CROSS CULTURAL MANAGEMENT SUMMIT

CHALLENGES & SOLUTIONS

MARCH 6–8 2014 CROWNE PLAZA MELBOURNE, FL

iccmglobal.com
Our Mission

The ICCM was founded to serve as a resource for global organizations facing the challenges of operating in a global environment. We provide answers to difficult cross-cultural issues through innovative, rigorous research. We then translate and transfer those findings into well-designed solutions for the real-world needs of global organizations. Our mission is to develop leaders and organizations to succeed in the global environment through evidence-based research and programs.

History of ICCM

The seeds of ICCM were planted in 1997 when the Industrial/Organizational Psychology program at Florida Tech conducted a needs analysis with global leaders and began to integrate cross cultural and international elements into the curriculum. Gradually, the program added faculty with expertise and passion for international research, and the Culture Research Group was founded. As the research program began to prosper, it drew international attention and visiting scholars such as Ronald Fischer, Colleen Ward, Zenyep Aycan, John Berry and other Fulbright professionals. These activities were formalized with the founding of the Institute for Cross Cultural Management in 2009, which served to centralize the international activities. ICCM is now an official research center at Florida Institute of Technology and provides solutions to government agencies through funded research and answers to questions from Fortune 100 companies.
Welcome

Dear colleagues,

A warm welcome to our first biennial Cross Cultural Management Summit in beautiful (and hopefully warm and sunny) Melbourne, Florida! Also, a huge thanks for being part of the group of cross cultural management pioneers to kick this thing off. When the planning committee and I first started conceptualizing this event, we wanted to do something a little different. We here at ICCM believe that organizational science only matters to the extent that it benefits real people in real organizations. When we discussed the goals of the summit, we wanted to do something with a real impact—to begin to close the gap between the creators and consumers of cross cultural management science. Our hope is that closing the creator-consumer gap will result in organizational leaders using of more effective, science-based practices and scholars conducting better, problem-based research. I am looking forward to this day and a half of learning, thinking, problem-solving and mingling that will result in movement toward actionable cross cultural management solutions, new friendships and opportunities for collaboration. I hope you are too!

Let’s solve some problems with our toes in the sand!

Jessica L. Wildman

2014 Summit Chair

Dear colleagues,

I would like to add my welcome to you all for this, our first Cross Cultural Management Summit. At ICCM, culture is our passion. This summit was intended to reach out to our colleagues in different fields working with the challenges of culture. Some of our attendees come from business backgrounds dealing with the culture complications in business operations. Other attendees may see culture through the lens of science and experience. Lastly, for some of the professionals who are attending the summit, understanding culture may be a matter of life and death. Our hope is that by pulling this group together, we can begin a dialogue that provides value for all the stakeholders at the summit. Moreover, I hope we begin to build here networks that will enhance our collective readiness for the problems we will tackle tomorrow. So for the next few days enjoy some sun, sand and stimulation as we kick off our biennial summit series. From all of us at ICCM, thank you for making the first one a success.

Richard Griffith

Executive Director, Institute for Cross Cultural Management

Committee Members

Che Albowicz  Richard Griffith  Charlie Scott
Brigitte Armon  Hairong Jiang  Tom Skiba
Petra Brnova  Jennifer Kiesel  Lisa Steelman
Curtis Curry  Lisa Moore  Phillip Thomas
Leah Ellison  Rana Moukarzel  Jessica Wildman
Wendy Fisher  Ore Osikoya  Leah Wolfeld
Agnes Flett  Kelsey Perkins
Beth Gitlin  Ambar Rodriguez
ICCM Board

**Dr. Richard Griffith, Executive Director**

Dr. Griffith is a professor in the Industrial/Organizational Psychology program and the director of the Institute for Cross Cultural Management at Florida Institute of Technology. He received his doctoral degree in I/O Psychology from the University of Akron in 1997. He is the co-editor of the book *A Closer Examination of Applicant Faking Behavior* and the upcoming book *The Age of Internationalization: Developing an International Organizational Psychology Curriculum*. He is the author of over 75 publications and presentations in the area of selection and the co-editor of the recent special edition of *Human Performance, Uncovering the Nature of Applicant Faking Behavior*. Dr. Griffith is a member of the International Association of Applied Psychologists, the European Association of Work and Organizational Psychology, the International Society for the Study of Individual Differences and the Society of Industrial Organizational Psychology, where he serves on the International Affairs Committee. His work has been featured in *Time* magazine and *The Wall Street Journal*.

**Agnes Flett, Business Director**

Ms. Flett is business director for ICCM. She is also managing director of Interims for HR Ltd. in the UK, providing HR consulting and Interim HR solutions for medium and large-sized businesses with international operations. Ms. Flett has over 20 years extensive experience in I/O psychology/HR working in multiple industry sectors: oil and gas, manufacturing, not for profit, retail and professional services, in senior national, regional and global leadership roles; and has worked at board level. She has traveled extensively and lived and worked in the Middle East as well as the UK. Prior to founding her own company, she worked for KPMG, one of the largest professional services companies in the world. She held three senior HR leadership roles with them over a 10-year period, all with a focus on change transformation. As Global Head of Talent/Performance Management with a reach of over 110,000 employees in over 150 countries, she was accountable for leading global strategic change. She is currently a Ph.D. student in I/O Psychology with an international concentration at Florida Institute of Technology in the USA. She is a graduate member of the British Psychological Society, a Fellow of the Chartered Institute of Personnel of Development, a member of the Society for Industrial and Organizational Psychologists and a member of the Society for Human Resources Management.

**Dr. Jessica Wildman, Research Director**

Jessica L. Wildman, Ph.D., is an assistant professor in the Industrial/Organizational Psychology program and the research director of the Institute for Cross Cultural Management at Florida Institute of Technology. She earned her Ph.D. in Industrial/Organizational Psychology from the University of Central Florida in 2011 under the direction of Dr. Eduardo Salas. Since 2007, she has co-authored 11 book chapters and 10 refereed journal articles and has personally presented over 20 times at professional conferences on topics including cultural competence, trust development and repair, global virtual teams, team cognition and team effectiveness. Dr. Wildman has experience designing and managing international research as a part of a federally funded multidisciplinary university research initiative (MURI) and developing training for the calibration of trust in military swift starting action teams for a small business innovative research (SBIR) project. She was awarded the Interservice/Industry Training, Simulation and Education Conference (I/ITSEC) doctoral scholarship in 2010 and the Interdisciplinary Network for Group Research (INGroup) best conference poster award in 2009 for her work on measuring trust and distrust as separate attitudes. Dr. Wildman and Dr. Griffith are currently co-editing a book entitled *Leading Global Teams: Translating the Multidisciplinary Science to Practice*. Her current research interests include interpersonal trust dynamics across cultures, multicultural work performance and global virtual team processes and performance.
ICCM Fellows

**Adis Vila, Senior Fellow**

Dr. Adis M. Vila was the first chief diversity officer, U.S. Air Force Academy, Colorado Springs, Colo. She served as the principal advisor to USAFA leadership, ensuring diversity programs and projects were developed in accordance with federal, Department of Defense, Air Force, and USAFA guidance, policy, architecture and standards. She is the strategic leader, diversity advocate and principal advisor to academy leaders on diversity programs and issues and its primary voice on matters of equity, diversity and inclusion. She provides strategic guidance to the superintendent and other senior leaders on the implementation of diversity and inclusive learning best practices.

Dr. Vila is a former professor of international business and international law, corporate executive, government official, academic administrator and practicing attorney. She has broad general management experience in telecommunications, agriculture, government and international business. At the federal level, Dr. Vila has held a variety of senior posts including Special Assistant to the Assistant Secretary for Latin American Affairs in the U.S. Department of State and Assistant Secretary of Administration at the U.S. Department of Agriculture. At the state level, Dr. Vila served as Secretary (Agency Head) of the Florida Department of Administration where she managed a $750 million budget and more than 500 employees.

Additionally, Dr. Vila has been vice president of two multinational companies and taught at two liberal arts colleges and numerous for profit and private universities as an adjunct professor. She is multicultural and fluent in English, Spanish, French and Portuguese, with a working knowledge of German.

**Beth Gitlin, Fellow**

Beth Gitlin is the director of the Women's Business Center at Florida Tech. She was president and owner of Global Passages, an international trade consulting company. She has 20 years of experience in retailing, manufacturing and the importing and exporting of consumer packaged goods. Prior to owning Global Passages, she was vice president of global sourcing and product development for General Foam Plastics Corp., a manufacturer and importer-exporter of seasonal products. Additionally, she spent nine years with Wal-Mart in various merchandising and international positions with responsibilities involving trade with over 26 different countries. She also served four years as a lieutenant in the U.S. Army Signal Corps.

Ms. Gitlin serves on the executive board of the National Association of Women's Business Centers representing over 100 Women's Business Centers throughout the U.S. Locally, she is a graduate of the Leadership Brevard Class of 2013 and serves as a board member on Founders Forum, Brevard Small Business Assistance Council (BSBAC) and the Rotary Club of Indialantic. In 2013, Beth served as the event chair for the American Cancer Society's Making Strides against Breast Cancer Walk for Brevard County.

Beth is an adjunct professor for Florida Tech's Nathan M. Bisk College of Business where she teaches courses in cross cultural management and the essentials of business development to undergraduate and graduate students. She earned an MBA degree at Chaminade University of Honolulu and an M.A. in Asian Studies at the University of Hawaii. Gitlin is currently working on her Ph.D. in Industrial/Organizational Psychology with an international concentration at Florida Institute of Technology.

**Curtis Curry, Fellow**

Mr. Curry has trained over 20,000 leaders and individual contributors from companies around the world including Roche, Kraft, Disney, Ford Visteon and the largest NASA contractor, United Space Alliance, among others. Currently president of Quality Learning International, he has facilitated scores of leadership programs in North America, Europe, Asia and Latin America. Curtis served as director of training, Center for Business & Industry, Miami-Dade College; director, World Trade Institute of the Americas; and director, Peace Corps Training Center for Honduras and Nicaragua (Entrena/CHP). He has spearheaded the development of over 100 courses and workshops; is certified in a number of DDI, Covey, CCL, CPP, Center for Conflict Dynamics, Herrmann International and Zenger-Miller products, and is a qualified administrator for Kozai Group's Global Competencies Inventory and Intercultural Effectiveness Scale. He teaches international management and global leadership at Florida Institute of Technology. He speaks fluent Spanish (has taught more than two dozen leadership workshops in Spanish), French and conversational Portuguese. He is a member of the Worldwide Association of Business Coaches, the International Association of Coaches, the American Society for Training and Development (ASTD) and the Society for Intercultural Education, Training and Research.
SCHEDULE AT-A-GLANCE

Thursday, March 6, 2014

5:00–6:00 p.m.  Opening Reception (cash bar)
6:00–7:00 p.m.  Keynote Address: Translating Science to Practice, Dr. Eduardo Salas
7:00–8:30 p.m.  Opening Dinner

Friday, March 7, 2014

7:30–8:30 a.m.  Breakfast
8:30–9:15 a.m.  Opening Remarks and Service Award: Dr. Allison Greene-Sands
9:15–10:15 a.m. Cross Cultural Competence: A Core Leadership Competency for Military Leaders, Dr. Adis M. Vila
10:15–10:30 a.m. Coffee Break
10:30 a.m.–Noon  Going Global: Defining and Developing Cross Cultural Competence
Noon–1:30 p.m.  Lunch
1:30–3:15 p.m.  Active Case Analysis Session
3:15–3:30 p.m.  Coffee Break
3:30–5:00 p.m.  The Imperative of Global Leadership: Filling the Talent Pipeline
5:00–6:00 p.m.  Networking Reception (cash bar)
After 6:00 p.m.  Free night for dinner (transportation available)

Saturday, March 8, 2014

7:30–8:30 a.m.  Breakfast
8:30–10:15 a.m. A Shrinking Planet and Growing Resource Gap: Navigating Cultural Conflict
10:15–10:30 a.m. Coffee Break
10:30–11:00 a.m. Cross-Cultural Communication as an Empowerment Enabler, Nancy Coldham
11:00 a.m.–Noon  Guided Wrap-Up Discussion
Going Global: Defining and Developing Cross-Cultural Competence
Friday, March 7, 2014, 10:40 a.m.–Noon

Today’s employees often have to cross various cultural and international boundaries to achieve their business objectives. In order to address strategic needs for global expansion, organizational professionals must develop a cross-culturally competent workforce. This session will discuss questions including but not limited to (1) how do organizations define 3C, (2) how do organizations most accurately measure 3C, and (3) what are the alternative understanding of 3C across theories and cultures? This interactive session will include three components:

1. The thought leaders will briefly present their insights and research (summaries below).
2. The thought leaders will facilitate small group discussions on their particular expertise.
3. The thought leaders will provide a brief wrap-up summarizing the small group discussions.

Assessing Cross-Cultural Competence: Framework, Measures, Findings
Dr. Rich Roberts, ETS, Principal Research Scientist
This presentation will begin with a discussion of a consensual framework for cross-cultural competence (3C) based on a comprehensive review of the literature. I will then discuss novel assessments developed to assess each of the constructs comprising this framework. These assessments make use of forced-choice, situational judgment, principal agent and biographical data methodologies. I will conclude by sharing preliminary findings associated with these new measurement approaches.

Are There Cross-Cultural SMEs? Yeah, But It’s Not Me (or You), Babe.
Dr. Winston Sieck, Global Cognition, President
We will describe a critical incident interview approach for developing a cross-cultural competence model for the U.S. military. The method is deeply centered on operators to ensure model relevance to their work context. We will address several issues, such as whether operators with on-the-job intercultural interaction experience in multiple regions are cross-cultural SMEs.

20 Countries in 20 Years: Culture-General Expertise in Operational Environments
Mr. Michael McCloskey, 361 Interactive, President
What is it about those Warfighters who have deployed to 20 countries in 20 years that enables them, when they are sent to country number 21, to immediately adapt, assess and be mission effective regardless of their familiarity with the deployment location? This presentation will discuss the tools and lessons learned from a series of research efforts undertaken to tackle this question.

Making Sense of Culture: The Challenge to Make Marines Perceive Culture as Sexy
Major Jonathan Brown, Marine Corps Security Cooperation Group
Awareness of the importance of language, regional expertise and culture (LREC) skills has been uneven, but growing over the last decade across the Department of Defense. Secretary of the Navy, Ray Mabus, stated, “the lessons of the past decade have taught us that trust and cooperation cannot be surged, and neither can the LREC skills required to build these long term relationships.” However, culture-appreciation’s recent momentum is not assured to survive a peacetime environment. Without careful effort to help Marines perceive culture as relevant, the investment in LREC skills and organizations dedicated to Security Cooperation will find themselves on the chopping block of fiscal reality. We will discuss the need to help U.S. military personnel perceive culture study as being in their self-interest.
Active Case Analysis Session  
Friday, March 7, 2014, 1:30–3:15 p.m.

In this fully interactive session lead by Dr. Jerry Glover, all summit attendees will be assigned to small breakout groups. These breakout groups will be given several cross cultural management dilemmas derived from real-world organizations to discuss and explore. Facilitators will guide the breakout groups through active problem-solving and thoughtful discussion surrounding the problem. At the end of the session, the entire audience will come together for a brief wrap-up discussion.

The Imperative of Global Leadership: Filling the Talent Pipeline  
Friday, March 7, 2014, 3:30–5 p.m.

One of the primary challenges for global professionals is to understand strategic functions of their organizations and develop leaders to fill those roles. In a global context, this means that individual contributors must be developed into not only successful domestic leaders, but also successful global leaders. This interactive multi-presenter session will discuss and propose evidence-based answers to questions including but not limited to (1) how to select, develop and coach successful global leaders, (2) how to leverage difference in global leadership styles, and (3) how to assess the success of global leaders. This interactive session will include three components:

1. A 10-minute audience question session during which the audience will be asked to pose their burning questions and problems to the thought leaders
2. The thought leaders will briefly present their insights and research (summaries below) with a focus on highlighting content relevant to the issues raised in the question session.
3. A 10-minute follow-up Q&A session to address new questions raised in response to the presentations.

Improving Global Leadership: Insights from a GLOBE Study Researcher
Dr. Paul Hanges, University of Maryland, Professor

The results of the GLOBE study have advanced our understanding of the impact on culture on leadership preferences and effectiveness. The implications of the GLOBE study are far ranging for global leadership and provide much guidance for practical solutions to the current shortage.

From Intuition to Insight: Critical Findings from the Global Leadership Forecast
Dr. Scott Erker, DDI, Senior Vice President

The Global Leadership Forecast is the largest research study of its kind. The last report had input from 12,000 global leaders and more than 2,600 organizations around the world spanning major industries and economies. This year’s survey focuses on leadership in a VUCA (volatile, uncertain, complex and ambiguous) world. In addition to presenting the most current results, we will also discuss the value of global leadership development programs, leadership potential identification and retention.

#Team Leadership: Leadership for Today’s Multicultural, Virtual and Distributed Teams
Dr. Marissa Shuffler, Clemson University, Assistant Professor

Increasingly complex work environments are creating unprecedented leadership demands regarding multicultural teams that operate virtually. This presentation will focus on discussing the state of the science regarding teamwork, leadership, virtuality, distribution and culture in order to provide empirically driven, evidence-based recommendations for the practice of leading multicultural virtual teams.

Expecting the Unexpected: Cognitive and Affective Adaptation Across Cultures
Dr. Zack Horn, Aptima, Senior Scientist

As American military forces transition from fighting wars to global full-spectrum operations, soldiers must be prepared for a variety of cross-cultural interactions. This presentation will highlight ongoing research into both cognitive and affective factors that enable leaders and units to successfully adapt across a variety of cultural settings.
A Shrinking Planet and Growing Resource Gap:
Navigating Cultural Conflict

Saturday, March 8, 2014, 8:30–10:15 a.m.

When cultures collide, it can create disagreement and tension between individuals in organizations, within work teams, across departments and even across organizational boundaries. Developing leaders to navigate cultural conflicts in organizations is an essential skill that would greatly benefit global workforce management. This interactive multi-presenter session will discuss and propose evidence-based answers to questions including but not limited to (1) how to identify and diffuse cultural conflict in a variety of organizational situations such as mergers, acquisitions and cross-cultural teams, (2) how to successfully manage cultural conflict via conflict competent behavior, and (3) how interpersonal role conflict functions across cultures. This interactive session will include three components:

1. The thought leaders will briefly present their insights and research (summaries below).
2. The thought leaders will facilitate small group discussions on their particular expertise.
3. The thought leaders will provide a brief wrap-up summarizing the small group discussions.

Conflict Can Bring Out the Best or The Worst In People—Which Do You Want?
Dr. Craig Runde, Center for Conflict Dynamics, Director
Conflict is inevitable in the workplace. Sometimes it enhances creativity and productivity. More often it strains relations and degrades results. It is challenging to address conflict with individuals from the same culture and trickier still when people come from different cultures. This session will investigate practical steps leaders can take to achieve better outcomes.

One Finger Pointing Toward the Other, Three Are Back At You
Dr. Sharon Glazer, University of Baltimore, Professor
Drawing on role stress theory and participative action research, this session will address cultural implications for defining and fulfilling one’s role, including contextual factors that influence role performance and role conflict. We will tease apart work concepts that carry different emotional valences in order to figure out the sources of conflict.

Culture and Peacemaking: Challenges and Lessons Learned
Dr. Borislava Manojlovic, Seton Hall University, Director of Research Projects
This presentation will focus on the cultural aspects of peacemaking from the point of view of conflict resolution practitioners. Through interviews, the author will explore lessons learned and challenges encountered by peacemakers in various cultural contexts. Special emphasis will be placed on the role of women and the ways of incorporating their perspectives in peace processes.

Cultural Dilemmas and Sociocultural Encounters: An Approach for Resolving Conflicts in Culturally Diverse Situations
Dr. Jerry Glover, Hawaii Pacific University, Professor
Transcultural competence involves more than recognizing and respecting cultural differences. It also involves reconciliation, creating new ways for dealing with cultural dilemmas. We present concepts and methods for identifying, analyzing and reconciling cultural dilemmas, including illustrations from our work with a South Pacific corporate merger and a military mission in Afghanistan.

Closing Speaker
Cross-Cultural Competence as an Empowerment Enabler
Nancy Coldham, MAIC, Partner
Cultural analysis can serve as a tool to inform sound decision-making for the leaders of global organizations. In many instances, I see that the cultural disconnect may not be at a behavioral level where training is the obvious intervention, but rather the lack of cross-cultural competency in ensuring meaningful strategic engagement. Often, companies, NGOs and educational institutions have chosen a strategy that may never work in a particular cultural context. One cultural challenge is the advancement of women in leadership roles. As a result of recent research looking at empowerment through entrepreneurship training in Rwanda, I will share insights on the important economic roles women will play in global development. Women lead in educational attainment in developing regions, but may be limited in their contribution to business and politics due to cultural norms. The current gender/cultural interaction has considerable implications for development and sustainability efforts.
SUMMIT KEYNOTE SPEAKERS AND AWARD RECIPIENTS

Dr. Eduardo Salas, University of Central Florida, Pegasus & Trustee Chair Professor

Dr. Eduardo Salas is Trustee Chair and Professor of Psychology at the University of Central Florida. He also holds an appointment as program director for Human Systems Integration Research Department at the Institute for Simulation & Training. Previously, he was a senior research psychologist and head of the Training Technology Development Branch of NAVAIR-Orlando for 15 years. During this period, Dr. Salas served as a principal investigator for numerous R&D programs focusing on teamwork, team training, advanced training technology, decision-making under stress, learning methodologies and performance assessment.

Dr. Salas has co-authored over 300 journal articles and book chapters and has co-edited 15 books. He is on/has been on the editorial boards of Journal of Applied Psychology, Personnel Psychology, Military Psychology, Interamerican Journal of Psychology, Applied Psychology: An International Journal, International Journal of Aviation Psychology, Group Dynamics and Journal of Organizational Behavior and is past editor of Human Factors journal. In addition, he has edited two special issues (one focus on training and one on decision making in complex environments) for the Human Factors journal. He has edited other special issues on team training and performance and training evaluation (Military Psychology), shared cognition (Journal of Organizational Behavior), and simulation and training (International Journal of Aviation Psychology). He currently edits an annual series, Advances in Human Performance and Cognitive Engineering Research (Elsevier). Dr. Salas has held numerous positions in the Human Factors and Ergonomics Society during the past 15 years. He is the past chair of the Cognitive Engineering and Decision Making Technical Group and of the Training Technical Group, and served on the executive council. He is also very active with Society for Industrial and Organizational Psychology (SIOP). He is the past series editor for the Professional Practice Book Series and has served in numerous committees throughout the years.

His expertise includes helping organizations on how to foster teamwork, design and implement team training strategies, facilitate training effectiveness, manage decision making under stress, develop performance measurement tools, and design learning environments. He is currently working on designing tools and techniques to minimize human errors in aviation, law enforcement and medical environments. He has consulted to a variety of manufacturing, pharmaceutical laboratories, industrial and governmental organizations. Dr. Salas is a Fellow of the American Psychological Association (SIOP and Division 21), the Human Factors and Ergonomics Society.

Dr. Allison Greene-Sands, Culture for the Defense Language and National Security Office, Associate Director

Allison Greene-Sands is the associate director for Culture for the Defense Language and National Security Office, within the Office of the Under Secretary of Defense for Personnel and Readiness. She is responsible for the research and study plan for the role of culture in Department of Defense (DoD) policy, which entails analysis of DoD culture-related policies, requirements and capabilities in the operations and planning process. She is currently leading the implementation of a new policy that will institutionalize “Cross-Cultural Competence (3C)” as a core component in training and education for all military and select DoD civilian personnel across the Total Force.

Greene-Sands has also worked for multiple nonprofit organizations supporting intercultural conflict resolution initiatives in the Middle East, South Africa, Northern Ireland and Cyprus, and was a doctoral intern at the North American NATO Headquarters (Supreme Allied Command, Atlantic) in Norfolk, Va. She received both her Ph.D. and M.A. in international studies from Old Dominion University, and holds a B.A. in philosophy from Dartmouth College. Her research background includes cross-cultural competence, intercultural communication, intercultural bridging in diplomacy, and the impact of the Internet on diplomatic communications. Languages studied include French, Portuguese, Russian, Spanish and American Sign Language.
SUMMIT SPEAKERS

Major Jonathan Brown, Marine Corps Security Cooperation Group

Major Jonathan Brown is a Marine helicopter pilot and Foreign Area Officer (FAO). Jonathan’s global perspective on security cooperation and military program management comes from his work in Indonesia, multiple deployments and assignment at Headquarters U.S. Marine Corps. He promotes language, regional expertise and culture (LREC) skills development and employment in the Marine Corps. He has led efforts to double accession into the USMC LREC community for both officers and enlisted personnel and managed international exchange programs. He has been based in Indonesia, Okinawa, Washington, D.C., and deployed to Afghanistan, Iraq and across the Asia Pacific. He is currently assigned to Marine Corps Security Cooperation Group in Virginia Beach, working to improve the Marine Corps approach to security cooperation, security force assistance and advising.

Jonathan has a master’s degree in National Security Affairs from the Naval Postgraduate School. He is tri-lingual, speaking English, Indonesian and French.

Nancy Coldham, The CG Group, founding partner

Nancy Coldham is the founding partner of a leading, privately owned Canadian public affairs consulting firm, The CG Group, which she started in 1981. Her career includes three decades of experience in journalism, public relations and public affairs consulting that include senior positions in federal, provincial and Commonwealth governments. Nancy is a mentor in the International Women’s Empowerment Program that helps women entrepreneurs in Afghanistan and Rwanda. Nancy is also working with a woman-led philanthropic organization focused on women and children in Africa called Beautiful World Canada Foundation. She was formerly president of the Judy LaMarsh Fund, Canada’s equivalent to the American Emily Fund, and led the Women’s MasterMind mentorship program for the Verity Women’s Club in Toronto for a number of years. Nancy has been nominated and won several entrepreneurship awards, including the Markham Board of Trade Business Excellence INNOVATION Award in 2007. Nancy is a regular speaker, presenter and often interviewed on cross-cultural communication, women in leadership, women entrepreneurship and women in politics in Canada and globally.

Dr. Scott Erker, DDI, Senior Vice President

Scott Erker, Ph.D., is the senior vice president of Development Dimensions International’s (DDI) Selection Solutions Group. Scott’s global perspective on leadership selection and development practices comes from his work with organizations around the world on talent management strategies and programs. He has managed projects and consultants in 18 countries and works with numerous Fortune 500 companies. He has been based in the United Kingdom and Australia in consulting leadership roles and is a recognized expert in global leadership development, talent acquisition and strategic workforce analytics.

Scott is invited to deliver presentations internationally on talent management trends and is frequently quoted in business and industry publications including The Wall Street Journal, Human Resource Executive Magazine and HR Management. He is also a member of RecruitingTrends.com’s editorial board and regular columnist to the site.

Scott has a doctorate and a master’s degree in Industrial/Organizational Psychology from the University of Akron. He is a member of the American Psychological Association as well as the Society for Industrial and Organizational Psychology.
Dr. Sharon Glazer, University of Baltimore, Professor

Sharon Glazer is a cross-cultural organizational psychologist who has scholarly and applied cross-cultural expertise in occupational health and stress. In particular, she frames organizational development and change efforts from a person and context interaction and thus assesses individual and cultural values, person-environment fit, temporal perspective, leadership and organizational alignment. Dr. Glazer has created and presented cross-cultural training modules to audiences worldwide (e.g., Italy, Spain, Israel and Hungary) and from different employment sectors, including government, healthcare sector, high-tech sector and education sector.

Dr. Glazer has published over 20 articles and book chapters on above related content. She is presently professor and chair of the Division of Applied Behavioral Sciences at the University of Baltimore, affiliate research professor at University of Maryland Center for Advanced Study of Language, treasurer of the International Association for Cross-Cultural Psychology (IACCP), and editor of the International Journal of Stress Management.

From 1996–97, Dr. Glazer was a Fulbright scholar at the Technical University of Budapest, as well as northern Italy and England, from 1999–2000 she was a postdoctoral fellow at the National Institute of Occupational Safety and Health, and in 2006–07 she was the first U.S. Erasmus Mundus Scholar to Europe—teaching and researching at University of Paris and University of Bologna. Dr. Glazer was also an International Studies Fellow (2005–06) and Global Studies Fellow (2004–05) at San Jose State University, and recipient of a research grant from NASA to study safety climate/culture in the aviation industry. In 2009 and 2011, Dr. Glazer received a small grant from the Spanish Ministry of Education & Innovation to teach a seminar course in the doctoral program at University of Valencia (2009 and 2011). She has 20+ years of teaching experience and over 15 years consulting experience.

Dr. Glazer has worked, taught and lived in the USA, Israel, France, Italy and Hungary, and speaks six languages.

Dr. Jerry Glover, Hawaii Pacific University, Professor

Jerry Glover, Ph.D., is professor of Organizational Change and Culturally Adaptive Leadership at Hawaii Pacific University. He is a Cultural Anthropologist (University of Florida) who has over 30 years of working with culture change and cultural competence projects. In the 1990s, he led a decade-long international research study of the cultures of 34 corporate, military, educational and government organizations. In recent years he has worked on 3C projects sponsored by the Department of Defense, including an applied DEOMI study of cultural dilemmas experienced by Warfighters in international missions. He is a director and board member of the International Society for Organizational Development and Change and a peer review editor for the Organizational Development Journal. He has been affiliated with the Trompenaars Hampden-Turner Group (Amsterdam) since 1997. A recent publication is titled “The Cultures of People Who Study Culture” in the Organizational Development Journal (Winter Issue, 2014). He is currently co-authoring a book on transcultural competence for the American Psychological Association Press.

Dr. Paul Hanges, University of Maryland, Professor

Dr. Paul J. Hanges is professor, Industrial/Organizational Psychology, of the Department of Psychology at the University of Maryland. He is also an affiliate of the University of Maryland’s R.H. Smith School of Business and the Zicklin School of Business (Baruch College). He is on the board of directors of OBA Bank. Paul’s research centers on three themes: a) human resource practices, team/organizational diversity and organizational climate, b) leadership, team-processes and cross-cultural issues, and c) dynamical systems theory. He has written over 80 articles and book chapters. His publications have appeared in such journals as Advances in Global Leadership, American Psychologist, Psychological Bulletin, Journal of International Business Studies, and Leadership Quarterly. His research has won the M. Scott Myers Award for Applied Research from the Society of
Industrial/Organizational Psychology twice: in 2004 for being an editor of the first GLOBE Book and in 2011 for his work on human resource selection processes. Paul is a fellow of the American Psychological Association, Association for Psychological Sciences and the Society for Industrial/Organizational Psychology, and he was a founding member of the GLOBE Foundation and has been a principal investor of this project since its inception.

**Dr. Zack Horn, Aptima, Senior Scientist**

As a senior scientist at Aptima, Inc., Dr. Zachary Horn serves as principal investigator and project manager across several applied research and development initiatives. His focus at Aptima includes innovations in leadership strategies, adaptive decision making, team staffing, team communication, cognitive readiness, unobtrusive measures of team states and advanced observer technologies for assessing learning and performance. Dr. Horn has extensive research experience developing leadership strategies for influencing team members and shaping workgroup climates, and is currently investigating cognitive and affective factors involved in adapting across cultures. He leads multidisciplinary project teams in the development of training products designed for a variety of learning technologies, including computer- and web-based training, mobile learning and assessments, virtual worlds and 3D simulations. Dr. Horn received his Ph.D. and M.A. in Industrial/Organizational Psychology from George Mason University and a B.A. in Psychology from the University of California, Santa Cruz. He serves as chair of Electronic Communications for the Society for Industrial and Organizational Psychology (SIOP), chair of Communications for the Personnel Testing Council of Metropolitan Washington (PTCMW), and is a participating member of both the American Psychological Association (APA) and the Academy of Management (AOM).

**Dr. Borislava Manojlovic, Seton Hall University, Director of Research Projects**

Dr. Borislava Manojlovic is the director of research projects at the School of Diplomacy and International Relations, Seton Hall University. She also serves as the secretary-treasurer of the International Association of Genocide Scholars (IAGS) and she is a member of IAGS Executive Board. Before joining the School of Diplomacy and International Relations, she has been the director of research with the Genocide Prevention Program at the School for Conflict Analysis and Resolution, George Mason University. Prior to that, Borislava has been working with the United Nations and the Organization for Security and Cooperation in Europe in Croatia and Kosovo for more than seven years.

As the director of research, she has led and implemented numerous research projects that focus on dealing with the past, genocide prevention, forgiveness in governance, conflict management, peacemaking, education in post-conflict contexts, assessment and evaluation of peace programs and plans. She has recently received two research grants from Fetzer Institute and one from the Basque Government.

She also has extensive experience in teaching graduate, undergraduate, online and study-abroad courses on culture and conflict, conflict analysis and resolution, post-conflict reconstruction, identity-conflicts, international relations at George Mason and Seton Hall Universities. She conducted study abroad courses in Croatia and Kosovo focusing on memory, conflict and dealing with the past in the aftermath of mass violence and designed original narrative workshops for mitigating violence among youth. As a research fellow at the Georg Eckert Institute in Germany, she explored how memory of atrocities and genocide influence relationships among different ethnic groups in the Balkans.
Mr. Michael McCloskey, 361 Interactive, President

Michael J. McCloskey is the founder and chief scientist of 361 Interactive, LLC. Combining expertise in mechanical and human factors engineering and cognitive psychology, Mike enjoys bridging the myriad and pervasive gaps between technologists, researchers and end users, with an emphasis on understanding and supporting real-world decision makers within their operational environments. He started his career at what is now the Air Force National Air and Space Intelligence Center as an intelligence analyst. After then serving as a senior research associate at Klein Associates, Mike founded 361 Interactive in 2005. Within 361 Interactive, Mike's primary emphases center on the study and support of cross-cultural competence in small unit leaders and the promotion of expertise in intelligence analysis through the development of decision-centered training, automated aids, user interfaces and organizational designs.

Dr. Rich Roberts, ETS, Principal Research Scientist

Richard D. Roberts, Ph.D., is a managing principal research scientist in the Center for Academic and Workforce Readiness and Success at the Educational Testing Service, Princeton, N.J. His main areas of specialization are psychological and educational assessment, with a special emphasis on developing and researching innovative new items types for the measurement of cognitive and noncognitive factors. Dr. Roberts has published in excess of a dozen books and nearly 200 peer-review articles or book chapters on these topics in diverse sub-disciplines (including education, psychology, business, medicine and wind engineering), with over 200 presentations around the world. He has received significant grants and contracts as a principal investigator; current funders include the Organisation of Economic Co-operation and Development, Army Research Institute, and Intelligence Advanced Research Projects Activity. The Army Research Institute contract is especially relevant to the current conference as it involves research and development around a comprehensive battery for the assessment of cross-cultural competence. Among Dr. Roberts' professional honors are two ETS Presidential Awards and two PROSE book awards. He is currently associate editor of The International Journal of Psychology, section editor (Personality) for the forthcoming International Encyclopedia of the Social and Behavioral Sciences, and secretary-treasurer of the International Society for the Study of Individual Differences.

Dr. Craig Runde, Center for Conflict Dynamics, Director

Craig E. Runde is the director of the Center for Conflict Dynamics at Eckerd College, where he oversees training and development on the Conflict Dynamics Profile Assessment instrument and Becoming Conflict Competent course. He is co-author of several books on workplace conflict management including Becoming a Conflict Competent Leader, Building Conflict Competent Teams and Developing Your Conflict Competence. Dr. Runde has his B.A. from Harvard University, an M.L.L. from the University of Denver and a J.D. from Duke University. He has practiced law in Colorado and has taught at the University of Minnesota Law School and Wake Forest University.
Dr. Marissa Shuffler, Clemson University, Assistant Professor

Marissa L. Shuffler, Ph.D., has over nine years of experience conducting basic and applied research in the areas of team development, leadership and organizational effectiveness. Dr. Shuffler is an assistant professor of Industrial/Organizational Psychology at Clemson University. Her areas of expertise include team and leader training and development, multicultural collaboration, multi-team systems, communication, and adaptation, with an emphasis on high risk and complex environments (e.g., virtual, multicultural, distributed). Dr. Shuffler has served as scientific task lead on several major interdisciplinary research projects, including the empirical investigation of key leadership issues in virtual and distributed teams, the design of training interventions aimed at improving multiteam system coordination and functioning. Her current research focuses on exploring the impacts of collective leadership on multicultural and virtual teams, and methods for training and developing leaders for these environments. Additionally, Dr. Shuffler has conducted quantitative and qualitative research to assess training and development needs for military and civilian populations, including the design, implementation and analysis of both field and laboratory experimental studies. Dr. Shuffler conducted this and similar research for government, military and industry, including the U.S. Army Research Institute, NASA, the National Science Foundation, the Department of Labor, the Center for Army Leadership, the Department of Homeland Security, the U.S. Air Force, TIAA-CREF and the Four Seasons Hotel. Her work to date includes over 35 publications and over 65 presentations. She holds a master's degree in I/O psychology from George Mason University and a Ph.D. in I/O psychology from the University of Central Florida. While completing her Ph.D. in I/O psychology at the University of Central Florida, Dr. Shuffler was the recipient of the 2011 I/ITSEC Graduate Scholarship and the 2011 Joyce & Thayer Fellowship from SIOP for her work in team and leadership training and development.

Dr. Winston Sieck, Global Cognition, President

Winston Sieck, Ph.D., is a cognitive psychologist working at the frontier of cognition and culture.

He is president and principal scientist at Global Cognition, a research and training development organization. Together with Louise Rasmussen, he has co-developed a comprehensive model of cross-cultural competence to support performance of DoD professionals who operate in numerous complex cultural environments across their careers. Ongoing work to further refine and validate the model is underway, supported by the Defense Language and National Security Education Office (DLNSEO).

Sieck also studies how people make sense of puzzling intercultural interactions using a variety of methods. His early investigations found that military cultural experts use several general purpose cognitive strategies that comprise “cultural sensemaking,” which several models now include as an important aspect of cross-cultural competence.

Sieck created a cognitive approach to cultural training analysis, design and development by synthesizing decision skills training methods and cultural sensemaking strategies. He put the approach to the test by conducting cognitive-cultural field research on the ground in Lebanon and Afghanistan. Sieck and his team used the results to design and develop cognitive-cultural training for U.S. military personnel. An important innovation in the training approach was to address cognitive skills that can be usefully applied in any new culture, as well as cultural knowledge specific to the region of interest. The approach continues to influence cultural training and training development efforts across the military.

Sieck completed his Ph.D. in Cognitive Psychology at the University of Michigan in 2000. He earned an M.A. in Statistics along the way, and participated in the Culture & Cognition program headed by Dick Nisbett. He worked on several multinational collaborative projects led by Frank Yates to understand cultural differences in critical thinking and decision making among Japanese, Taiwanese and Americans.

He has published extensively in a variety of scientific and operational outlets.
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