# CURRICULUM VITAE
# KAREN V. BEAMAN

Queen Mary, University of London, United Kingdom
Eberhard Karls Universität, Tübingen, Germany
Email: karenbeamanvslx@gmail.com
Website: www.karenvbeaman.com
*Updated: Jan-2020*

## ACADEMIC AND PROFESSIONAL QUALIFICATIONS

### Education

Current    Ph.D. Candidate, Queen Mary, University of London, United Kingdom.
Department of Linguistics, Programme in Sociolinguistics
Dissertation: "Coherence in Real- and Apparent-Time: A sociolinguistic variationist investigation of the changing dialect-standard language continuum in Swabia"
Primary Supervisor: Jenny Cheshire
Secondary Supervisors: Devyani Sharma, Gregory Guy, and Peter Auer
Guest Doktorandin, Quantitative Linguistics, Karls Eberhard Universität Tübingen

1984    Ph.D. Candidate, Georgetown University, Washington DC, USA.
Oral Examinations: Passed with Distinction
Major: Sociolinguistics;
Minors: Historical Linguistics and Computational Linguistics
Dissertation: "A Sociolinguistic Approach to Dialectal Variation: A Speech Community in Swabia"
Primary Supervisor: Ralph Fasold

1979    M.S., Sociolinguistics, Georgetown University, Washington, DC, USA
M.S. Thesis: "Patterns of Variation: The Development of the Concept of Implicational Analysis as a Theory of Language Change"
Supervisor: Ralph Fasold

1978    B.A., Interdisciplinary Studies with focus on French, German, and English Linguistics
Old Dominion University, Norfolk, VA, USA
Senior Thesis: "The Causes of Language Change: Internal and External"
Supervisor: John Broderick

1974    Diploma, Princess Anne High School, Virginia Beach, VA, USA

### ` Language Proficiency

English (native)
German (fluent)
French (fluent)
Spanish (conversational)
Portuguese (comprehension)

### Additional Relevant Coursework

1983      University of California, Los Angeles, CA, USA.
Coursework in Theoretical Computer Science

1982      Universities of Stuttgart and Tübingen, Germany.
German exchange student; coursework and dissertation research

1980      University of California, Berkeley, CA, USA.
Coursework in Theoretical Computer Science

1979      Linguistic Institute of the Linguistic Society of America, Salzburg, Austria.
Program in Sociolinguistics and Variation Analysis

### Honors, Awards and Fellowships

1985      Co-inventor on a patent for an online, real-time investment fund accounting system (U.S. Patent 4,970,658) based on the time relational model.

1982      Deutscher Akademischer Austauschdienst (DAAD). Fellowship for dissertation research in Swabia at the Universities of Stuttgart and Tübingen, Germany.

## ACADEMIC POSITIONS

2016-2020      Ph.D. Candidate, Queen Mary, University of London, United Kingdom. Department of Linguistics, Programme in Sociolinguistics

2016-2020      Guest Ph.D. Candidate, Eberhard Karls Universität Tübingen, Germany. Quantitative Linguistics Department

1979-1980      Development Lab Supervisor, Language Processing Lab, Georgetown University, Washington, DC, USA.

1979-1980      Teaching Assistant to Professor Ralph Fasold, Sociolinguistics, Georgetown University, Washington, DC, USA.

## ACADEMIC PUBLICATIONS

### Chapters in Edited Volumes

To appear      "Identity and place in linguistic change across the life-span: The case of Swabian German." In: Arne Ziegler, Stefanie Edler, Nina Kleczkowski & Georg Oberdorfer (eds.). *Urban Matters. Current Approaches of International Sociolinguistic Research (Studies in Language Variation)*. Amsterdam: John Benjamins.

To appear      "Loss of Historical Phonetic Contrast Across the Lifespan: Articulatory, Lexical, and Social Effects on Sound Change in Swabian." With Fabian Tomaschek. In K. Beaman and I. Buchstaller (editors). *Language Variation and Language Change Across the Lifespan: Theoretical and Empirical Perspectives from Panel Studies*. Routledge.

To appear      ""Deconfounding the effects of competition and attrition on dialect across the lifespan: a panel study investigation of Swabian German." With R. Harald Baayen and Michael Ramscar. In K. Beaman and I. Buchstaller (editors). *Language Variation and Language Change Across the Lifespan: Theoretical and*

| | |
|---|---|
| | *Empirical Perspectives from Panel Studies*. Routledge. |
| In review | "Exploring an approach for modelling lectal coherence." In: Nanna Haug Hilton, Remco Knooihuizen, and Hans Van de Velde (eds). *Proceedings of 10th International Conference on Language Variation in Europe (ICLaVE10) (Studies in Language Variation).* Amsterdam: John Benjamins. |
| 1984 | "Coordination and Subordination Revisited: Syntactic Complexity in Spoken and Written Narrative Discourse." In Deborah Tannen (editor). Coherence in Spoken and Written Discourse. Norwood, NJ: Ablex Publishing. 45-80. |

**Articles in Refereed Publications**

| | |
|---|---|
| 2006 | "Malleable Mindset and Cultural Contact: A Multi-Factorial Approach to the International Experience." With Gregory R. Guy. IHRIM Journal. Volume X, Number 5. September/October, 2006. |
| 2004 | "Mindset and Identity in the Globalizing Future." With Gregory R. Guy. The International Journal for the Humanities. Volume II. |
| 1980 | "Language Standardization and Linguistic Change: A Pilot Study of Swabian Palatalization." Paper presented at the Twentieth Southeastern Conference on Linguistics (SECOL). Published in *Conference Proceeding by Memphis State University*. March 1980. |

# ACADEMIC CONFERENCE PRESENTATIONS

**Presentations at Refereed Conferences**

| | |
|---|---|
| Oct 2019 | "The role of identity and mobility in reconciling individual and community change: Insight from a combined panel and trend study." *New Ways of Analyzing Variation (NWAV) 48*. University of Oregon, Eugene. |
| Sep 2019 | "Loss of Historical Phonetic Contrast Across the Lifespan: Articulatory, Lexical, and Social Effects on Sound Change in Swabian." With Fabian Tomaschek. *4th Conference on Experimental Approaches to Perception and Production of Language Variation (ExAPP).* University of Münster. |
| Sep 2019 | "The role of identity and mobility in reconciling individual and community change: Insight from a combined panel and trend study*." UK Language Variation and Change (UKLVC) 12*. Co-hosted by QMUL and UCL. London. |
| Jun 2019 | "Modelling lectal coherence: The case of Swabian German", *International Conference on Language Variation in Europe (ICLaVE) 10*. Leeuwarden/Ljouwert, the Netherlands. |
| Feb 2019 | "Deconfounding the Effects of Competition and Attrition on Dialect Across the Lifespan". With R. Harald Baayen and Michael Ramscar. *Corpora for Language and Aging Research (CLARe) 4: Interaction, Methods, and Positions*. University of Helsinki, Finland. |
| Nov 2018 | "Mobility and dialect identity as factors in language change: Findings from a 35-year panel and trend study in Swabia". *Urban Language Research Conference*. Karl-Franzens-Universität. Graz, Austria. |
| Oct 2018 | "ds beschte Daitsch wo s gib: Variation in the use of the wo-relativizer in Swabian German". *Conference on New Ways of Analyzing Variation (NWAV) 47.* New York University. |

Jul 2018     "Swabian: thriving or dying? Language variation and change over 35 years". *International Congress of Linguists (ICL) 20.* Cape Town, South Africa.

Jun 2018     "Swabian: thriving or dying? Language variation and change over 35 years". *Sociolinguistic Symposium (SS) 22.* Auckland, New Zealand.

Jan 2018     "Identity and place: The changing role of Swabian in modern Germany". *Language, Place, and Periphery Conference.* University of Copenhagen, Denmark.

**Workshops Organized at Refereed Conferences**

Jun 2019     "Coherence: Outcome or cause of language change?", Workshop organizer with Gregory R. Guy and Frans Hinskens. *International Conference on Language Variation in Europe (ICLaVE) 10.* Leeuwarden/Ljouwert, the Netherlands.

Jun 2017     "Panel and Trend Studies: What can they really tell us about language change?", Workshop organizer with Gregory R. Guy and Frans Hinskens. *International Conference on Language Variation in Europe (ICLaVE) 9. University of Málaga.*

# ACADEMIC TEACHING SERVICE

## Lectures Given

2018     "Introduction to Sociolinguistics and Dialectology." Eberhard Karls Universität Tübingen, Department of Quantitative Linguistics. Lecture prepared for Course on Cognitive Linguistics. With R. Harald Baayen. 30 January 2018.

2005     "Cross-Cultural Communications in the Workplace." New York University, Department of Linguistics, New York, NY USA. Lecture prepared for MAP Course on Linguistic Perspectives. New York University.  13 April 2005.

2004     New York University, Stern School of Business, New York, NY USA
Talk on What Makes a Successful Global Leader

2003     New York University, Department of Linguistics, New York, NY USA
Lecture on Conflicts in Multicultural Business Communications

1989     Temple University, Department of Linguistics, Philadelphia, PA USA
Lecture on Written and Spoken Business Communications

# OTHER ACADEMIC SERVICE

## Membership in Professional Organizations

Current     Linguistic Society of America

## Official Positions in Professional Organizations

1997-2009     Founder and Editor-in-Chief, IHRIM Journal Editorial Advisory Board, IHRIM, a publication bridging theoretical academic work and real-world business application.

## OTHER PROFESSIONAL QUALIFICATIONS

### Additional Coursework

2000        Vanguard Consulting Group, San Francisco, CA, USA.
            Seminar on Leadership Development

1999        Université d'Aix-en-Provence, Paris, France.
            Seminar on Leadership Development

1997        Eli Broad Management School, Michigan State University, Michigan, MI, USA.
            Seminar on Strategic Business Planning

1994        Haas School of Business, University of California, Berkeley, CA, USA.
            Seminar on Marketing Strategies for Executives

1982        Learning International, San Francisco, CA, USA.
            Seminars on Interpersonal Management Skills and Professional Selling Skills

### Honors, Awards and Fellowships

2017        Life-time achievement award in human resource information technology by the
            Association for International Human Resource Information Management (IHRIM).

2012        Certified as Human Resource Information Professional (HRIP) through the
            Association for International Human Resource Information Management (IHRIM).

2003        Member of the Year Award, Global Special Interest Group (GSIG) of the Association
            for International Human Resource Information Management (IHRIM).

2002        Summit Award Winner, Highest achievement award from the Association for
            International Human Resource Information Management (IHRIM).

2000        Excellence Achievement Award, Recognition from the Association for International
            Human Resource Information Management (IHRIM) for the founding of the *IHRIM
            Journal*, a scholarly publication for thought leaders and senior executives.

1994        First Place in the IHRIM Annual Call for Papers for "Implementing a Client/Server
            HRMS: How it will Affect your Project and Change Your Life."

## OTHER PROFESSIONAL POSITIONS

2014-2016   Managing Director and Founder, Teilasa Global LLC, San Francisco, CA, USA

2004-2014   CEO and Founder, Jeitosa Group International, San Francisco, CA, USA

1997-2009   Co-Founder and Editor-In-Chief, *IHRIM Journal*, a bi-monthly publication of the
            Association for International Human Resource Information Management, IHRIM
            Press, Austin, TX, USA.

2002-2004   Division Vice President, Global Professional Services, ADP, Roseland, NJ, USA.

2000-2002   General Manager and Division Vice President, Northeast Professional Services,
            ADP, Clifton, NJ, USA.

1997-2000   General Manager and Division Vice President, European Professional Services,

ADP, Levallois-Perret, Paris, France.

| 1994-1997 | Vice President, Consultant Operations and Administration, AG Consulting, San Francisco, CA, USA. |
| 1992-1994 | Director, Marketing and Product Development, AG Consulting, San Francisco, CA, USA. |
| 1992-1994 | Co-Founder and Managing Editor, *AG Insight,* an industry newsletter focused on HR systems implementations published by AG Consulting, San Francisco, CA, USA. |
| 1988-1991 | Technical Director and Regional Operations Manager, Eastern Region, AG Consulting, East Brunswick, NJ, USA. |
| 1983-1988 | Director and Department Head, Applications Development, Tesseract Corporation, San Francisco, CA, USA. |
| 1980-1983 | Systems Officer, Development and Support, Citibank International, San Francisco and Los Angeles, CA, USA. |

## OTHER PROFESSIONAL PUBLICATIONS

### Books

| 2008 | HR Frontiers: Shifting Borders and Changing Boundaries. An IHRIM Press Book. Austin, TX: Rector-Duncan and Associates (Editor). |
| 2006 | Common Cause: Shared Services for Human Resources. An IHRIM Press Book. Austin, TX: Rector-Duncan and Associates (Editor). |
| 2004 | Out of Site: An Inside Look at HR Outsourcing. An IHRIM Press Book. Austin, TX: Rector-Duncan and Associates (Editor). |
| 2002 | Boundaryless HR: Human Capital Management in the Global Economy. An IHRIM Press Book. Austin, TX: Rector-Duncan and Associates (Editor). |

### Articles in Refereed Publications

| 2016 | "Critical Competencies for Global Success." Workforce Solutions Review. February/March 2016. |
| 2016 | "The Technology Haves and Have-Nots." Workforce Solutions Review. December 2015/January 2016. |
| 2015 | "Sneak Peek at the 2015 Payroll Benchmarking Results." PAYTECH Magazine. American Payroll Association. November 2015. |
| 2015 | "Managing Complexity in Cross-Country Operations." Workforce Solutions Review. June/July 2015. |
| 2015 | "Driving Global Value in the Payroll Function." PAYTECH Magazine. American Payroll Association. June 2015. |
| 2015 | "Technology Models and the Global Payroll Function." Global Payroll Magazine. Global Payroll Management Institute. June 2015. |

2015        "The Importance of Context in Measuring and Managing the Global Payroll Function." Global Payroll Magazine. GlobalPayroll Management Institute. May 2015.

2015        "Efficiency and Innovation and the Global Payroll Function." Global Payroll Magazine. Global Payroll Management Institute. April 2015.

2015        "Risk and Compliance Management and the Global Payroll Function." Global Payroll Magazine. Global Payroll Management Institute. March 2015.

2015        "Global Business Services and the Global Payroll Function." Global Payroll Magazine. Global Payroll Management Institute. January 2015.

2013        "Going Global: Insights Gleaned at the IHRIM 2013 Conference with Summaries from Two Going Global Research Efforts." With Alexia Martin. Workforce Solutions Review. June/July 2013.

2012        "Generational Change: Change Management for the Ages." Workforce Solutions Review. August/September 2012.

2012        "Going Public on HR Data Privacy: Implications for Strategic Human Capital Analytics and Modeling." With Mary Young and Stacy Chapman. The Conference Board. March 2012.

2011        "Vision-to-Value: Building a Global HCM Strategy." Workforce Solutions Review. April/May 2011. 6-10.

2009        "Leveraging HR Technology: From Global Savings to Transnational Value." With Alexia Martin. IHRIM Journal. Volume XIII, Number 3. 3-22.

2010        "Leading Practices in Global HR: Determining Your Own "Best" Path Forward." IHRIM.Link. December 2009/January 2010. 30-33.

2008        "The New Multi-Dimensional Talent Force: Multi-Contractual Differences." IHRIM Journal. Volume XII, Number 6. 27-34.

2008        "The New Multi-Dimensional Talent Force: Multi-Local Differences." IHRIM Journal. Volume XII, Number 5. 28-34.

2008        "The New Multi-Dimensional Talent Force: Multi-Cultural Differences." IHRIM Journal. Volume XII, Number 3. 37-41.

2008        "The New Multi-Dimensional Talent Force: Multi-Generational Differences." IHRIM Journal. Volume XII, Number 2. 18-21.

2008        "Global by Design, Local by Implementation: HR and HRIT in the 21st Century." IHRIM Journal. Volume XII, Number 1. 10-22.

2008        "Think Local, Act Global: The Collaborative Transnational HRIT Organization." IHRIM Link. December 2007/January 2008.

2007        "Consulting in the 21st Century: Managing the Paradox." IHRIM Journal. Volume XI, Number 6. 8-10.

2006        "The Promise of Web Services: Why SOA Means Better HR Service." With John Macy. IHRIM Journal. Volume X, Number 4. July/August, 2006.

2006        "A New Day for HR Technology." With Aneel Bhusri and Dave Duffield.

IHRIM.link. December/January 2006.

2005        "Strategy: Do You Know When You See It?" With Bob Stambaugh. IHRIM Journal. Volume IX, Number 5. September/October, 2005. 5-13.

2005        "Effecting Change in Business Enterprises: Current Trends in Change Management." With Gregory R. Guy. IHRIM Journal. Volume IX, Number 5. September/October 2005. 25-36.

2005        "Effecting Change in Business Enterprises: Current Trends in Change Management." With Gregory R. Guy. The Conference Board Research Report. R1371-05-RR. ISBN Number 0-8237-0856-X.

2004        "Myths, Mystiques, and Mistakes in Overseas Assignments: The Role of Global Mindset in International Work." IHRIM Journal. Volume VIII, Number 6. November/December 2004.

2004        "Outsourcing Strategies for the Transnational Organization." With Gregory R. Guy. IHRIM Journal. Volume VIII, Number 4. July/August 2004.

2004        "HR Outsourcing in Asia/Pacific." With Sandra Eastman. IHRIM Journal. Volume VIII, Number 3. May/June 2004.

2003        "Global Orientation and Sociolinguistic Accommodation as Factors in Cultural Assimilation." With Gregory R. Guy. The International Journal for the Humanities. Volume I.

2003        "Transnational Development: The Efficiency-Innovation Model." With Gregory R. Guy. IHRIM Journal. November/December 2003. Volume VII, Number 6. 14-25 with Portuguese translation "Desenvolvimento Transnacional: O Modelo de Eficiência e Innovação." With Gregory R. Guy. IHRIM Journal. November/December 2003. Volume. VII, Number 6. 26-38.

2000        "Globalizing HRIS: The New Transnational Model." With Al Walker. IHRIM Journal. Volume IV. Number. 4. October-December 2000. 30-43.

2000        "On Globalizing HRIS: Moving to Transnational Solution." IHRIM Journal. October-December 2000.

1999        "Personalwirtschaft: Wohin? Strategie sucht Strategen." CoPers HR Personalarbeit und computergestütztes Personalmanagement. Datenkontext-Fachverlag, GmbH: Frechen-Königsdorf, Germany. February 1999.

1999        "Europeanisation and the new HRIS Business Environment." IHRIM Journal. Volume III. Number 3. September 1999.

1999        "International Perspective: Europe – The Year of the Euro." IHRIM Journal. Volume III. Number 1. March 1999.

1998        "International Perspective: Europe – Transatlantic Trends and the Forces of Europeanisation." IHRIM Journal. Volume II. Number 4. December 1998.

1998        "International Perspective: Europe – The Effect of the EU Data Privacy Directive." With Phil Jones, Thomas Otter, and Gabor Erdi. IHRIM Journal. Volume II. Number 3. September 1998.

1998        "International Perspective: Europe – The Year 2000 or the Euro: Between a Rock and a Hard Place." IHRIM Journal. Volume II. Number 2. June 1998.

1998    "Global Industry Trends", a quarterly column appearing in the IHRIM Journal. Volume II. January-December 1998.

1998    "International Perspective: Europe – First Impressions." IHRIM Journal. Volume II. Number 1. March 1998.

1994    "Implementing a Client/Server HRMS: How it will Effect your Project and Change Your Life," IHRIM.link. Awarded First Place in IHRIM Annual Call for Papers.


**Articles in Edited Volumes**

2008    "Think Local, Act Global: Building and Effective Global Organization". 21 Tomorrows' New Formula: Concept-Driven Innovation through Strategic HR. Lynne E. Mealy (editor)

2006    "Myths, Mystics, and Mistakes: The Role of the Global Mindset in Building an Effective Multicultural Workforce." Global Talent. Human Capital Institute.

2006    "Introduction to Shared Services: Seeking Both Effectiveness and Efficiency." In Karen V. Beaman (Editor), Common Cause: Shared Services for Human Resources. An IHRIM Press Book. Austin, TX: Rector-Duncan and Associates (Editor).

2006    "Globalization of Shared Services: The Payoffs and Tradeoffs." With Gregory R. Guy. In Karen V. Beaman (Editor), Common Cause: Shared Services for Human Resources. An IHRIM Press Book. Austin, TX: Rector-Duncan and Associates (Editor).

2004    "Out of Site: An Introduction to HR Outsourcing." In Karen V. Beaman (Editor). Out of Site: An Inside Look at Outsourcing. An IHRIM Press Book. Austin, TX: Rector-Duncan and Associates (Editor).

2004    "Outsourcing Strategies for the Transnational Organization." With Gregory R. Guy. In Karen V. Beaman (Editor). Out of Site: An Inside Look at HR Outsourcing. An IHRIM Press Book. Austin, TX: Rector-Duncan and Associates (Editor).

2004    "HR Outsourcing in Asia/Pacific." With Sandra Eastman. In Karen V. Beaman (Editor). Out of Site: An Inside Look at HR Outsourcing. An IHRIM Press Book. Austin, TX: Rector-Duncan and Associates (Editor).

2003    "The New Transnational HR Model: Building a Chaordic Organization." In Row Henson (Editor). Heads Count: An Anthology for the Competitive Enterprise. Pleasanton, CA: PeopleSoft Inc.

2000    "Consulting in the 21st Century: Managing the Paradox." In Robert H. Stambaugh (Editor). 21 Tomorrows: HR Systems in the Emerging Workplace of the 21st Century. An IHRIM Press Book. Austin, TX: Rector-Duncan and Associates (Editor).


**Industry Publications/Newsletters**

2012    "Going Global in 2011-2012: HCM Trends in Globalization." Report on the state of the HR Technology Industry. Jeitosa Group International.

2011    "Going Global in 2010-2011: HCM Trends in Globalization." Report on the state of the HR Technology Industry. Jeitosa Group International.

2010        "Going Global in 2009-2010: HCM Trends in Globalization." Report on the state of the HR Technology Industry. Jeitosa Group International.

2009        "Going Global in 2008-2009: HCM Trends in Globalization." Report on the state of the HR Technology Industry. Jeitosa Group International.

1992        "Project Management: Planning, Scheduling, and Controlling." AG Insight. Three-part series co-authored with Paul Woods.

### Special Issues of Journals Edited

1996         "Outsourcing: The Wave of the Future." Guest Editor. IHRIM.link. A publication of the Association for International Human Resource Management. August/ September 1996.

1996        "Systems Integration for the Enterprise." Guest Editor. IHRIM.link. A publication of the Association for International Human Resource Management. February/ March 1996.

## OTHER PROFESSIONAL PRESENTATIONS

### Presentations at Refereed Conferences and Invited Seminars/Webinars

2015        "Sneak Peak at the 2015 Global Payroll Benchmarking Results".  With Karen Piercy.  Fall Forum American Payroll Association.  Orlando, FL.  November 2015.

2015        "Debut of the 2015–2016 HR Systems Survey Results. 18th Annual Edition, International Insights." HR Tech World Congress. Paris, France. October 2015.

2015        "Global Payroll Benchmarking: A Well Fargo Case Study." With Linda Obertin. American Payroll Association Annual Conference. Las Vegas, NV. May 2015.

2015        "Benchmarking Payroll: Roadmap to Success." With Karen Piercy. Amercian Payroll Association and Global Payroll Management Institute. April 2015.

2014        "Driving Globally Strategic Payroll: The Paradoxical Journey to Efficiency and Innovation." IHRIM HRM Strategies Conference. Los Angeles, CA. June 2014.

2014        "Going Global Intelligently: The Journey to Efficiency, Effectiveness and Innovation." IHRIM Webinar. February 2014.

2013        "Balancing Global Control and Local Customization." With Paul Dumas. I4CP Conference. November 2013.

2013        "Caveat Emptor: Une revue des technologies globales de ressources humaines." HR Speaks Conference. Palais des Congrès, Paris, France. November 2013.

2013        "Global Payroll Benchmarking: Achieving Efficiency & Innovation." With Patrick Crane. The Conference Board. Human Capital Analytics Conference. New York, NY. October 2013.

2013        "Inspect What You Expect: Building a Global Framework for Business Success." With Patrick Crane and John Gibbons. IHRIM HRM Strategies Conference. Orlando, FL. June 2013.

2013    "Going Global in 2013: Seeking Efficiency and Innovation." IHRIM Webinar. June 2013.

2013    "HR Operating Models, Service Delivery and Governance." With Christian Adlung. European HR Operations Council. The Conference Board. Basel, Switzerland. June 2013.

2013    "Going Global in 2013: Leading Practices of Top-Performing Organizations." Workforce Magazine. HR Tech Virtual Tech Week. May 2013.

2013    "Going Global." Bill Kutik Radio Show. April 2013.

2013    "Global Payroll Landscape: Benchmarking for Efficiency and Innovation." The Learning Forum. Global Payroll Council. Bethesda, MD. April 2013.

2013    "Going Global with HR and Payroll in 2013." Executive Networks Webinar Series. April 2013.

2013    "Globalization of Compliance and Privacy." Executive Networks Webinar Series. March 2013.

2013    "Leading Practices in Global Payroll." Executive Networks Webinar Series. February 2013.

2012    "Efficiency & Innovation in Global Payroll." IHRIM Global Forum Webinar Series. December 2012.

2012    "Going Global: Leading Practices of Top Performing Organizations." IHRIM HRM Strategies Conference.  Chicago, IL. May 2012.

2011    "HCM Trends in Going Global." IHRIM Webinar. December 2011.

2011    "Going Global: Trends in International HR." Webster-Buchanan's Multi-Country Payroll Summit. San Francisco, CA. October 2011.

2011    "Leading Practices in Going Global." IHRIM Global Special Interest Group. Chicago, IL. October 2011.

2011    "Workday Lessons Learned." HRIT Council. The Learning Forum. The Pentagon. Arlington, VA. September 2011.

2011    "Mission-Critical HR: Creating Business Value with a Modern HCM Solution." With Ilene Colina. IHRIM HRM Strategies Conference. Washington, DC. May 2011.

2010    "Leading Practices in Going Global." IHRIM Webinar. December 2010.

2010    "Top Issues in Going Global with HR: Technology and People." IHRIM Global Special Interest Group. Boston, MA. July 2010.

2010    "Going Global with HR: Challenges with Organization, People, Process, and Technology." Workforce Magazine. Global Virtual Technology Webinar. June 2010.

2010    "Globalizing HR Shared Services: The Payoffs and Tradeoffs." SSON/IQPC HR Shared Services Conference. Chicago, IL. May 2010.

2010    "Leveraging HR Technology Globally." With Alexia Martin. IHRIM HRM

|        | Strategies Conference. Las Vegas, NV. May 2010. |
|--------|--------------------------------------------------|
| 2010   | "Skills and Competencies for Multinationals." Internal HR Consulting Skills. Federated Press. Calgary, Canada. May 2010. |
| 2010   | "Turbulent Times: HR's Role in Managing Change." With Mike Kent. IHRIM Webinar. January 2010. |
| 2009   | "Going Global." Bill Kutik Radio Show. December 2009. |
| 2009   | "Growing and Leveraging Top Talent for Succession." With Camino-Markowitz and Meyers. The Conference Board. Succession Management Conference. New York, NY. November 2009. |
| 2009   | "Going Global Panel: Lessons from Executives Who've Been There." HR Technology Conference. Chicago, IL. October 2009. |
| 2009   | "Trends and Strategic Issues in HR Technology." HRIT Council, The Learning Forum. Chicago, IL. September 2009. |
| 2009   | "Building a Business Case for Global HR Deployment." With Jeanne Kalinowski. IHRIM Global Special Interest Group. Chicago, IL. July 2009. |
| 2009   | "Marketing Professional Services in a Downturn Key Issues & Strategies." Kennedy Information Executive Search Summit. Union League Club of Chicago. May 2009. |
| 2009   | "New Multi-Dimensional Talentforce: Implications for Managing the Emerging Multi-Generational, Multi-Cultural, Multi-Contractual, and Multi-Environmental Workforce." IHRIM Pacific Southwest Chapter Webinar. May 2009. |
| 2009   | "Think Strategic, Act Tactical: Creating Value in HR in Tumultuous Times." The Conference Board, Mid-Market Council. Cupertino, CA. April 2009. |
| 2009   | "Building a Business Case for Global HR Deployment." With Jeanne Kalinowski. IHRIM HRM Strategies Conference. San Diego, CA. April 2009. |
| 2009   | "Business Process Design in an On-Demand World." IHRIM Mid-Atlantic Chapter. Webinar. January 2009. |
| 2008   | "Global Shared Services: Expanding Your Reach and Presence Through Globalization." International Conference on Quality and Productivity. Atlanta, GA. December 2008. |
| 2008   | "The New Multi-Dimensional Talentforce: Implications for Managing the Emerging Workforce in the 21st Century." ADP National Account Services Enterprise Users Conference. Los Angeles, CA.  September 2008. |
| 2008   | "Think Local, Act Global." IHRIM Global Special Interest Group: Joining the East and West. San Francisco, CA. July 2008. |
| 2008   | "Think Local, Act Global." IHRIM HRM Strategies Conference. Orlando, FL. May 2008. |
| 2008   | "The New Multi-Dimensional Talentforce: Implications for Managing the Emerging Multi-Generational, Multi-Cultural, Multi-Contractual, and Multi-Environmental Workforce in the 21st Century." Shared Services Roundtable at Genentech. San Francisco, CA. May 2008. |

| | |
|---|---|
| 2008 | "Global Workforce Intelligence: Cultural Influences on Measurement and Forecasting." The Conference Board Metrics and Analytics Conference. New York, NY.  April 2008. |
| 2008 | "The Four Faces of Web Services and Service-Oriented Architecture." With Kelvin Gray. IHRIM New England Chapter Webinar. March 2008. |
| 2007 | "Think Local, Act Global: Meeting Global Human Resource Needs in a Demanding, Changing World." Venture Capital Private Equity Roundtable. November 2007. |
| 2007 | "Global Mobility and Working Effectively with Cultural Differences around the World." SuccessFactors Webinar. November 2007. |
| 2007 | "The Future of Work. The Trends you Need to Know About." IHRIM San Francisco Chapter. San Francisco, CA. October 2007. |
| 2007 | "Web Services and SOA: Impact Within the HCM Marketplace." With Kelvin Gray. HR-XML Global Partnering & Integration Summit. Las Vegas. September 2007. |
| 2007 | "Charming or Cerebral? Delivering Global Business Value." With Row Henson. IHRIM Conference. Houston, TX. May 2007. |
| 2007 | "Web Services: Beyond the Hype." With Kelvin Gray. IHRIM Chicago Chapter Conference. Chicago, IL. April 2007. |
| 2007 | "SOA & Web Services: New Terminology or New Opportunity?" IHRIM Webinar. February 2007. |
| 2006 | "Global Mentoring: A Multi-Dimensional Approach to International Success." Human Capital Institute Webinar. November 2006. |
| 2006 | "Web Services: Beyond the Hype." With Kelvin Gray. IHRIM New York Chapter Conference. New York, NY. November 2006. |
| 2006 | "Web Services: Beyond the Hype." IHRIM Dallas/Fort Worth Chapter Conference. Dallas, TX. October 2006. |
| 2005 | "Managing a Global Diverse Workforce: Attracting, Developing and Retaining Talent in the Age of Global Mobility." Human Capital Institute and Simon Fraser University. Vancouver, Canada. December 2005. |
| 2005 | "Attaining Shared Services Excellence: People, Process, and Technology". With Robert Gunn and Tom Perrin. The Conference Board Shared Services Conference. Chicago. November 2005. |
| 2005 | "Malleable Mindset and Cultural Contact: A Multi-Factorial Approach to the International Experience." With Gregory R. Guy. International Conference on New Directions in the Humanities, University of Cambridge, Cambridge, England. July 2005. |
| 2005 | "Common Cause: Global Shared Services for Human Resources." IHRIM Global Special Interest Group Webinar. June 2005. |
| 2005 | "Out of Site: An Inside Look at HR Outsourcing." Canadian Payroll Association. Vancouver, Canada. June 2005. |
| 2005 | "Out of Site: An Inside Look at HR Outsourcing." IHRIM Annual Conference. |

|      | Reno, NV. May 2005. |
|------|---------------------|
| 2004 | "Advantages and Disadvantages of Outsourcing." IHRIM New York Chapter Webinar. New York, NY. November 2004. |
| 2004 | "Shared Services: Understanding Client Expectations." The Conference Board Shared Services Conference. Chicago, IL. November 2004. |
| 2004 | "Becoming a Global Leader: Models and Mindsets for International Success." IHRIM Global Special Interest Group. Toronto, Canada. October 2004. |
| 2004 | "Mindset and Identity in the Globalizing Future." With Gregory R. Guy. International Conference on New Directions in the Humanities, Monash University Centre, Prato, Tuscany, Italy. July 2004. |
| 2004 | "Trends in HR Outsourcing." Presented via webinar to the NSW SIG of the Australian Human Resources Institute. Sydney, Australia. April 2004. |
| 2004 | "Global Alertness: Building Transnational Leadership". IHRIM National Conference. Orlando, FL. April 2004. |
| 2003 | "Cultivating a Transnational Environment: Harnessing Efficiency and Innovation in HR." International Human Resources Information Management Association of Europe. London, UK. November 2003. |
| 2003 | "Can Any Smart Employee Be a Successful Expatriate: The Role of Global Mindset in the Expatriate Experience." Australian Human Resources Institute. Sydney, Australia. October 2003. |
| 2003 | "Cultivating a Transnational Environment: Identifying Best Practices in Global HR Technology." The Conference Board HR Technology Working Group. Paris, France. September 2003. |
| 2003 | "Critical Success Factors in Workforce Planning." With John Sullivan and Robert Stambaugh. AHRI HRIS SIG, Australian Human Resource Institute. Sydney, Australia. July 2003. |
| 2003 | "Global Orientation and Sociolinguistic Accommodation as Factors in Cultural Assimilation." With Gregory R. Guy. International Conference on New Directions in the Humanities. University of the Aegean. Rhodes, Greece. July 2003. |
| 2003 | "Best Practices in Global HR Technology." IHRIM National Conference. Las Vegas, Nevada. May 2003. |
| 2002 | "Globalizing HRIS: Moving to a Transnational Solution." IHRIM Professional Development Seminar. New York, New York. July 2002. |
| 2002 | "Boundaryless HR: Human Capital Management in the Global Economy." IHRIM National Conference. Orlando, Florida. June 2002. |
| 2002 | "Globalizing HRIS: Moving to a Transnational Solution." IHRIM Cleveland Chapter Meeting. Cleveland, Ohio. March 2002. |
| 2002 | "Make Versus Buy or Both." With Leslie Waltke and Jay Stright. The Conference Board 2002 Strategic e-HR Conference. Marina Del Rey, California. February 2002. |
| 2001 | "Globalizing HRIS: Moving to a Transnational Solution." IHRIM Pittsburgh Chapter Meeting. Pittsburgh, Pennsylvania. November 2001. |

2001        "HR Return on Investment." European Networking Group (ENG) Conference: Aligning the HR Function to Maximize Business Performance. Amsterdam, The Netherlands. October 2001.

2001        "Best Practices in World Class HRIS Organizations." IHRIM Global Special Interest Group Annual Conference. Orlando, FL. September 2001.

2001        "Consulting in the 21st Century: Managing the Paradox." HRTech 2001: an HR Events Conference. Chicago, IL. May 2001.

2001        "Globalizing HRIS: Moving to a Transnational Solution." IHRIM Europe Annual Conference. Brussels, Belgium. March 2001.

2000        "Globalizing HRIS: Moving to a Transnational Solution." With Al Walker. IHRIM Annual Conference. Boston, MA. June 2000.

2000        "Cultural and Organizational Influences on HR and Technology." ICM Conference on e-HR: Transforming the HR Function. Amsterdam, The Netherlands. March 2000.

1999        "Europäisierung und die gemeinsame europäische HRMS-Umwelt." PAISY Users Conference. Bremen, Germany. September 1999.

1999        "Europeanisation and the new HRIS Business Environment." IHRIM Annual Conference. Salt Lake City, UT. June 1999.

1997        "Enabling HR: Bridging the Gap between Technology and HR," IHRIM National Conference. Seattle, WA. June 1997.

1996        "Enabling HR: Workflow Strategies for the 21st Century," IHRIM San Francisco Bay Area Chapter Meeting. San Francisco, CA. November 1996.

1995        "The Successful Implementation of a Packaged HRIS: Concepts and Reality." HRMS Expo. San Jose, CA. September 1995.

1990        "Considerations for Flexible Benefits with 3M Corporation." National Tesseract User Group Conference. Los Angeles, CA. September 1990.


**Panel Moderation/Participation**

2015        "The State of Global Payroll: Facts, Fears, and the Truth." Participant. American Payroll Association Webinar. September 2015.

2015        "Sneak Peek at some Preliminary Results from the 2015 Mercer Payroll Benchmarking Survey." Participant. American Payroll Association. Fall Forum. October, 2015.

2015        "Overview of the Mercer Payroll Benchmarking Survey." Participant. American Payroll Association Annual Conference. Las Vegas, NV. May 2015.

2014        "The Transnational Advantage – Key Learnings from Leading Global Organizations." Moderator. HR Technology Conference. Las Vegas, NV October, 2014.

2014        "Nine Practices of High-Performing Global Payroll Organizations." Participant. ADP Webinar. May 2014.

| | |
|---|---|
| 2012 | "Going Global: Learnings from HR Executives on the Journey." Moderator. HR Technology Conference. Chicago, IL. October 2012. |
| 2012 | "Merger Mania in HCM Software." Moderator. Workforce Magazine. HR Tech Week Virtual Conference. June 2012. |
| 2012 | "Going Public on HR Data Privacy." Participant. With Mary Young and Stacy Chapman. The Conference Board Videocast. March 2012. |
| 2011 | "Conflict at the Core: Core HR Software and Unified Human Capital Management Systems." Moderator. Workforce Magazine. HR Tech Week Virtual Conference. June 2011. |
| 2010 | "Being Global: Lessons from Executives Already There." Moderator. HR Technology Conference. Chicago, IL. November 2010. |
| 2007 | "Challenges of Early HR Outsourcing and Best Practices for Sustainable Transformation." Moderator. Lessons of HR Transformation from Early Buyers of HR Outsourcing. HROA & SharedXpertise. Brussels, Belgium. June 2007. |
| 2006 | "Service Oriented Architecture and Web Services." Participant. IHRIM Best in Class Seminar. Dallas, Texas. October 2006. |
| 2005 | "The Future of HR Technology." Participant. IHRIM National Conference. Washington DC. May 2005. |
| 2004 | "Global Shared Services." Participant. Shared Services Conference. The Conference Board. Chicago, IL. November 2004. |
| 2004 | "Metrics to Support your Global Strategy." Moderator. IHRIM Global Special Interest Group Forum. Toronto, Canada. October 2004. |
| 2004 | "Inside the Crystal Ball: HR in 2010." Participant. IHRIM National Conference. Orlando, Florida. April 2004. |

**Company-Sponsored Presentations/Workshops**

| | |
|---|---|
| 2015 | "Solution of the Month: Global Payroll Benchmarking." Mercer Information Services. Webinar.  September 2015. |
| 2015 | "Global Payroll Benchmarking." ADP Meeting of the Minds National Conference. Nashville, TN. March 2015. |
| 2014 | "Building a Strategic Global Payroll Function for Greater Efficiency and Innovation." CloudPay Webinar. July 2014. |
| 2014 | "Building a Strategic Global Payroll Function for Greater Efficiency and Innovation." ADP Executive Series. Toronto, Canada. June 2014. |
| 2014 | "Building a Strategic Global Payroll Function for Greater Efficiency and Innovation." BNA Bloomberg Webinar. April 2014. |
| 2014 | "Global HR Management." DriveThru HR Webinar. March 2013. |
| 2013 | "HCM Market Landscape: Workday and The Cloud." Coleman Research Group. November 2013. |
| 2013 | "Nine Practices of High-Performing Global Payroll Organizations: A Study in |

|  | Strategic Global Payroll." With Steve Hardy. ADP Webinar. November 2013. |
|---|---|
| 2013 | "SaaS HCM Market Landscape: Oracle / PeopleSoft / Fusion." Coleman Research Group. August 2013. |
| 2012 | "Global Benchmarking Survey." ADP Client Advisory Board. Barcelona, Spain. September 2012. |
| 2012 | "ReThink Human Capital Management in the Global Economy." Corporate Leaders and ADP. London, UK. July 2012. |
| 2012 | "Going Global in 2012: Leading Practices of Top Performing Organizations." HumanConcepts Webinar. May 2012. |
| 2012 | "HCM Globalization Trends." Patersons Webinar. January 2011. |
| 2011 | "Workday Projects From Vision to Value: Integrating HCM, Financials, and Worker Spend Management." Workday Users Conference. San Francisco, CA. October 2011. |
| 2011 | "Industry Trends and the Changing HCM Environment." NuView Users Conference. San Antonio, TX. September 2011. |
| 2011 | "Leading Practices in Going Global." Patersons Webinar. January 2011. |
| 2010 | "Leading Practices in Going Global." Patersons Webinar.  March 2010. |
| 2008 | "Effectively Managing the Evolving New Multi-Dimensional Talentforce." With Jim Candler. HumanConcepts Webinar. May 2008. |
| 2008 | "Think Local, Act Global: Aligning HR and IT." HCR Webinar. January 2008. |
| 2007 | "Market-Driven Questions and Practices in Global Compensation." With Al Walker. HCR Webinar. April 2007. |
| 2007 | "Going Global: Visualizing and Supporting a Borderless Enterprise." With Jim Candler. HumanConcepts Webinar. April 2007. |
| 2005 | "Myths, Mystiques, and Mistakes: The Role of the Global Mindset in Building an Effective Multicultural Workforce." Brassring Webinar. May 2005. |
| 2004 | "Rationalizing Shared Services." ADP National Users Conference, Meeting of the Minds. Las Vegas, NV. March 2004. |
| 2004 | "Expatriate Challenges: Building Successful International Managers." ADP National Users Conference, Meeting of the Minds. Las Vegas, NV. March 2004. |
| 2004 | "Globalizing HRIS: Harnessing Efficiency and Innovation." ADP National Users Conference, Meeting of the Minds. Las Vegas, NV. March 2004. |
| 2003 | "Harnessing Efficiency and Innovation in HR: Cultivating a Transnational Environment." ADP Global Seminar Series. Sydney, Melbourne, Philadelphia, New York, Boston, São Paulo. October-November 2003. |
| 2003 | "Cultivando um Ambiente Transnacional: Identificando as Melhores Práticas em Sistemas de Informação de Recursos Humanos." ADP Multinational Seminar. São Paulo, Brasil. June 2003. |
| 2003 | "Appreciating Cultural Diversity." Numerous ADP seminars throughout New |

          Jersey, Atlanta, Chicago, and Louisville. Winter/Spring 2003.

2003        "The Future of Outsourcing." ADP National Users Conference, Meeting of the Minds. Orlando, FL. April 2003.

2003        "Globalizing HRIS: Moving to a Transnational Solution." ADP National Users Conference, Meeting of the Minds. Orlando, FL. April 2003.

2002        "Building Global Shared Services Capability." ADP Executive Roundtable. Chicago, IL. December 2002.

2002        "Global Trends in Human Capital Management." ADP Multinational Seminar. São Paulo, Brazil. November 2002.

2002        "Globalizing HRIS: Moving to a Transnational Solution." ADP Executive Roundtables. Singapore, Melbourne, and Sydney. October 2002.

2002        "Current Trends in Global HR and Payroll." ADP Executive Roundtables. Seattle, Portland, Cleveland, Pittsburgh, and Detroit. October-December 2002.

2002        "Globalizing HRIS: Moving to a Transnational Solution." ADP Professional Development Seminar. Singapore. October 2002.

2002        "Avaya Goes Global with ADP." With Mary Passalacqua. Meeting of the Minds: ADP Annual Users Conference. New Orleans, LA. May 2002.

2002        "Boundaryless HR: Human Capital Management in the Global Economy." ADP Multinational Client Seminar. São Paulo, Brazil. January 2002.

2000        "Globalizing HRIS: Moving to a Transnational Solution." ADP Multinational Client Conference. São Paulo, Brazil. January 2001.

1998        "«Europäisierung» und die gemeinsame europäische HRMS-Umwelt." With Dr. Siegfried Krüger. PAISY National Users Conference. Bremen, Germany. October 1999.

1998        "Personalwirtschaft: Wohin? Trends in der Personalwirtschaft und bei den unterstützenden DV-Systemen." With Dr. Siegfried Krüger. PAISY National Users Conference. Bremen, Germany. October 1998.

1990        "Considerations for Flexible Benefits." With 3M Corporation. National Tesseract User Group Conference. Los Angeles, CA. September 1990.

1989        "HRMS Data Conversion at Westinghouse Savannah River Plant," National Tesseract User Group Conference. Orlando, FL. September 1989.

1987        "Using the Function Interpreter." National Tesseract User Group Conference. San Francisco, CA. September 1987.

1986        "Dependent/Beneficiary Processing." With TRW Corporation. National Tesseract User Group Conference. New Orleans, LA. September 1986.

1985        "HRMS Software Development Process. National Tesseract User Group. Chicago, IL. September 1985.

**Client Presentations/Workshops**

2003        "Vision to Values Workshop." SPX Senior Management Team. Charlotte, North

Carolina. November 2003.

2003    "Vision to Values Workshop." Telstra Senior Management Team. Sydney, Australia. October 2003.

2003    "Global Shared Services: Issues, Trends, and Options." Alcoa Shared Services Senior Management Team. Pittsburgh, Pennsylvania. July 2003.

2003    "Trends beleuchten: was beschäftigt die Leiter der HR/Finanzen-Abteilungen gedanklich?" DaimlerChrysler HR Executive Team. Stuttgart, Germany, April 2003.

2003    "Current Trends in Global HR and Payroll." Microsoft Corporate Finance Committee. Seattle, Washington. January 2003.

2002    "Deploying a Global Outsourced Payroll Solution." Snap-On Tools HR Executive Team. Kenosha, Wisconsin. September 2002.

2002    "Global Trends in HR and HRIS." Corning Global Executive Committee. Corning, New York. April 2002.

1996    "Enabling HR: Strategies and Tactics for a New Age." Glenayre International Human Resources Meeting.

### Technical and Policy Documents

1993     "Study in Reengineering Approaches." A Business Strategy Paper for AG Consulting.

1986    Program Development Standards. Manual for application developers for Tesseract Corporation.

1984    System Adaptation Guide. Documentation for product customization for Tesseract Corporation.

# OTHER PROFESSIONAL AND BUSINESS SERVICE

### Official Positions in Professional Organizations

2009-2015    International Editor, Workforce Solutions Review, IHRIM
2002-2008    Member, Steering Committee, Global Special Interest Group, IHRIM
2002-2008    Program Chair, Forum for Global Special Interest Group, IHRIM
2005-2007    Member, Global Talent Management Expert Panel, Human Capital Institute
2005-2007    Member, Competency Management Expert Panel, Human Capital Institute
1997-2000    Member and International Chair, Board of Directors, IHRIM
1998-1999    Chair, IHRIM.link Editorial Committee, IHRIM
1997-1999    Member, IHRIM.link Editorial Committee, IHRIM

### Membership in Professional Organizations

1997-pres    Association for International Human Resource Information Management
2005-2007    Human Capital Institute, Washington, DC
2002-2003    HR Technology Working Group, The Conference Board, New York, New York
2002-2003    The Executive Committee, An organization of CEOs/GMs, Portland, Oregon

### Conference Organization

2007  "Global HR Strategies: Making Connections." Program Chair. Global Special Interest Group Forum, IHRIM, Amsterdam, The Netherlands. October 2007.

2006  "HR Systems around the World." Program Chair, Global Special Interest Group Forum, IHRIM, Boston, USA. October 2006.

2005  "Global HR Sourcing and Services." Program Chair, Global Special Interest Group Forum, IHRIM, Boston, USA. October 2005.

2004  "Designing a Global HR Strategy." Program Chair, Global Special Interest Group Forum, IHRIM, Toronto, Canada. October 2004.

2003  "Global HR Systems and Services." Program Chair, Global Special Interest Group Forum, IHRIM, Chicago, Illinois USA. March 2003.

### Conference Sessions Chaired

2002  Visions of the Future, Panel of Experts, IHRIM National Conference
2001  Visions of the Future, Panel of Experts, IHRIM National Conference
2000  Visions of the Future, Panel of Experts, IHRIM National Conference
1999  Visions of the Future, Panel of Experts, IHRIM National Conference

### Member for Awards Programs

2004  HR Outsourcing Awards Committee, HRO World 2004 Conference, New York, NY
2003  HR Technology Awards Panel, HRTech 2003 Conference, Chicago, Illinois

## OTHER PROFESSIONAL TEACHING SERVICE

### Workshops/Courses Developed/Taught

2003  "Vision to Value." Workshop for senior leadership teams focused on helping them to put value metrics around their global Human Resources vision. October 2003.

2003  "Leading Enablers in Global Program Management." Workshop for ADP Australian Project Management Team. Sydney, Australia. August 2003.

1995  "Client/Server HRMS Implementation Strategies." Seminar for ADP National Account Sales Force. Los Angeles, CA, USA.

1994  "Implementing a Client/Server HRMS." ADP National Account Executive Training Seminar. Los Angeles, CA

1993  "Implementing a Client/Server HRMS." ADP National Account Executive Training Seminar. Philadelphia, PA.

1993-1997  "Consulting 101." Seminar on consulting basics for new consultants. AG Consulting. San Francisco, CA, USA.

1984-1988  "System Adaptation Techniques." Seminar and classroom training on system adaptation processes for the Tesseract software. Tesseract Corporation, San Francisco, CA, USA.

### Theses/Projects Supervised/Advised

2005  Hani Masoud, "Workforce Management Market – Service Offerings and Thought Leadership." MBA Research Project. Said Business School. Oxford University, United Kingdom.

2002      Michael Buzek, "Global HR Practices Marketing Research Project for Automatic Data Processing." Graduate Student Study on Global Consulting Market. University of Notre Dame. South Bend, Indiana, USA. March 2002.

2001      Benoit Slavicek, graduate student researching e-Solutions in multinational organizations. Paris, France. August 2001

2000      Özkan Akyildiz, "Wissensmanagement in einem internationalen System: Beratungsunternehmen (WiMa)." Projektabschlussarbeit im Auftrag des Instituts für Projektmanagement und Wirschaftsinformatik am Fachbereich Wirtschaftswissenschaften der Universität Bremen. September 2000.