

Kimberly S. Scott

Assistant Professor and Director

Northwestern University Master's Program in Learning & Organizational Change

Education

Ph.D.	1995	The Ohio State University Fisher College of Business Major: Organizational Behavior Minor: Human Resources Management Dissertation: An attribution theory approach to explaining wrongful termination lawsuits
M.B.A	1994	The Ohio State University Fisher College of Business Major: Organizational Behavior
B.A.	1991	University of Cincinnati Major: Psychology Summa Cum Laude

Teaching Interests

Learning & Performance: Organization Effectiveness, Problem-Based Learning
Strategic Change: Adaptability, Designing for Change, Intentional Change
Research Methods: Applied Methods, Design Research

Research Interests

Individual health and wellness in the workplace, and the impact of workplace experiences on individual well-being; Learning environments and individual differences, including design research on problem-based learning, informal learning and learning with social/collaboration technologies; Organizational learning and leadership development

Academic Experience

2005-Present	Assistant Professor; Director, MS Program in Learning & Organizational Change (MSLOC) and Center for Learning & Organizational Change (CLOC) School of Education and Social Policy Northwestern University, Evanston, IL <ul style="list-style-type: none">• Led the growth of the program, from 31 students in 2005 to 130 students in 2016• Developed and successfully implemented a program strategy to expand our reach to students outside of the Chicago area, resulting in a 30% non-resident MSLOC population and recognition as one of the first Northwestern University programs to offer "online" (blended and hybrid) courses• Rebuilt the MSLOC curriculum to increase course rigor and strengthen experiential learning to prepare students for a competitive job market, with over 90% of our full-time students graduating with job offers.• Designed and launched two new graduate certificate programs: Organizational & Leadership Coaching Certification (OLCC) and Designing for Organizational Effectiveness Certification (DOEC).• Restructured and expanded the MSLOC faculty pool, from 11 to 30 lecturers, increasing the percentage of our MSLOC faculty with PhDs from less than 2% to 50%
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- Facilitated the design of a new SESP program planning system for all three SESP master's programs, providing students with a system to more easily manage their course plans and allowing administrators to more accurately forecast course enrollment. This system was presented at the 2015 Northwestern University Best Practices Forum.

Academic Program Design and Innovation

Designing for Organizational Effectiveness Certification Program (2016-2017)

- Established a new graduate certificate program for MSLOC students and non-degree experienced practitioners interested in pursuing deeper expertise in organization development, design and effectiveness.

Organizational & Leadership Coaching Certification Program (2013-2015)

- Led the design of a new certificate for MSLOC students and non-degree experienced practitioners seeking a credential that will strengthen their expertise and enhance their careers in the competitive field of executive and leadership coaching
- Designed and implemented a digital portfolio requirement for certificate completion

Open Online Seminar--Exploring Personal Learning Networks: Practical Issues for Organizations (Oct. 7 to Nov. 8, 2013)

- Co-designed and facilitated an open online learning event, created using a "cMOOC" (connectivist MOOC) format integrating problem-based learning design elements
- Over 170 registered participants and approximately 80 active participants used the course site

MSLOC "Alternative Schedule" Course Format and Program Design (2008-Present)

- Proposed the design of a new course delivery format and instructional techniques for the MSLOC Program. This alternative schedule (AS) format uses a combination of asynchronous and synchronous (technology-facilitated) instructional techniques along with compressed in-person classroom sessions that occur once per quarter over ~2.5 days. This design work has been presented to a variety of Northwestern University audiences (Kellogg, Medill, NUIT, Searle) and at professional conferences.
- Redesigned four of our core courses (MSLOC 410, MSLOC 461, MSLOC 462, MSLOC 463) to be offered in Hybrid Format, where both residents and non-residents attend the same class meetings, facilitated using live video conferencing and online collaboration tools.
- Starting in 2012, our department team began the process of designing and implementing an enterprise social networking platform (Jive) to increase student community engagement, integrate our instructional collaboration tools under a single platform, and explore new teaching techniques using this system. MSLOC is the first organization to use Jive for such instructional purposes and is regarded as a leading innovator in this area.

Northwestern University Course Design and Teaching Experience

Designing Organizations (MSLOC 435). Facilitated the design of a new course on organization design for human capital practitioners, to be offered in Winter 2017. We used a unique approach to our design by co-creating the course with students through our MSLOC 499 (Designing Organizations—Group Independent Study) course in Winter 2016. Students read, discussed and critiqued articles and books selected by the instructors while researching additional course materials and evaluating exercises to be used in future sections of this course.

Leading Global Change (MSLOC 442). Facilitated the design of a new course that focuses on change leadership in multinational organizations and the competencies that leaders need to develop for successful leadership in complex environments. Part of this design included piloting a cultural assessment to help students develop awareness of cultural preferences and their impact on collaboration.

Coaching Fieldwork (MSLOC 454). Redesigned this course to strengthen the link between coaching practice and scholarship, and to accommodate larger cohorts resulting from our Organizational & Leadership Coaching Certification (OLCC) launched in 2014. Led the design and implementation of digital portfolio software (Pathbrite) for assessing student learning in this course.

MSLOC Foundations (MSLOC 410). Designed and currently teach a core course for first-year MSLOC students to introduce them to learning, teamwork, and leadership development concepts. This course applies a problem-based learning format that gives students an opportunity to develop consulting, design and team leadership skills.

Accelerating Learning & Performance (MSLOC 420). Redesigned and taught this core course focused on learning in organizational settings.

Advancing Learning & Performance Solutions (MSLOC 421). Redesigned and taught this core course focused on team performance and implementing learning and development solutions.

Applying Social Network Analysis in LOC (MSLOC 455). Led the instructor team and design of this new elective course to teach master's students the theory and basic methods behind social network analysis.

MSLOC Practicum (MSLOC 460). Redesigned the instruction framework and process for this core course to give students a 20-week consulting experience with a real client organization, using the problem-based learning approach introduced in MSLOC 410. Also served as a Practicum Advisor.

MSLOC Research Methods and Capstone Project (MSLOC 461, 462, 463). Redesigned the research methods and master's thesis sequence. Created a new advising process and structure to support students and advisors throughout the 3-quarter-long course sequence. Taught all three courses, currently teaching two sections of MSLOC 462: Design and Measurement.

Publications

Albaugh, M. L., Scott, K. S., & Conn, A. L. (2017). An evaluation of digital portfolios in coach education: Developing reflective coach practitioners. *Philosophy of Coaching: An International Journal*, 2(2), 6-28. <http://dx.doi.org/10.22316/poc/02.2.02>

Scott, K. S. (2017). An integrative framework for problem-based learning and action learning: Promoting evidence-based design and evaluation in leadership development. *Human Resource Development Review*, 16(1), 3-34. doi:10.1177/1534484317693090

Scott, K. S., Sorokti, K. H., & Merrell, J. D. (2016). Learning "beyond the classroom" within an enterprise social network system. *The Internet and Higher Education*, 29, 75-90. doi:10.1016/j.iheduc.2015.12.005

Scott, K. S. (2014). A multilevel analysis of problem-based learning design characteristics. *Interdisciplinary Journal of Problem-based Learning*, 8(2). doi.org/10.7771/1541-5015.1420

Scott, K. S. (2012). The 8 Ps of healthy workplace design. In G.M. Benscoter and W. J. R. Rothwell (Eds.) *Encyclopedia of Human Resource Management, Critical and Emerging Issues in Human Resources*, San Francisco: Pfeiffer.

Fulmer, I. S., Gerhart, B. G., & Scott, K. S. (2003). Are the 100 Best Better? An empirical investigation of the relationship between being a 'great place to work' and firm performance. *Personnel Psychology*, 56(4), 965-993.

Thoms, P., Dose, J., and Scott, K. (2002). The relationship between perceptions of accountability, trust in management, and job satisfaction. *Human Resource Development Quarterly*, 13(3), 307-323.

- Thoms, P., Wolper, P., Scott, K., and Jones, D. (2001). The relationship between immediate turnover and employee theft in the restaurant industry. *Journal of Business and Psychology*, 15(4), 561-577.
- Greenberg, J. G., Lind, A., Scott, K. S., & Welchans. T. (2000). The winding road from employee to complainant: Situational and Psychological Determinants of Wrongful Termination Claims. *Administrative Science Quarterly*, 45(3), 557-590.
- Gubman, E. L., & Scott, K. S. (1999). The talent solution for growth. *ACA Journal*.
- Scott, K. S. (1997). Book review of *Accountability In Human Resource Management*. (Authored by J.J. Phillips, 1996, Houston: Gulf Publishing). *Human Resource Development Quarterly*, 7(4), 387-389.
- Scott, K. S., Moore, K. S., & Miceli, M. P. (1997). An exploration of the meaning and consequences of workaholism. *Human Relations Journal*, 50(3), 287-314.
- Greenberg, J. G., & Scott, K. S. (1996). Why do workers bite the hands that feed them? Employee theft as a social exchange process. Chapter in *Research in Organizational Behavior* (Eds. B. M. Staw & L. L. Cummings).
- Thoms, P., Moore, K.S., and Scott, K.S. (1996). The relationship between the Big Five personality dimensions and self-managed work group efficacy. *Journal of Organizational Behavior*, 17(4), 349-362.

Under Review

- Scott, K. S., The Meaning of Work, Meaning Making and Well-Being.

Work in Progress

- Merrell, J. D., & Scott, K. S. The fluid design of enterprise social network systems for learning in higher education.

Refereed Conference Presentations and Proceedings

- Scott, K. S. (2018, April). *The meaning of work, meaning making, and well-being*. Poster session selected for the annual conference of the Society for Industrial and Organizational Psychology. Chicago, IL.
- Scott, K. S. (2018, April). *Methods Blitz: Narrative Research in Industrial and Organizational Psychology*. Organizer and chair for alternative session symposium selected for the annual conference of the Society for Industrial and Organizational Psychology. Chicago, IL.
- Donovan, A. M., Scott, K. S., & Rapp, D. N. (2017, November). All people are created equal – they all fall victim to inaccurate information. Poster presented at the 58th Annual Meeting of the Psychonomic Society, Vancouver, British Columbia, Canada.
- Scott, K. S. (2015, November). “*Shoes on or shoes off?*” *Exploring new educational frontiers in informal online learning spaces*. Ignite presentation at the 29th annual Convention of the University Council for Educational Administration, San Diego, California.
- Scott, K. S., Sorokti, K. H., & Merrell, J. D. (2015, April). *Learning beyond the classroom: Designing an enterprise social networking system to support a program-wide community of inquiry*. Paper presented at the annual meeting of the American Educational Research Association, Chicago, Illinois.
- Scott, K. S. (2012, April). *A multilevel analysis of problem-based learning design*. Paper presented at the

annual meeting of the American Educational Research Association, Vancouver, British Columbia.

Scott, K. S. (2010, May). *Accelerating leadership development: Innovations in action learning*. Symposium chair for the national meeting of the American Society for Training & Development.

Scott, K. S. (2010, April). *Action learning in academia: Opportunity or oxymoron?* Poster session at the annual conference of the Society for Industrial and Organizational Psychology. Atlanta, GA.

Scott, K. S. (2005, Aug.). *Exercising their options: Why female managers are opting out*. Symposium contribution at the annual meeting of the Academy of Management, Honolulu, HA.

Fulmer, I. S., Gerhart, B. G., & Scott, K. S. (2000, Aug.). *Are the 100 Best Better? An empirical investigation of the relationship between being a "Great Place to Work" and firm performance*. Paper presented at the annual meeting of the Academy of Management, Toronto, ON.

Thoms, P., Wolper, P., Scott, K. S., & Jones, D. (1998, August). *The relationship between imminent turnover and employee theft*. Paper presented at the annual meeting of the Academy of Management, San Diego, CA.

Invited Lectures and Meeting Presentations

- 2017 Northwestern University TEACHx 2017, Evanston IL
Learning from online water cooler conversations, presented with Jeff Merrell
- 2015 Association of Change Management Professionals Midwest Change Connect Conference, Chicago IL
Adaptive change: Case studies in designing & leading transformational change, symposium chair.
- 2014 Northwestern University Council of 100 Fall Meeting, Chicago IL
Ripple effects in learning: Networks and connections
- 2014 Human Resources Management Association of Chicago Summit 2014, Chicago IL
The new learning landscape: Building your network, growing your community
- 2014 Association of Change Management Professionals, Chicago IL
Developing the change leadership competency within individuals & organizations
- 2013 The Conference Board 2013 Future Leaders Conference, Chicago, IL
The new learning landscape: Building your network, growing your community
- 2013 Dialogues with Gensler: Designing Healthy Workplaces, Chicago IL
- 2013 Northwestern University Learning, Teaching & Assessment Forum, Evanston, IL
Using measurement to evaluate program success while developing future leaders
- 2012 The Conference Board 2012 Future Leaders Conference, Chicago, IL
Partnering with universities to build next generation leaders, presented with Jeff Merrell
- 2011 Upper Midwest Higher Education Recruitment Consortium, Evanston, IL
Healthy workplace design
- 2006 Winning Workplaces 2006 Best Bosses Conference and Celebration, Chicago, IL
Small steps for big culture change
- 2006 Northwestern Alumni Association Leadership Symposium, Evanston, IL
Can you hear me now? Testing your connect ability

- 2000 Conference of the Human Resource Planning Society, New York, NY
Talent secrets of the 100 Best Companies, presented with Ed Gubman & Barry Gerhart
- 1999 Council of Human Resources Executives, Columbus, GA
Best employers/Best results, presented with Ed Gubman & Barry Gerhart
- 1999 ACA International Conference and Exposition, Boston, MA
Reward Strategies of the 100 Best Companies to Work for in America, presented with Ed Gubman

Awards and Grants

- 2017 Northwestern University Digital Learning Fellowship. Co-recipient for grant entitled *Authoring Your Professional Self: An ePortfolio Design Course*.
- 2011 Procter & Gamble Higher Education Grant Program. Co-recipient for grant titled *Exploring New Innovations in the Use of Coaching and Mentoring to Accelerate Leadership Development*.
- 2001 William A. Owens Scholarly Achievement Award for Best Organizational Behavior article published in *Industrial/Organizational Psychology*.
- 1998 Organizational Behavior Division's Award for Best Paper. Academy of Management, San Diego, CA.

Committees and University Service

- 2016-Present Northwestern University *Change Makers*
- 2015-Present Northwestern University Faculty Distance Learning Workgroup
- 2010-2011 Northwestern University Collaboration Services Initiative, Communications and Training Working Group
- 2009 SESP website review and redesign initiative
- 2008 Search committee for SESP IT Director
- 2006-2007 Search committee for Assistant Professor in Learning & Organizational Change tenure-track position in the School of Education and Social Policy (SESP)

Other Professional Experience

- 2005-Present **Independent Consulting and Coaching**
Occasional consulting projects and coaching to assist organizations or individuals with a variety of learning, change and development needs.

Organization Design Consultant and Project Manager
2008
New Trier Township High School District 203, Northfield, IL
Consulted with the superintendent and district leadership team to assess the district's organization structure and provide recommendations for a new structure, leadership roles and administrative responsibilities.
- 2005-2012 **Member of the Board of Directors**
Winning Workplaces, Evanston IL

A national not-for-profit helping small and midsize enterprises create great workplaces.

2000-2005

Manager, Organizational Development

Wm. Wrigley Jr. Company, Chicago, IL

Led a team of internal OD consultants to design and implement global people management solutions, including leadership development programs, a performance management program and system, employee satisfaction survey and action planning process, succession management program, 360 feedback program, and Wrigley University. Also consulted with senior executives and business leaders worldwide on a variety of organizational effectiveness challenges.

1995-2000

Consultant, HR, Organization Effectiveness, and Communications

Hewitt Associates, Lincolnshire, IL

Consulted with *Fortune 500* Companies, including: Whirlpool, Halliburton Corporation, The Walt Disney Company, Maytag, US Bank, American Family Insurance, John Deere, Pfizer, Bell South, and the US Postal Service. Co-led Hewitt's "100 Best Companies to Work For" collaboration with *Fortune Magazine* and other publications worldwide. Completed a 4-Month international assignment in Hong Kong to work with clients and to train OE consulting skills to local Hewitt associates.

Membership in Professional Associations

Academy of Human Resource Development

American Educational Research Association

American Psychological Association

Society for Industrial & Organizational Psychology

Other Professional Certifications

Emotional Intelligence (Emotional Competence Inventory) Certified Facilitator

Hermann Brain Dominance Instrument Certification

Hogan Assessment Certification in HPI, HDS, and MVPI assessments

Linkage Advanced Coaching/Master Coach Certification

Myers-Briggs Type Indicator Qualified Facilitator

ODR (Conner Partner's) Change Execution Methodology

William Bridges Certified Change Management Trainer