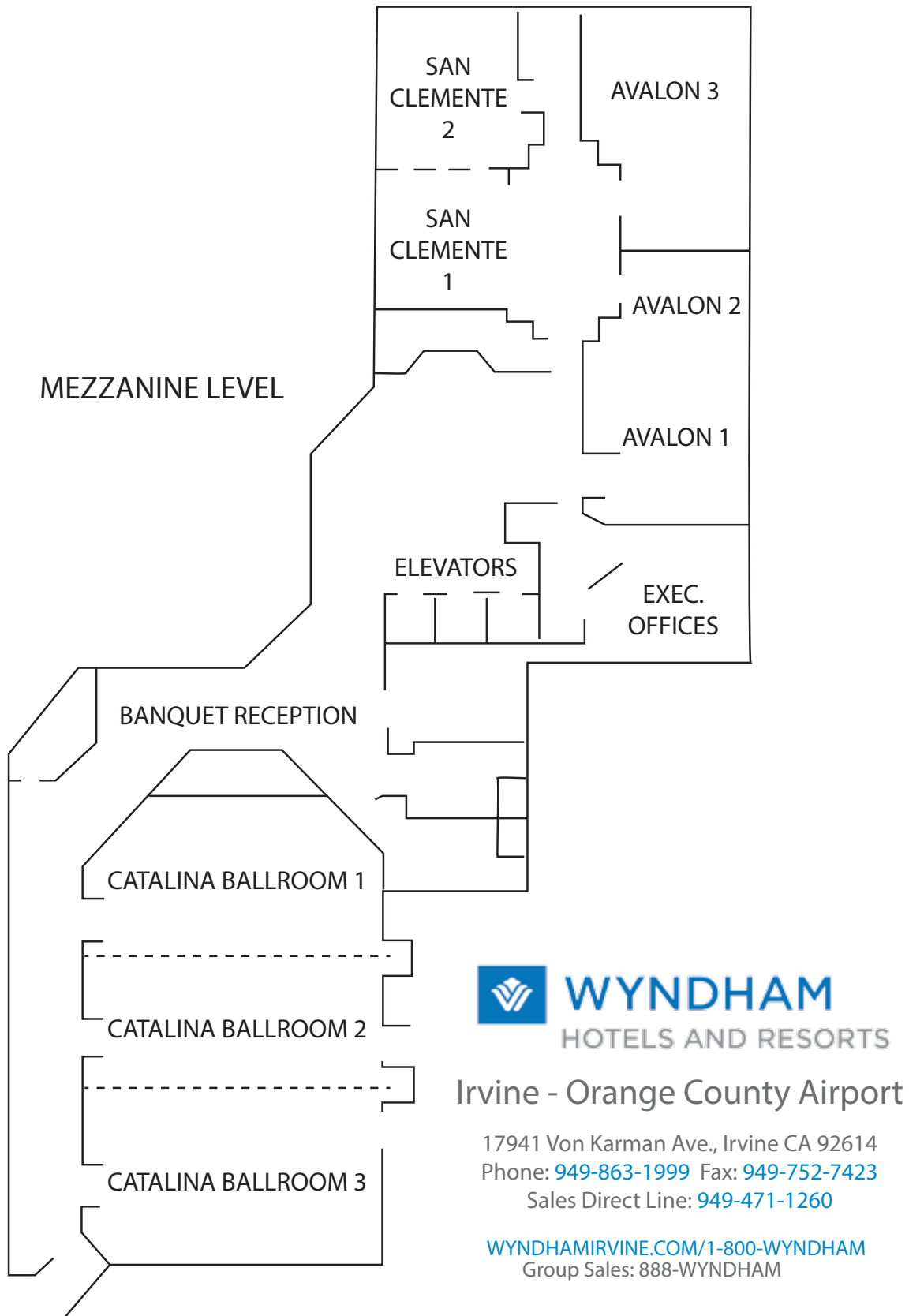
» C O N F E R E N C E

JUNE 1-3, 2017 • IRVINE, CALIFORNIA

C O N F E R E N C E
P R O G R A M

Wyndham Irvine-Orange County Airport
17941 Von Karman Ave, Irvine, CA 92614-6253

FLOOR PLAN CHART



C O N T E N T S

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B L O C K P R O G R A M

THURSDAY, JUNE 1 ST 2017		
Room Number	Avalon 1	Avalon 3
Registration — 2 Floor Foyer (11:00 AM - 5:00 PM)		
11:30-11:50		Welcome and Orientation. Coffee served.
12:00-1:15	PLENARY SESSION AND Q & A: Under New Management: Full Transparency, Less Email, No Cubicles, and where the Future of Work is Headed (Catalina 1)	
Break (1:15-1:30)		
1:30-3:00	WORKSHOP: Mindfulness, Presence, and Healthy Organizations	WORKSHOP: Psychopathology of Leadership: Engaging Employees through Transformational Leadership, while Avoiding Personality Derailers
Break, afternoon refreshments, registration area (3:00-3:15)		
3:15 – 4:45	WORKSHOP: Cultures for Creativity: Facilitating Creativity and Innovation in Organizations	PLAYSHOP: Powered by Purpose: Values Based Leadership & Org. Effectiveness

FRIDAY, JUNE 2 ND 2017				
Room Number	Avalon 1	Avalon 3	Catalina 1	Catalina 2
Registration — 2 Floor Foyer (Hours: 7:30 AM - 1:30 PM)				
7:30 - 8:45	Healthy Organizations Awards Breakfast <i>Separate registration and RSVP required</i> (Catalina 3)			
Break, morning coffee, registration area (8:45 - 9:00)				
9:00 - 10:00	WORKSHOP: Strategies for Cultivating Emotional Intelligence in an Educational Organization	SYMPOSIUM: The Impact of Stress on Your Employees and Organizational Outcomes	ACTION ADDRESS: Conscious Capitalism: The Next Paradigm Shift for Leadership and Work	
Break (10:00 - 10:10)				
10:10 - 11:10	WORKSHOP: Ergonomics and Wellness: The Holistic Approach	SYMPOSIUM: Empirical Advancements for Assessing and Supporting Organizational Health		WORKSHOP: You got your Results of the Engagement Survey... Now what?
Coffee Break (11:10 - 11:20)				
11:20 - 12:20	PLENARY SESSION: The Science of Strength: Achieving the Next Level of Performance & Wellbeing (Catalina 1)			
Break (12:20 - 1:10)				
1:10 - 2:10	SYMPOSIUM: Employee Well-being in Healthcare Organizations	SYMPOSIUM: Servant Leadership		WORKSHOP: Mental Health in the Workplace: HR Can Lead the Change
Break (2:10 - 2:20)				
2:20 - 3:10	WORKSHOP: Responsibility Charting (RACI): A tool for teamwork	ACCELERATOR SESSION: Close the Gender Pay Gap: Increase Economic Growth and Create a Kinder World		WORKSHOP & DISCUSSION: Using Strengths, Loving Work, Enhancing Productivity
Break, afternoon refreshments, registration area (3:10 - 3:20)				
3:20 - 4:40	SYMPOSIUM: (3:20 PM - 4:40 PM) Prosocial versus Antisocial Behavior: Establishing Healthy Culture from Day One	PROJECT INCUBATOR: (3:20 PM-4:40 PM) Wellbeing @Work Innovations Labs: co-designing healthy workplaces	WORKSHOP: (3:20 PM - 4:20 PM) Talent Management and the 9-box: Using data to go big and fast	SYMPOSIUM: (3:20 PM-4:40 PM) Caring for Caretakers
Break (4:40 - 4:50)				
4:50 - 5:50	PLENARY SESSION: What does a healthy organization look like? (Catalina 1)			
6:00 - 7:30	Networking Reception — 2 floor Foyer			

B L O C K P R O G R A M

SATURDAY, JUNE 3 RD 2017					
Room Number	Avalon 1	Avalon 2	Avalon3	Catalina 1	Catalina 2
Registration — 2 Floor Foyer (Hours: 7:30 AM - 1:30 PM) Morning coffee (7:30 AM), registration area.					
8:00 - 9:00	DISCUSSION AND EXERCISE: Mindfulness Matters: Creating a Culture of Health Starts With You		DISCUSSION: Career Q & A for students		WORKSHOP: More than race... the endless journey toward cultural competency!
Break (9:00 - 9:10)					
9:10 - 10:10	DISCUSSION: Workplace Conflict Resolution Interventions: A Tale of Two Programs		SYMPOSIUM: International Perspectives in Organizational Health		WORKSHOP: Interpersonal Leadership: The Key to a Healthy Organization
Break,morning refreshments (10:10 - 10:30)					
10:30 - 12:00	PLENARY SESSION: Results through Relationships? (Catalina 1)				
Break (12:00 - 1:15)					
1:15 - 2:35	SYMPOSIUM: Individual and Contextual Variables in Organizational Health - Empirical Investigations.		WORKSHOP: Women Kicking Glass and Making a Difference		WORKSHOP: Choosing Generative Leadership. Building Generative Cultures
Ice Cream Break (2:35 - 2:50)					
2:50 - 3:50	WORKSHOP: Stress and Coping in the Workplace	POSTER SESSION: Interactive session in which presenters will visually display their work and will be available to answer questions.	ROUND TABLE DISCUSSION: Meaning and Metrics: Data Storytelling for a Healthy Organization		
Break (3:50 - 4:00)					
4:00 - 5:00	PROJECT INCUBATOR: The Future of Healthy Organizations: Conference and Beyond.	ROUND TABLE DISCUSSION: Women and Diverse Groups in the Workplace: Individuation Without Singling out, Equality Without Sameness.	ROUND TABLE DISCUSSION: Leadership for Healthy Organizations: Key Lessons to Apply Now		

THURSDAY, June 1, 2017

11:30 AM – 11:50 AM

AVALON 3

Welcome and Orientation

Dr. Eric Rodriguez, Principal, Focus on Strengths Consulting, Adjunct Professor, Vanguard University of Southern California.

Noon - 1:15 PM

CATALINA 1



PLENARY SESSION AND Q & A: Under New Management: Full Transparency, Less Email, No Cubicles, and where the Future of Work is Headed

Dr. David Burkus, Associate Professor of Management at Oral Roberts University, author: "Under New Management" and "The Myths of Creativity: The Truth About How Innovative Companies and People Generate Great Ideas"

Dr. David Burkus challenges the traditional and widely accepted principles of business management and proves that they are outdated, outmoded, or simply don't work in the current environment — and reveals what does. He is a best-selling author, an award-winning podcaster, and management professor. In 2015, he was named one of the emerging thought leaders most likely to shape the future of business by Thinkers50, the world's premier ranking of management thinkers. David is a regular contributor to Harvard Business Review and Forbes. His work has been featured in Fast Company, Inc., the Financial Times, Bloomberg BusinessWeek, and CBS This Morning.

1:30 PM – 3:00 PM

AVALON 1

WORKSHOP: Mindfulness, Presence, and Healthy Organizations

Dr. Kathryn Goldman Schuyler, Professor of Organization Development at Alliant International University, author and editor: "Creative Social Change: Leadership for a Healthy World" and "Leading with Spirit, Presence, and Authenticity".

Dr. Michelle Taylor, Vice President of Student Affairs, Utah Valley University.

Dr. Cheryl Getz, Associate Professor and Director of the Leadership Minor Department of Leadership Studies, University of San Diego

Building on action research about moments when people notice they are more "awake" and present, this workshop will enrich participant understanding of mindfulness at work. We share two examples: one where a Vice President is nourishing mindfulness and joy in her organization and the second where graduate students examine their own moment-to-moment practice. This session will explore simple processes used in action research and support all participants in reflecting on how they can do something similar in their own workplace.

The intended audience is anyone interested in beginning or deepening a practice of mindfulness in the context of work, as well as leaders and consultants who wish to create a healthier culture.

1:30 PM – 3:00 PM

AVALON 3



This program is valid for 1.25 PDCs for the SHRM-CP[®] or SHRM-SCP[®]



This program has been approved for 1.25 HR (General) recertification credit hours through the HR Certification Institute (HRCI). For more information about certification or recertification, please visit the HR Certification Institute homepage at www.hrci.org. The use of this seal confirms that this activity has met HR Certification Institute's[®] (HRCI[®]) criteria for recertification credit pre-approval.

WORKSHOP: Psychopathology of Leadership: Engaging Employees through Transformational Leadership, while Avoiding Personality Derailers.

Dr. Andrew Stenhouse, Professor of Organizational Psychology, Vanguard University of Southern California

Stephen Robbins and Timothy Judge defined leadership as "the ability to influence a group toward the achievement of a vision or set of goals." Through the lens of employee engagement, participants will examine the leader as transformational leader and explore how leaders often derail themselves and their organizations through toxic self-sabotaging behaviors.

By understanding the motivations of transformational leaders, the specific functions of organizational leaders, and the resulting impact on organizational effectiveness, participants will develop the following HR competencies:

- Interpersonal Competencies—Relationship Management, Communication
- Leadership Competencies—Leadership & Navigation
- Business Competencies—Consultation

3:15 PM – 4:45 PM

AVALON 1



This program is valid for 1.25 PDCs for the SHRM-CP[®] or SHRM-SCP[®]

WORKSHOP: Cultures for Creativity: Facilitating Creativity and Innovation in Organizations.

Dr. Ludmia Praslova, Professor of Organizational Psychology, Vanguard University of Southern California

Dr. Roger Heuser, Professor of Organizational Leadership, Vanguard University of Southern California

Many organizations desire to innovate and be creative. Some spend significant amounts on hiring and developing "creative talent" only to be disappointed in the results. Using research findings, case studies, and group activities, this workshop will help participants outline a plan for facilitating creative organizational environments. Participants will also learn to recognize and avoid common pitfalls in developing creative organizations.

Participants will develop the following HR competencies:

- Organizational Effectiveness and Development
- Leadership and Navigation: Change
- Management
- Business Competencies: Consultation
- Relationships management

THURSDAY, June 1, 2017

3:15 PM – 4:45 PM

AVALON 3

PLAYSHOP: Powered by Purpose: Values Based Leadership and Organizational Effectiveness

Judith Lukomski, CEO, Transitions Today Performance Consulting and Founding Co-President Orange County Chapter of the Ellevote Network

Employment expectations are shifting; a global, technologically savvy, multi-generational workforce is redefining the workplace. Organizational culture is becoming a critical differentiator; the attractor factor for talent, clients and vendors. People are moving from a “paycheck only” approach to making purpose driven career decisions. Purpose is what defines and drives us. Embracing purpose energizes the individual and fuels organizational culture. When personal values align with organizational values, performance improves and community connectivity increases. During this highly interactive, hands-on playshop participants explore the impact and evolution of values based leadership and organizational success.



Founded in 1931, Bolton & Company is a full-service, California-based insurance broker, with office in Pasadena, Santa Clara, Orange County and Torrance. Bolton takes pride in remaining one of the few independent and full-service insurance brokerages, dedicated to exemplary service on a personal level. Thousands of organizations count on us for employee benefits, risk management solutions, and property

and casualty coverage for both local and international operations. Bolton is able to propose the right services, providers, and coverage levels so that our clients can be confident that their individual needs and goals are met.

Bolton & Company's wide and varied types of clients represent virtually every broad class of industry, including nonprofits, education, healthcare,

construction, high tech and biotechnology, real estate and much more.

Our membership and active involvement in local, national and international business organizations, as well as our individual commitment to industry designations and continuing education, exemplifies our dedication to serving our clients' needs in the most professional manner possible.

7:30 AM - 8:45 AM

CATALINA 3



Healthy Organizations Awards Breakfast (Separate registration and RSVP required).

Business, Not-for-profit, Healthcare, and Educational organizations will be honored for developing healthy organizational climates and facilitating environments conducive to high employee morale, engagement, and well-being.

SPEAKER: Dr. Mike Patterson, principal, CoreStrengths.

Rx for Healthy Leadership

Healthy organizations don't just happen. They are built, nurtured, and sustained by leaders who know how to authentically connect with people by tapping into what drives them. This focus on people doesn't detract from performance; rather, leaders of healthy organizations achieve superior results through the power of relationships. This session is focused on prescription for organizational fitness.

8:45 AM - 9:00 AM

Break

9 AM - 10 AM

CATALINA 1



This program is valid for 1.00 PDCs for the SHRM-CP[®] or SHRM-SCP[®].

WORKSHOP: Conscious Capitalism: The Next Paradigm Shift for Leadership and Work

Kevin Rafferty, CEO of Performance Engineered Products, Inc., Chairman and Co-Founder of the Conscious Capitalism Orange County Chapter, The Conscious Leaders Coach, author of "Bridging the Gap Between Authenticity and Leadership" and "Wake Up, Get Real, Be Happy – Becoming Your Authentic Self".

Conscious Capitalism is a movement focused on the innate potential of business to make a positive impact on the world. Its pillars are higher purpose, stakeholder orientation, conscious leadership, and conscious culture. Kevin Rafferty will use his rich experience of working with executives, entrepreneurs and CEOs to help participants bridge personal and professional mastery, enhanced business results, and conscious and responsible approach to business for the betterment of the society.

9 AM - 10 AM

AVALON 1

WORKSHOP: Strategies for Cultivating Emotional Intelligence in an Educational Organization.

Dr. Jeff Hittenberger, Chief Academic Officer, Orange County Department of Education

The Orange County Department of Education (OCDE) supports 27 public school districts serving 500,000 students. In 2016-17, more than 200 OCDE managers and supervisors participated in professional learning focused on Emotional Intelligence to develop more effectiveness in leadership and collaboration. This workshop session describes the initiative, intervention process, and its impact on individuals and on the corporate culture. Participants will learn about strategies and tools for creating a healthy educational organization through an integrative/interdisciplinary approach to problem-solving.

FRIDAY, June 2, 2017

9 AM - 10 AM

AVALON 3



This program is valid for 1.00 PDCs for the SHRM-CP[®] or SHRM-SCP[®].

WORKSHOP: The Impact of Stress on Your Employees and Organizational Outcomes

Dr. Stephen Duarte, Associate Professor and Program Director, Healthcare Management

Concordia University Irvine

Working and feeling stressed seem to be an acceptable pairing in today's organizations. However, medical evidence suggests that it may be a high price to pay for your employees and the financial well-being of your organization. The presentation reviews the medical issues that result from stressful environments to build a case for creating a healthier organization; one that promotes employee well-being and organizational success beyond imagination.

10:00 AM - 10:10 AM

Break

10:10 AM – 11:10 AM

CATALINA 2



This program is valid for 1.00 PDCs for the SHRM-CP[®] or SHRM-SCP[®].

WORKSHOP: You got your Results of the Engagement Survey... Now what?

Geoffrey Friederich, Vice President of Human Resources at Ingram Micro.

Organizations aim for high employee engagement as engagement is related to productivity, morale, and retention of talent. Surveys measuring employee engagement are a popular tool. However, understanding and acting on results of such surveys can be complicated. This interactive workshop will utilize real life examples to help participants outline strategies for using engagement survey results to improve organizational processes and health.

10:10 AM – 11:10 AM

AVALON 1

WORKSHOP: Ergonomics and Wellness: The Holistic Approach

Stefanie Nobriga, Senior Ergonomic and Risk Consultant, Bolton & Co.

Ergonomics is the integration of science and art that draws from a multitude of disciplines to improve human wellbeing. The definition of ergonomics compels us to seek both the safety and wellbeing of the individual and core principles encourage breaks for recovery. This presentation covers the synergy between occupational and non-occupational health costs, ergonomic basics as well the elements of such a program including best practice solutions and out of the box ideas. Participants will be able to encourage organizational culture change while improving workforce morale and employee wellbeing.

10:10AM – 11:10 AM

AVALON 3

SYMPOSIUM: Empirical Advancements for Assessing and Supporting Organizational Health.

10:10 AM – 10:35 AM

Tool Development to Measure Joy and Meaning in Work

Dr. Mary Wickman, Professor and Director of Graduate Nursing, Vanguard University of Southern California

Dr. Dana N. Rutledge, Professor Emeritus, California State University Fullerton School of Nursing

Delivering high value health care and optimizing health system performance is an essential yet sometimes elusive aim for healthcare organizations. The Institute of Healthcare Improvement (2016) has identified a new fourth aim to optimizing healthcare improvement. This fourth aim highlights the need for all healthcare employees to experience joy and meaning in their work. Joy infers perceived success and fulfillment from work; meaning in work implies a sense of the importance of daily work done. These concepts (joy and meaning in work) tie in with many other factors that are considered predictors of workforce engagement, work or job satisfaction, and ultimately employee retention. This study describes the psychometric testing of a new tool to measure joy and meaning in work - Meaning and Joy in Work Scale (MJWS).

10:35 AM – 11:00 AM

Workplace Conflict Resolution Programs and Associated Employee Efficacy and Wellbeing

Dr. Debra Gilin Oore, Professor of Psychology, Saint Mary's University, Halifax, Nova Scotia, Canada.

Diane LeBlanc, PhD Candidate, Saint Mary's University, Halifax, Nova Scotia, Canada.

Bridget Brownlow, Conflict Resolution Advisor, Human Resources, Saint Mary's University, Halifax, Nova Scotia, Canada.

Barbara Solarz, Consultant, Communication & Conflict Competence, Nova Scotia Health Authority, Halifax, Nova Scotia, Canada.

Workplace conflict resolution programs (including conflict consultation, coaching and mediation) currently lack empirical evidence to justify investment in them. We compare efficacy and wellbeing for employees who experienced a work conflict within the past 12 months, and participated in workplace conflict resolution programs versus standard grievance and complaint processes at the same organizations (a university, n=241, and a health care system, n=802). Our survey results indicate important benefits of workplace conflict resolution programs.

The symposium will conclude with Q & A and discussion session with all presenters.

SYMPOSIUM MODERATOR: Kimberly Greene, Vanguard University of Southern California

11:20 AM - 12:20 PM

CATALINA 1



PLENARY SESSION: The Science of Strength: Achieving the Next Level of Performance & Wellbeing

Josh Allan Dykstra, MBA, Josh Allan Dykstra, MBA — CEO of Strengthscope U.S., author of "Igniting the Invisible Tribe: Designing an Organization That Doesn't Suck", Denver, CO.

We work in a marketplace where complexity is growing, expectations of our individual attention are increasing, and customers are demanding more. Technology facilitates innovations, but the demands on our time and energy seem to be increasing too. How do we take the performance of our teams and organizations to the next level—without sacrificing our own wellbeing in the process?

In this insightful talk, author and CEO Josh Allan Dykstra will show how a fresh approach to the concept of "strengths" in the workplace makes all the difference—helping uncover levels of productivity you didn't even realize you were missing, and returning more energy to your life at the same time!

Attendees Will Learn:

- Why a focus on what people are "good at" is no longer enough
- How to apply a fresh understanding to the concept of strengths-based development
- How to help leaders, managers, and individual contributors dramatically boost their effectiveness, find energy for sustainable peak performance, workplace engagement, and resilience amidst change and ambiguity

12:20 PM - 1:10 PM

Break

Strengthscope®

Energizing Peak Performance

"We're building a new strengths revolution by going beyond 'competency' to what energizes and empowers your teams and leaders to reach sustainable peak performance"

FRIDAY, June 2, 2017

1:10 PM - 2:10 PM

CATALINA 2



This program is valid for 1.00 PDCs for the SHRM-CP[®] or SHRM-SCP[®].

WORKSHOP: Mental Health in the Workplace: HR Can Lead the Change

Noma Bruton, founder and Principal of Sagacity HR

Scott Ripley, employee benefits advisor with Arthur J. Gallagher

Employee mental health concerns cost United States workplaces hundreds of billions per year due to presenteeism, absenteeism, and other costs. It's estimated that one in five American workers experiences a mental health challenge each year. And yet, most executives and HR leaders shy away from the subject. The stigma associated with mental health creates a "don't ask, don't tell" workplace where employees aren't connected to treatment resources and business productivity suffers. The majority of HR professionals aren't trained to identify mental health conditions, talk about mental health with employees or make referrals to sources that could help.

International research has shown that engaging the workforce in specific mental wellness activities will increase protective factors in individuals and decrease workplace distress while boosting productivity and income. This presentation will help participants understand the major mental health issues affecting American workers, discuss best practice strategies for mental wellness in the workplace, identify and prepare for potential scenarios regarding workplace mental health.

Participants will learn the following HR Competencies:

1. How business leaders can learn to understand and effectively communicate with employees experiencing a mental health issue
2. The impact of mental health issues to employers
3. Best practices for developing and integrating mental health initiatives into a company-sponsored wellness program and enhancing employee engagement
4. Increase mental health competencies and improve employee relations across the organization



1:10 PM - 2:10 PM

AVALON 1

SYMPOSIUM: Employee Well-being in Healthcare Organizations

1:10 PM-1:30 PM Comprehensive Employee Well-being Strategy

Kathlyn Kelley, Heart and Vascular Manager, Choose Well Coordinator, St. Joseph Hospital - Orange (St. Joseph Health System)

Stacey Brown, System Lead, Employee Well-Being, St. Joseph Health System

St. Joseph Health System is a non-profit Catholic integrated health system that operates 16 hospitals, and is committed to providing a best-practice evidence-based well-being benefit program to its entire workforce of nearly 25,000. Employees who are supported and able to optimize their personal health and well-being are better able to serve their patients and the community at large. This presentation will focus on benefit made available to all employees throughout the organization – Choose Well™ (CW). CW aims to promote healthy behaviors and has been a unifying effort for all of our employee populations throughout California, Texas and New Mexico. More than 74 % of the workforce is actively engaged in the program. Of those who started at risk for metabolic syndrome in 2011 and changed their risk level by 2016, 81% had reduced risk.

1:30 PM-2:00 PM

Nurses' Moral Distress & Psychological Empowerment in the Workplace: Identifying Interventional Strategies.

Dr. Annette Callis, Associate Professor of Nursing, Vanguard University of Southern California

Moral distress occurs when nurses are unable to perform what they believe is ethically correct. Psychological empowerment may ameliorate moral distress among critical care nurses. This session will focus on research and empirically-based interventions aimed at reducing moral distress and increasing psychological empowerment in the population of critical care nurses. Results of correlation and regression analysis provide support for importance and effectiveness of interventions.

The symposium will conclude with Q & A and discussion session with all presenters.

SYMPOSIUM MODERATOR: Dr. Mary Wickman, Vanguard University of Southern California

FRIDAY, June 2, 2017

1:10 PM - 2:10 PM

AVALON 3

SYMPOSIUM: Servant Leadership

Dr. John E. Barbuto, Jr. (Jay), Professor of Organizational Behavior and Director of the Center for Leadership at California State University Fullerton.

This session will draw on presenter's extensive research and consulting experience to help participants gain clarity on 1) how servant leadership can enhance overall organizational dynamics, productivity, and health, and 2) how it can be assessed and developed. Cutting-edge scholarship provides advancements in measuring servant leadership that in turn informs hands-on leadership training.

2:10 PM - 2:20 PM

Break

2:20 PM - 3:10 PM

CATALINA 2

WORKSHOP & DISCUSSION: Using Strengths, Loving Work, Enhancing Productivity

Josh Allan Dykstra, MBA, Josh Allan Dykstra, MBA — CEO of Strengthscope U.S. author of "Igniting the Invisible Tribe: Designing an Organization That Doesn't Suck", Denver, CO.

Description: Join the keynote presenter, Josh Allan Dykstra, in discussion and hands-on exploration of how the science of strengths helps individuals and organizations be more productive, energized, and fulfilled. You'll participate in practical activities that will teach you how to properly address weaknesses, learn how to prevent your strengths from being overused, and engage in an active Q&A session that gives you a chance to directly ask Josh your burning questions about how to best utilize this approach in your work and life!

2:20 PM - 3:10 PM

AVALON 1

WORKSHOP: Responsibility Charting (RACI): A tool for teamwork

David Turbow, Outcomes Assessment Coordinator, University of St. Augustine for Health Sciences

Effective teamwork is crucial to organizational success. Role confusion is a common roadblock to achieving advantages of effectiveness. Responsibility charting (RACI) is a powerful sociotechnical method that can be used to create collaboration and ensure accountability in project management decisions. During this interactive session, participants will be introduced to the RACI framework, examine roles in their own institutions, and generate ideas to plan activities and drive change.

FRIDAY, June 2, 2017

2:20 PM - 3:10 PM

AVALON 3

ACCELERATOR SESSION: Close the Gender Pay Gap: Increase Economic Growth and Create a Kinder World

Judith Lukomski, CEO, Transitions Today Performance Consulting and Founding Co-President Orange County Chapter of the Ellevest Network

Research shows company profitability rises when women are on the board of directors; yet, less than 10% of the Fortune 500 CEOs are female and significantly fewer women are in senior leadership roles than men. Why? Skills, traits and values traditionally deemed feminine are often underappreciated in workplace. The result--unhealthy company cultures and a lingering gender wage gap.

The Institute for Women's Policy Research predicts the United States pay gap will not close until 2059. "Equal pay for equal work" is a call to action and mandate to transform through individual and collective accountability. In this accelerator session participants:

- Explore the wage gap impacts
- Discuss organizational empowerment programs
- Dive into personal development strategies to close the gap

3:10 PM - 3:20 PM

Break

3:20 PM - 4:20 PM

CATALINA 1



This program is valid for 1.00 PDCs for the SHRM-CP[®] or SHRM-SCP[®]

WORKSHOP: Talent Management and the 9-box: Using data to go big and fast

Dr. Randall Lucius, director of Organizational Development, Human Resources, Emory University

Talent Management (TM) as defined here is the identification and categorization of an organization's talent, in order to plan developmental efforts and meet talent-related needs of the organization, short and long term. The 9-box is a 3x3 grid that uses axes of performance and potential across three levels: high, moderate and low. Using these two axes, along with training and additional tools, individuals can be plotted into one of the nine boxes, with development plans constructed based on the needs and potential seen in each in person. The process is less than ideal for a large, relatively "flat" organization, which would require the review of many individuals. This presentation will share an alternative method for conducting a 9-box process in a large, flat organization that would have taken hours or days using a traditional approach. For an organization of 143 people across 9 managers, 9-box calibration and adjustments took less than half a day. Using this type of approach could be very beneficial to organizations that might ordinarily shy away from the 9-box process, due to time and other resource constraints.

3:20 PM-4:40 PM

CATALINA 2

SYMPOSIUM: Caring for Caretakers

3:20 PM - 3:40 PM

Caring Too Much? Empathy Profiles Predict Trauma Worker Wellbeing Outcomes

Emily Atwood, BSc , Saint Mary's University, Department of Psychology

Dr. Debra Gilin Oore, Professor of Psychology, Saint Mary's University, Halifax, Nova Scotia, Canada.

We explore how empathy profiles predict work efficacy and well-being among workers who deal with others' pain and suffering. An online survey of 339 nurses, firefighters, police, social workers, and counsellors who regularly deal with trauma showed that individuals high on self-focused empathy traits (Personal Distress and Fantasy) are at higher risk of burnout, turnover, mental and physical health problems, and low self-perceived job efficacy. Our results shed light on which empathic traits may be beneficial when selecting and training trauma workers , and which trauma workers may require special support to avoid burnout.

3:40 PM - 4:00 PM

Violence in the Workplace: Recognize Risks and Call a SWIT

Linda Winston, Employee Assistance Professional, St. Joseph Hospital, Orange CA

Whenever people interact at work, there is a potential for violence. This presentation will help health care professionals understand the three levels of violence and form a Safe Workplace Intervention Team (SWIT) as a key intervention for employee engagement in safety at all levels of the organization. Our community hospital has embraced SWIT as a best practice protocol since 1997; 'see it, say something, call a SWIT'. We share practices and experiences audience members could apply to their own organizations.

4 PM – 4:30 PM

Registered Nurses' Lived Experiences of Peer to Peer Incivility in the Workplace

Susan Condie, Associate Dean of Nursing , Associate Professor , West Coast University, CA

Disregard for another's knowledge and skills through rude and discourteous actions that prevent others from thriving is a definition of an uncivil workplace. Incivility interferes with patient care delivery, nursing retention, as well as medical costs. The study used semi-structured interviews to explore registered nurses' lived experiences of peer to peer incivility in the workplace. Based on the findings of this study, suggestions are offered for further research and required actions to elevate the work atmosphere of the nurse from uncivil to a healthy and professional workplace. This will likely increase patient safety and nursing job satisfaction and retention.

The symposium will conclude with Q & A and discussion session with all presenters.

SYMPOSIUM MODERATOR: Dr. Annette Callis, Vanguard University of Southern California

3:20 PM - 4:40 PM

AVALON 1

Symposium: Prosocial versus Antisocial Behavior: Establishing Healthy Culture from Day One

Healthy social behavior in the workplace is a key factor in creating a healthy organization. This is best achieved through establishing the desired culture early on, and employee onboarding plays a key role in this process. Often, training and development efforts are delayed until negative issues arise, such as low empathy or antisocial behavior in the workplace, and thus become reactive. Instead, action can be taken in a proactive and preventative manner, thereby promoting prosocial practices from the start.

This interactive symposium will involve participants in role-playing, discussion, and brainstorming. All three presentations contribute to the larger picture on the importance and best practices in early workplace socialization and onboarding.

3:20 PM-3:25 PM

Introductory remarks, David Paltza

3:25 PM-3:45 PM

Fostering Pro-social Behavior in Organizational Culture.

Lydia Fujimura, Graduate Student in Organizational Psychology, Vanguard University of Southern California, Recruiter and HR Assistant (Volt Workforce Solutions), Organizational Development HR Intern (Taco Bell).

Previous research found that agency could negatively affect individual ability to act pro-socially (Fujimura et al., 2015). Specifically, those with high scores of empathy were not able to act empathetically when in a low agency situation but were able to act empathetically in a high agency situation. This means organizations could potentially facilitate higher levels of prosocial behavior by fostering cultures that encourage helping behavior. This presentation will focus on recent research on agency defined as Work Locus of Control (WOLC) in its relationship to organizational wellness, and on the role of early organizational socialization in fostering pro-social behavior.

3:45 PM-4:05 PM

Preventing Antisocial Behavior in Organizational Culture.

Andrew Cowie, Graduate Student in Organizational Psychology, Vanguard University of Southern California, Director of Security (Andrews International).

Antisocial behaviors in organizations, such as workplace violence, can be extremely damaging. Yet, many organizations do not have sufficient measures in place to prevent such behaviors. OSHA defines workplace violence as: "... any act or threat of physical violence, harassment, intimidation, or other threatening disruptive behavior that occurs at the work site. It ranges from threats and verbal abuse to physical assaults and even homicide. It can affect and involve employees, clients, customers and visitors". Moreover, homicide is currently the fourth-leading cause of fatal occupational injuries in the United States. Organizations have the ability to implement prevention of antisocial behaviors, with little expense, as early as an employee's onboarding process, and promote a culture of organizational awareness and care for the employee safety.

Continued on page 19

Continued from page 18

4:05 PM-4:25 PM

Establishing Healthy Social Behavior from the Start.

David Paltza, Graduate Student in Organizational Psychology, Vanguard University of Southern California, Learning and Development Committee member.

Many organizations place employee orientations low on the priorities list and are reluctant to invest money and time in this work. Ironically, time and money are later spent on trainings designed in urgency to remedy issues that could have been prevented. This session will focus on practical benefits of onboarding programs and share an example of data-informed program development in an organization that previously lacked an effective new employee orientation. Attendees will learn how an effective onboarding program can establish healthy work culture and help prevent negative behavior, burnout and turnover.

4:25 PM- 4:40 PM

Symposium integration and audience engagement.

Conveyor and moderator: David Paltza, Vanguard University of Southern California.

3:20 PM-4:40 PM

AVALON 3

PROJECT INCUBATOR: Wellbeing @Work Innovations Labs: co-designing healthy workplaces

Paola Ardiles, Founder, Bridge for Health, & Lecturer, Health Sciences, Simon Fraser University Vancouver, BC, Canada

Kathleen Lane, Research & Design Co-Lead, Bridge for Health, Vancouver, BC, Canada

Organizations large and small are investing in workplace wellness programs to improve their bottom line: the average return on investment is four to one through reduced health care costs, reduced absenteeism and increased productivity. The majority of these initiatives are programs and services that address employee health concerns through occupational health & safety or individual behavior change interventions focused on healthy lifestyle, rather than addressing the cause of poor health. Our Wellbeing @Work Innovation Labs take a systems approach, addressing root causes and empowering employees from across an organization to co-design, implement and evaluate health promoting systems and policies. During this interactive session, our team will lead participants through the key elements of a Wellbeing @Work Innovation Lab. Participants will be introduced to the six domains of our Wellbeing @Work framework (1. Leadership development, 2. Collaboration & inclusion, 3. Social connection & community engagement, 4. Physical spaces, 5. Policies & procedures, 6. Programs & supports). Guided by the framework, participants will work collaboratively to explore common wellbeing challenges in the workplace and co-create solutions that promote the health and wellbeing of employees and the communities they serve.

4:40 PM - 4:50 PM

Break

4:50 PM-5:50 PM

CATALINA 1



This program is valid for 1.00 PDCs for the SHRM-CP[®] or SHRM-SCP[®].

PLENARY SESSION: What Does a Healthy Organization Look Like?

Dr. Wayne Cascio, Distinguished University Professor, Robert H. Reynolds Chair in Global Leadership at the University of Colorado Denver.

What does a healthy organization look like? It is possible for an organization to achieve high productivity while upholding high ethical responsibility standards? Dr. Wayne Cascio shares insights from his extensive research and practical experience to help the attendees deepen their understanding of organizational health.

He has served as president of the Society for Industrial and Organizational Psychology (1992-1993), Chair of the SHRM Foundation (2007), the HR Division of the Academy of Management (1984), and as a member of the Academy of Management's Board of Governors (2003-2006). From 2011-2013 he served as Chair of the U.S. Technical Advisory Group that is developing international HR standards, and he represented the United States to the International Organization for Standards. From 2007-2014 he served as a senior editor of the Journal of World Business. Currently he serves as Chair of the SHRM Certification Commission. He is an elected Fellow of the National Academy of Human Resources, the Academy of Management, the American Psychological Association, and the Australian HR Institute.

He has authored or edited 28 books on human resource management, including *Managing Human Resources: Productivity, Quality of Work Life, Profits* (10th ed. 2016). Burr Ridge, IL: Irwin/McGraw-Hill, *Short Introduction to Strategic Human Resource Management* (with John Boudreau, 2012), *Investing in People* (with John Boudreau, 2nd ed., 2011), and *Applied Psychology in Human Resource Management* (7th ed., with Herman Aguinis, 2011).

He is a two-time winner of the best-paper award from the Academy of Management Executive for his research on downsizing. In 2010 he received the Michael R. Losey Human Resources Research Award from the Society for Human Resource Management, in 2013 he received the Distinguished Scientific Contributions Award from the Society for Industrial and Organizational Psychology, and in 2016 the World Federation of People Management Associations awarded him its Lifetime Achievement Award.

5:50 PM - 6:00 PM

Break

6:00 PM - 7:30 PM

2 FLOOR FOYER

Networking Reception

Share light refreshments with colleagues and enjoy conversations and contacts.

6:15 PM - 7:00 PM

Join Special Interest Networking Groups for Informal Interaction

Women Helping Women, hosted by Judith Lukomski, Co-President, Orange County Chapter of the Ellevest Network, **Avalon 1**

Organizational Health in Not-for-Profits and Ministry Organizations, hosted by Dr. Roger Heuser, **Avalon 3**

8 AM - 9 AM

CATALINA 2



This program is valid for 1.00 PDCs for the SHRM-CPSM or SHRM-SCPSM

WORKSHOP: More than race... the endless journey toward cultural competency!

Dr. Jamie Fenton, Director of Staff Development, Crittenton Services for Children & Families, Fullerton, CA, USA

CaMesha Reece, Director of Human Resources, Crittenton Services for Children & Families, Fullerton, CA USA

Through discussion, activities, and reflection, this workshop will promote HONEST conversations about diversity, inclusion, and belonging. These conversations about cultural competency can serve as a catalyst for action and provide attendees with tools to use in conducting diversity training at their own organizations.

Session participants will gain:

- A greater understanding of the variety of cultures (not just race)
- Leave with various tools to ask questions respectfully, enter situations humbly, accept feedback, and express hurt or offense in a respectful way
- Increased self-awareness of their perceptions
- Tips for creating/leading such a training in their agency/organization/institution

8 AM - 9 AM

AVALON 1

DISCUSSION AND EXERCISE: Mindfulness Matters: Creating a Culture of Health Starts With You

Judith Lukonski, CEO, Transitions Today Performance Consulting and Founding Co-President Orange County Chapter of the Ellevest Network

Our inner landscape contributes to the world around us. Mindfulness or the practice of moment by moment awareness builds resilience and focus. Mindfulness facilitates presence; it deepens our sense of compassion, reduces distractions and opens new channels of innovation. Studies show embracing mindfulness brings significant physical, psychological, along with workplace performance benefits. In this session participants experience simple techniques to:

- Increase learning capabilities
- Enhance empathy
- Regulate emotions
- Release stress
- Improve health

SATURDAY, June 3, 2017

8 AM - 9 AM

AVALON 3

DISCUSSION: Career Q & A for students

Dr. Gerard Beenen is an Associate Professor of Management and department chair at California State University, Fullerton, and a visiting faculty member in the MBA programs at the University of California, Irvine and Carnegie Mellon University. He was also a management consultant with both Bain & Company, and Ernst & Young.

Josh Epperson, Partner, Navalent, Seattle, WA USA. Josh works with both community-based NGOs and multi-national corporations in a variety of industries helping with large-scale organization and culture change, organization architecture, and leadership development. Some of his clients have included GlaxoSmithKline, Gates Corporation, Starbucks Coffee Company, Hershey, and Microsoft.

Dr. Randall Lucius is a director of Organizational Development at Emory University, Atlanta, GA, USA. His work has significantly contributed to Emory's Human Resources receiving multiple national awards in recognition of the university's achievements in learning and organizational development programs and human resources excellence.

This session provides an opportunity for students to receive career advice from accomplished professionals.

MODERATOR: Dr. Sibylle Georgianna, Vanguard University of Southern California.

9:10 AM – 10:10 AM

CATALINA 2

WORKSHOP: Interpersonal Leadership: The Key to a Healthy Organization

Dr. Gerard Beenen, Associate Professor of Management and department chair at California State University, Fullerton.

Interpersonal leadership is crucial to healthy organizational processes. Dr. Gerard Beenen draws on his extensive research and applied experience to help participants deepen understanding of effective use of interpersonal leadership in organizations.

SATURDAY, June 3, 2017

9:10 AM – 10:10 AM

AVALON 1



This program is valid for 1.00 PDCs for the SHRM-CP[®] or SHRM-SCP[®]

**WORKSHOP: Workplace Conflict Resolution Interventions:
A Tale of Two Programs**

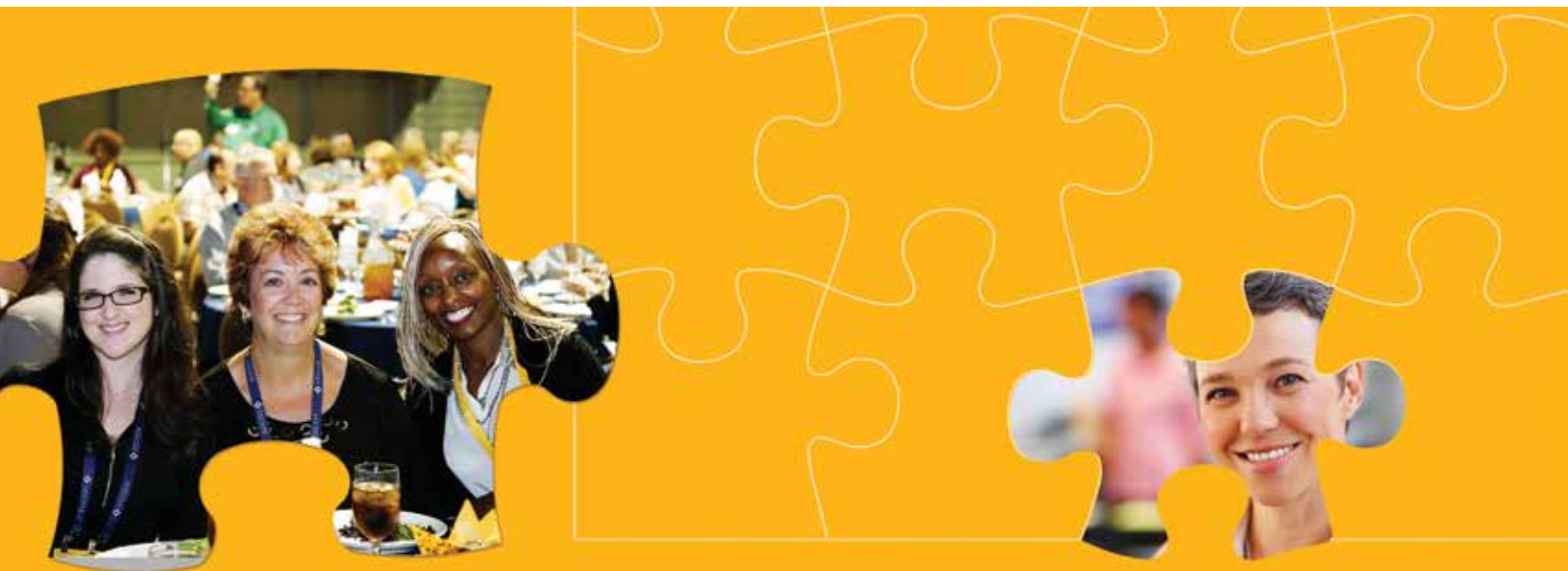
Barbara Solarz, Consultant, Communication & Conflict Competence, Nova Scotia Health Authority, Halifax, Nova Scotia, Canada.

Bridget Brownlow, Conflict Resolution Advisor, Human Resources, Saint Mary's University, Halifax, Nova Scotia, Canada.

Diane LeBlanc, PhD Candidate, Saint Mary's University, Halifax, Nova Scotia, Canada.

In this panel discussion session, experienced conflict resolution practitioners will compare and contrast the successful workplace conflict resolution interventions they implemented at their organizations. The two organizations—a university, and a health care system in Canada—are located in the same municipality, draw from some common theoretical foundations (including transformative mediation), and involve overlapping services (both provide one-sided coaching /consultation as well as mediations). Yet their programs are uniquely tailored to their organizations' needs.

MODERATOR: Dr. Debra Gilin Oore, Professor of Psychology, Saint Mary's University, Halifax, Nova Scotia, Canada.



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9:10 AM – 10:10 AM

AVALON 3

SYMPOSIUM: International Perspectives in Organizational Health

9:10 AM – 9:25

Institutional Barriers and Entrepreneurial Activity

Dr. Antonio Lecuna, Assistant Professor, Universidad del Desarrollo (Santiago, Chile)

For decades scholars have been concerned with the role of public policy in stimulating entrepreneurial activity. Aside from pro-entrepreneurship policy, governments can also erect barriers to startup activity. Researchers have concluded that the levels of corruption in a country can become a significant deterrent to entrepreneurship, while research on the relationship between bureaucracy and startup rates has been inconclusive. In this study we apply the Theory of Planned Behavior (TPB), particularly perceived behavioral control (PBC) construct in order to clarify the role of corruption and procedural bureaucracy independently, and together in their relationship to entrepreneurship participation rates. Panel data from 54 nations for the 2006–2012 period were utilized to test the hypotheses. This research confirms that both government corruption and procedural bureaucracy are negatively associated with rates of startup activity and that in the context of highly corrupt countries, the two constructs interact to further reduce startup activity.

9:25 AM – 9:50 AM

Perceived organizational support and counterproductive work behavior: Does moral efficacy matter?

Jino Johnny Malakkaran, Doctoral Student, Indian Institute of Technology Madras, Chennai, India.

Dr. Lata Dyaram. Ph.D., Management, Assistant Professor, Human Resources & Organizational Behavior, Indian Institute of Technology Madras, Chennai, India.

We determine how one's belief in his/her capabilities to succeed in challenging moral situations at work (moral efficacy) mediates the effect of perceived organizational support on counterproductive work behavior. We find that moral efficacy mediates this relationship, indicating that firms may create strong employee work ethic to nurture internal moral capacities such that employee behavior yields long-term favorable employee and organizational outcomes. We discuss the implications of our work to theory and practice.

9:50AM – 10:05AM

Organizational Health Determinants for effective globalization of an Indian organization

Anupama Singh, Fellow Doctoral Student, National Institute of Industrial Engineering, (NITIE), Powai, Mumbai, India

Dr. Sumi Jha, Associate Professor, Human Resource Management/ Organizational Behavior National Institute of Industrial Engineering (NITIE), Powai, Mumbai, India

The concept of organizational health is of utmost importance for long term organizational sustainability. In healthy organization employees face less stress and feel more empowered.

Continued on page 25

SATURDAY, June 3, 2017

Continued from page 24

Management effort towards well-being and growth of employees helps in the growth of healthy organization. The present study explores the literature on the influence of employee empowerment, home-work interface, career development, employee well-being and organizational communication, which in turn influences organizational health. We specifically focus on research and development (R&D) organizations since they are crucial for growth and economy of a country.

The symposium will conclude with Q & A and discussion session with all presenters.

SYMPOSIUM MODERATOR: Dr. Eric Rodriguez, Focus on Strengths Consulting; Vanguard University of Southern California

10:10 AM - 10:30 AM

Break

10:30 AM - Noon

CATALINA 1



PLENARY SESSION: Results through Relationships?

Dr. Michael Patterson is a principal at PSP, a global talent development company based in Carlsbad, California, coauthor of the highly acclaimed book, *Have a Nice Conflict: How to Find Success & Satisfaction in the Most Unlikely Places* published by Jossey-Bass. He is also an active writer and researcher in the area of commitment in the workplace and was the primary researcher for a recent nationwide study with several hundred participants. As a consultant and master facilitator, Dr. Patterson has worked with a wide variety of global organizations including ExxonMobil, SAP, United Airlines, the British Foreign and Commonwealth Office, Qatar Airlines, and the U.S. Navy. He is certified in a wide range of commercial training programs and is a Master Facilitator for TotalSDI® and Core Strengths® training, a program he coauthored.

In this highly interactive session, Dr. Michael (Mike) Patterson will demonstrate the importance of relationships in the workplace. Individual wellbeing, team performance, and organizational success are all impacted by the quality of relationships and interpersonal dynamics in the workplace.



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Results through Relationships

SATURDAY, June 3, 2017

1:15 PM -2:35 PM

AVALON 1

SYMPOSIUM: Individual and Contextual Variables in Organizational Health - Empirical Investigations.

1:15 PM – 2:10 PM

Job Satisfaction and Well-being Through Self- and Super-leadership

Dr. Sibylle Georgianna, Clinical Psychologist & Adjunct Faculty at Vanguard University of Southern California

Laura Fuentes, Graduate Student, Vanguard University of Southern California

Research shows that self-leadership (i.e., leading oneself) mediates the relationship between super-leadership (i.e., leading others) and job satisfaction and well-being of leaders and their followers. A leadership assessment tool and training to increase holistic self- and super-leadership is presented. Findings of self-leadership trainings for entrepreneurs and employees are being discussed.

2:10 PM – 2:35 PM

Examining Relationships between Employee Voice, Employee Engagement, and Personality Traits

Rebekah Hartman, Graduate Student, Vanguard University of Southern California

The study of employee voice has considerable implications for organizational health. This study reviews literature on employee voice, engagement, and personality traits as they interact in an organizational setting. Demonstrating the moderating effect of personality traits on employee voice and engagement, significant interactions will be discussed. The audience will be invited to discuss potential applications for findings. Facilitated discussion will focus on best practices for encouraging voice and increasing engagement, including use of personality tools.

SYMPOSIUM MODERATOR: Amy Quinn, Vanguard University of Southern California

1:15 PM -2:35 PM

AVALON 3



This program is valid for 1.25 PDCs for the SHRM-CP[®] or SHRM-SCP[®]

WORKSHOP: Women Kicking Glass and Making a Difference

Pattie Grimm, President, Advantage Performance & Training, Ltd. Author, Speaker, Radio Show Host, Leadership, Team, and Coach.

Pattie's book, "Quiet Women Never Changed History – Be Strong, Stand Up and Stand Out with the subtitle – Let's Go Kick Some Glass" is an inspiration for women to be bold in using their talent in the workplace. This session will utilize discussion and activities to help empower all attendees to pursue their passions.

SATURDAY, June 3, 2017

1:15 PM -2:35 PM

CATALINA 2



This program is valid for 1.25 PDCs for the SHRM-CP[®] or SHRM-SCP[®]



This program has been approved for 1.25 HR (General) recertification credit hours through the HR Certification Institute (HRCI). For more information about certification or recertification, please visit the HR Certification Institute homepage at www.hrci.org. The use of this seal confirms that this activity has met HR Certification Institute's[®] (HRCI[®]) criteria for recertification credit pre-approval.

WORKSHOP: Choosing Generative Leadership. Building Generative Cultures.

Josh Epperson, Partner , Navalent , Seattle, WA USA

Ron Carucci, Managing Partner, Navalent; Seattle, WA USA

The most urgent and persistent question facing organizations today comes down to this: How do we maximize human endeavor? Organizations are grappling with employee engagement and retention needs, the inability to develop leaders fast enough, and creating cultures hospitable to diversifying demographics and generational differences. In this workshop, the authors of *Future in-Formation: Choosing a Generative Organizational Life*, go beyond typical tips and techniques to address underlying behavioral patterns that undermine individual and collective performance. Ron and Josh draw from decades of experience working with leaders and organizations pursuing greater levels of engagement and productivity. The experience will move participants from a theoretical understanding of archetypal leaders and cultures to a personal understanding of how their leadership contributes (or does not) to maximizing the human endeavor of their workplace, institution, and community-at-large. Specifically, participants will leave with:

- Ten recurring questions that form generative and degenerative leaders;
- A set of degenerative and generative archetypes that result from the answers to those questions;
- A set of tools to diagnose and intervene in degenerative leadership patterns in their own organization with in-room practice
- 2-3 actions to implement immediately that will increase individual impact and model for others what a more generative future looks and feels like



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SATURDAY, June 3, 2017

2:50 PM - 3:50 PM

AVALON 1



This program is valid for 1.00 PDCs for the SHRM-CP[®] or SHRM-SCP[®].

WORKSHOP: Stress and Coping in the Workplace

Amy Quinn, Licensed Marriage and Family Therapist; Adjunct Faculty at Vanguard University of Southern California

Occupational stress can impact physical and mental health. By implementing small changes, employees can build their own internal resilience to prevent the negative outcomes of workplace stress. This seminar aims to enhance individual coping skills through the incorporation of principles from research on employee work-life balance, positive psychology, and cognitive behavioral therapy.

2:50 PM - 3:50 PM

AVALON 2

Poster session

Interactive session in which presenters will visually display their work and will be available to answer questions.

What Does Great Look Like for your Organization?

Caitlin Collins, Graduate Student, Vanguard University of Southern California, Costa Mesa, CA; Consultant, The Chemistry Group, Irvine, CA.

To drive success for the future requires understanding and creating one consistent language that describes your talent and vision. Achieving this shift begins with evaluating your organization's framework, unique within the context of your culture, micro cultures and individual job roles. This begins by objectively defining What Great Looks Like for your leaders and employees through understanding their values, motivations and behaviors which create a platform that predicts performance. This presentation will focus on methods for identifying and aligning values, motivations, and behaviors for optimal performance.

Microaggressions: A Macro-Level Problem Within Today's Workplace

Ashly Williams, Human Resources manager, Veri-Tax

Content analysis synthesized studies investigating racial microaggressions within the workplace with respect to African American populations, and highlighted gaps in the current research with respect to quantitative studies of racial microaggressions specific to organizational settings. Implications for organizational improvement such as extending organizational definitions of discrimination, cultivating inclusive cultures and revamping training programs are presented. Limitations in the current research and opportunities for future research specific to workplace settings are discussed.

Continued on page 29

Continued from page 28

The Relationship Between Job Satisfaction and Intent to Leave the Organization

Cynthia Mantilla, Master's Student, Carlos Albizu University, Hialeah, Florida, USA

Job satisfaction can have a positive or negative effect (Aziri, 2011), influencing an employee's behavior and desire to leave an organization. Turnover causes great financial consequences to the organization, therefore, it is important to understand the factors that contribute to an employee's desire to leave (Cascio, 2006). This study further explores the relationship between job satisfaction and intent to leave the organization in a sample of N=99 participants using Spector (1994) 9 factor conceptualization of job satisfaction. Statistically significant results indicate that it is important for organizations to focus on turnover in order to reduce turnover rates.

The Impact of Self-construal on Non-verbal Behaviors of Charismatic Leadership

Dr. Malini Nagpal, President & Founder at Aorist Speak, Cypress, CA; California School of Professional Psychology at Alliant International University, Los Angeles, CA

Dr. Nurcan. Ensari, Professor; Organizational Psychology Programs, California School of Professional Psychology at Alliant International University Los Angeles, CA

We examined the mediating effects of non-verbal behaviors on interdependent self-construal (IS) and charisma. People with high IS use body movements that exhibit feeling tone and intent to build relationship (IBR) linked to perceptions of leaders as trustworthy and visionary (Hackney, 1999). We hypothesized that high IS leads to IBR, which in turn lead to stronger perceptions of charisma. In this study with 141 managers (77 women; 64 men) with minimum of three years of managerial experience from a variety of industries in the U.S. Each participant took the role of a leader, and delivered a speech while being recorded. Their non-verbal behaviors were coded. We used SEM analysis and confirmed the hypothesis. The implications for leadership training and development are discussed.

Nursing Burnout: Susceptibility, Prevention and Intervention Within a Healthcare Setting

Nadia Szynarowski, Master's Student, Vanguard University of Southern California, Costa Mesa, CA

This presentation is will discuss various components that may contribute to or correlate with high turnover and burnout rate among nurses. Characteristics within the healthcare setting that may strongly impact nurses include stress management or stress resistance, managerial or administrative support, and intervention or prevention strategies that may decrease burnout and turnover rates. This presentation will also discuss possible assessment techniques, which may provide insight on various intervention and prevention strategies that could positively lessen symptoms of the emotional, physical and psychological trauma that nurses may experience within an intensive healthcare organizational context.

SATURDAY, June 3, 2017

2:50 PM - 3:50 PM

AVALON 3

ROUND TABLE DISCUSSION: Meaning and Metrics: Data Storytelling for a Healthy Organization

Judith Lukomski, CEO, Transitions Today Performance Consulting and Founding Co-President Orange County Chapter of the Ellevest Network

During this interactive program participants:

- Discuss how to use data as a form of storytelling in support of purpose throughout the organization and community
- Explore best practices and innovative data communication formats
- Define individual opportunities to measure data and how they would use it

3:50 PM - 4:00 PM

Break

4:00 PM - 5 PM

AVALON 1

PROJECT INCUBATOR: the Future of Healthy Organizations: Conference and Beyond.

Dr. Ludmila Praslova, Professor of Organizational Psychology, Vanguard University of Southern California

Dr. Eric Rodriguez, Principal, Focus on Strengths Consulting, Adjunct Professor, Vanguard University of Southern California

Please join like-minded colleagues in discussing the conference and plans for possible future collaborations. This session will start with the announcement of the conference best presentation awards winners.

4:15 PM - 5 PM

AVALON 2

ROUND TABLE DISCUSSION: Women and Diverse Groups in the Workplace: Individuation Without Singling out, Equality Without Sameness.

Ashly Williams, Human Resources manager, Veri-Tax

Dr. K.J. Hummel, Professor of Psychology, Vanguard University of Southern California

Judith Lukomski, CEO, Transitions Today Performance Consulting and Founding Co-President Orange County Chapter of the Ellevest Network

The panel will invite participants to reflect on sensitive issues in gender and diversity, and on ways to create healthy organizational environments for all individuals. Specific topics include common misunderstandings of diversity initiatives, unconscious biases, and microaggressions. Participants will develop a personalized plan for developing diversity-related competencies.

SATURDAY, June 3, 2017

4:15 PM - 5 PM

AVALON 3

**ROUND TABLE DISCUSSION: Leadership for Healthy Organizations:
Key Lessons to Apply Now.**

Dr. Andrew Stenhouse, Professor of Organizational Psychology, Vanguard University of Southern California

Dr. Roger Heuser, Professor of Organizational Leadership, Vanguard University of Southern California

In this round table session we will focus on applying novel ideas discussed at the conference to our organizations and approach to leadership. Participants will be invited to brainstorm and outline personal plans for leadership in building organizational health.



Villa di Strategies 214, Inc. consults with individuals, companies and organizations exploring opportunities and identifying challenges in their target market. We investigate the client's objective, analyze the most effective way to achieve the objective and create a dynamic strategy. This is done by examining the business structure, market information and trends. By reviewing industry related statistics and providing strategic possibilities we are able to manage brands and images. VdS214 guides and empowers clients to create opportunities for positive change. The goal is to maximize performance by increasing exposure as it is related to the organizational dynamics, company leadership or individual influence.

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ACADEMIC PROGRAM COMMITTEE:

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Sylvia Fuller, University of British Columbia

Roger Heuser, Vanguard University of Southern California

Jeff Hittenberger, Orange County Department of Education

Jackee McNitt Engles, University of California, Los Angeles/Goldman Sachs

Gary Namie, Workplace Bullying Institute

Ruth Namie, Workplace Bullying Institute

Ludmila Praslova, Vanguard University of Southern California (Chair)

Eric Rodriguez, Vanguard University /Focus on Strengths Consulting

Mary Wickman, Vanguard University/Association of California Nurse Leaders

Ashly Williams, Veri-Tax

*This conference is the initiative of Vanguard University
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Leadership Studies, Graduate Program in Nursing,
and wonderful friends and colleagues from other organizations
– THANK YOU.*

NOTES

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