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Leadership Doctorates Newsletter: Volume 8, Number 3

Larry Starr, PhD

Thomas Jefferson University, lawrence.starr@jefferson.edu

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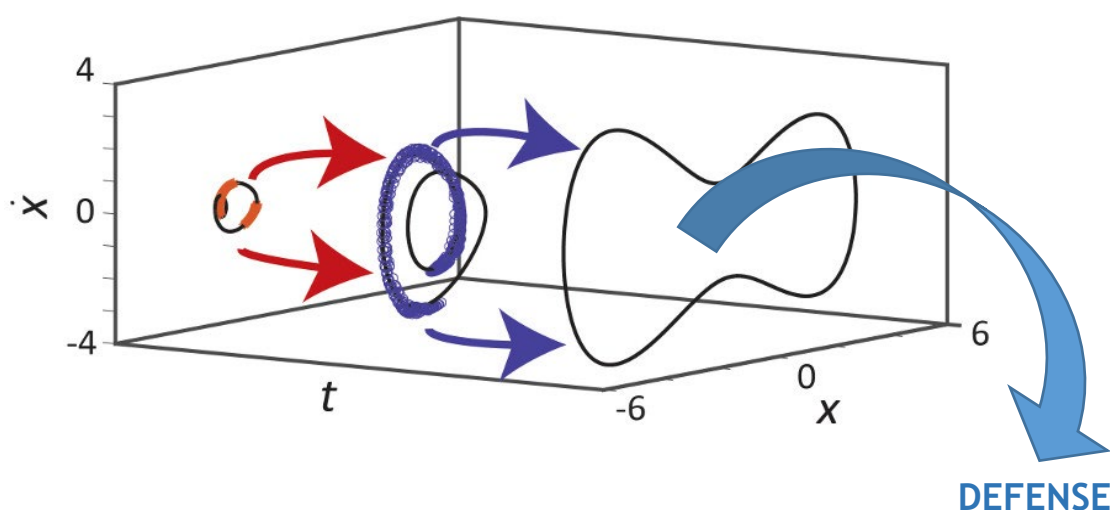
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Leadership Doctorates Newsletter reports information relevant to the Thomas Jefferson University **Strategic Leadership** and **Complex Systems Leadership** programs and communities including personal and professional events, accomplishments, new practices, research, opportunities, and suggestions. You are encouraged to forward the *Newsletter* to friends and colleagues to expand awareness and to brand yourself as a community member. You are also invited to recommend people or organizations to be added to the mailing list. Contact the Editor by emailing Lawrence.Starr@Jefferson.edu.

Updated Dissertation Delivery Pathway Status



| Writing first 3 chapters | Dissertation Proposal scheduled | IRB and carrying out methodology | Writing final chapters for the Dissertation Defense |
|---|---------------------------------|--|---|
| Michael Molta (Volini) John Ervin (Pourdehnad) Raul Virella (Pourdehnad) Guy Thigpen (Adler) Joyce Zhang (Starr) Robyn Chin (Starr) Al Bradley (Pourdehnad and Starr) | Derek Hunsberger (Starr) | Jerin Juby (Starr) Odell Jones (Starr) William Myles (Starr) Myles Bassell (Havely) Tina Wiltsee (Adler) Carol Haines (Adler) | Andrew Braverman (Adler) Mike Jones (Reyes) |

Congratulations to the following who successfully completed their Dissertation Defense in Summer 2022 and earned their Doctor of Management in Strategic Leadership degree

Dr. Hamid Bertal, supervised by Dr. John Pourdehnad.



Dissertation: APPLYING A SYSTEMS-THINKING APPROACH TO DEVELOPING RESILIENCY IN MUSLIM NONPROFIT ORGANIZATIONS

Abstract: Nonprofit organizations play a big role in maintaining balance in societies. They provide support and services to communities that governments cannot. They create an environment in communities in which social issues can be more easily solved. Nonprofit organizations also contribute billions of dollars to the economy and create thousands of jobs in communities. Muslim nonprofit organizations are among the faith-based nonprofit organizations that are contributing and playing an important role in American society as well. However, due to the world becoming more turbulent in highly volatile and uncertain times, many Muslim nonprofit organizations are unable to bounce back from crises and cope successfully with unexpected adversities such as islamophobia, pandemics, and interpersonal conflicts. Often, these organizations lack the insights of systems thinking to view problems as complex components that need a holistic approach. This study explores the application of systems thinking in Muslim nonprofit organizations to conceptualize systems thinking learning model that establishes organizational improvement and resilience. By learning systems thinking, Muslim nonprofit organizations can continuously respond to challenges while providing valuable services to societies.

Dr. Mark Pisacane, supervised by Dr. Syd Havely.



Dissertation: Meeting Mode Effects On Quality And Effectiveness With Clients And Sales Teams Utilizing Consumer Idealized Design

Abstract: This dissertation examined the meeting mode effects on quality and effectiveness with clients and sales teams utilizing a systems approach called Consumer Idealized Design. A mixed method of research model was deployed with qualitative Consumer Idealized Design meetings between two groups, a sales team consisting of 20 people and clients consisting of 19 people. Quantitative data analysis showed that the clients perceived higher meeting quality and effectiveness when meeting virtually versus face-to-face. The sales team perceived higher meeting quality when meeting face-to-face but increased effectiveness when the meeting was done virtually. When applying a system method utilizing the Consumer Idealized Design process to design the ideal meeting mode, both the sales teams and client teams designed a hybrid meeting model that included face-to-face and virtual meetings as the most effective and highest quality meeting mode. Theoretical and practical implications of the research are discussed.



Dissertation: EVALUATING THE PERFORMANCE OF SECTOR MUTUAL FUNDS

Abstract: The growth in the US mutual fund industry has remained slow, despite the recent upside blow in the overall market attributed to the global pandemic. The mutual fund industry is still observing a fee crisis and slower yearly growth, but the compression occurs short-term with more drastic results. Mutual funds that would serve these “new normal” requirements need to be future-fit. In this dissertation, I focus on the following questions: Do sector mutual funds add value to investors` portfolios by contributing a better risk-adjusted rate of return? Is there evidence of performance consistency? Do portfolio managers require different skills in portfolio management mutual funds? Should mutual fund portfolio managers opt for interactive planning as compared to predictive modeling for managing the mutual fund?

The study found that the benchmarked index outperformed the sector mutual fund and provided a better risk-adjusted return. This suggests that investors would be better off using a benchmarked index rather than a sector mutual fund. Additionally, the manager's experience does not seem to impact the return from a sector mutual fund, indicating that investors do not need to worry about who is managing their mutual fund. Finally, collective aspects of sector mutual funds (e.g., portfolio returns and performance) are two different scenarios, so investors should be careful when comparing these metrics.

Dr. Anne McCafferty, supervised by Dr. John Pourdehnad.



Dissertation: HOW MAY EXECUTIVE COACHES ADVANCE DIVERSITY, EQUITY, AND INCLUSION IN ORGANIZATIONS?

Abstract: The purpose of the current study was to address the how coaches may ameliorate the lack of focus on DEI initiatives within the corporate world. The overarching research question for this study was, How may executive coaches advance the development of diversity, equity, and inclusion in organizations? I utilized the theory of generative interactions to support the current research as well as a qualitative grounded theory methodology utilizing an online survey and semi-structured interviews as instruments to collect data. Sixteen participants completed surveys, and four participants completed semi-structured interviews. Two categories, strategies for effective DEI and the need to incorporate diverse tools and methods in trainings, emerged from the data, including seven total themes. The five themes under theme 1 were as follows: (a) increased interest in DEI must be coupled with implementation, (b) focus on building relationships and personalizing trainings, (c) integrate DEI with both established values and the business plan going forward, (d) provide support to People of Color, and (e) DEI training requires an outside perspective.

Congratulations to the following who successfully completed their Dissertation Defense in Spring 2022 and earned their Doctor of Management in Strategic Leadership degree

Dr. Regina Tendayi, supervised by Dr. Larry M. Starr.



Dissertation: [Rethinking Human Resources Management in a Complex Context: Proposing Systemic Human Resources Management \(SYS HRM\).](#)

Abstract: The emerging disruptive business environment world-wide presents complex challenges to the theory and practice of human resources management (HRM) globally, including the United States. In this dissertation, I argue that against a volatile, uncertain, complex, and ambiguous (VUCA) context, HRM should adopt systems thinking methodologies, approaches, frameworks, and tools to ensure sustainable HRM problem-solving and decision-making. To this end, I formulated a new approach that I labelled Systemic Human Resources Management (Sys HRM). I emphasized that Sys HRM does not replace traditional methodologies but rather, it is complementary to prevailing HRM methodologies, approaches, tools, and frameworks. Using a case study of a home healthcare organization, the differences between the prevailing approach, often described as the resource-based view (RBV), and the Sys HRM approach are presented. This includes articulating differences between methods and tools used for problem formulation, problem-solving, and decision-making. Overall, my findings showcase the limitations of applying only the prevailing HRM methodologies, approaches, frameworks, and tools in chaotic and complex contexts. I posit that rather than HRM focusing on having a seat at the C-suite table, the function should reposition itself so that it remains viable, evidenced through the impact of HRM initiatives on the bottom-line. I also argue that HRM should embrace Sys HRM by redesigning the HRM curriculum by academic institutions and HRM professional institutions including the Society of Human Resources Management (SHRM). I note that further research is critical to test my findings from the case study and to support that Sys HRM is a valid approach in a VUCA context.

Dr. Sagar Sharma, supervised by Dr. Rosa Colon-Kolacko.



Dissertation: [A Systemic Model To Augment Consulting Competencies For Success In a Remote And Multicultural Work Environment](#)

Abstract: This dissertation aimed to identify gaps in the consulting core competencies and challenges faced in remote and multicultural work environments. The survey research method was utilized to gather consultants' input on core competencies and challenges based on their experiences. This research was only applicable to those consultants who could perform their roles and responsibilities in a remote and multicultural work environment. Based on the research analysis, a core competency framework is shared to enhance consultant's core competencies to make them successful. The shared framework can help understand some of the industry's critical problems and provide valuable knowledge that will help look at them from a different angle. As a result, consulting organizations can maximize their consultants' competencies to sustain their consulting brand and provide remote business continuity to their valuable clients. This research will benefit the consulting organizations, consultants, and clients operating in a remote and multicultural work environment. Additionally, future consultants can capitalize on this research by entering the consulting industry in the forthcoming years.

Rev. Dr. Sung Won Paek, supervised by Dr. Larry M. Starr.



Dissertation: [Ideal Design for Emergence of Diversity, Equity, Inclusion, and Community Health Engagement Using Systems Thinking](#)

Abstract: Diversity, equity, inclusion, and community health engagement (DEICHE) are complex contextual elements with interactions and interdependencies that make their emergence and sustainability in a community a significant challenge. This dissertation examines this argument by exploring the impact of Einstein Healthcare Network initiatives that sought to address social determinants of health in the Philadelphia Korean community. It applies systems thinking to understand these complex issues, and design thinking to generate an ideal concept for the emergence and sustainability of diversity, equity, inclusion, and community health engagement for the Philadelphia Korean community as a model for multicultural society in the greater Philadelphia region.

Dr. Teresa Wolfgang, supervised by Dr. Dominick Volini.



Dissertation: [Identity, Transition, And High-Performing Veterans](#)

Abstract: The purpose of this paper is to explore veteran identity and how veteran transitional programs play an essential role in HIPO-Veterans successfully transitioning out of the military. This is important because there is a significant gap in veteran research on successful veterans. HIPO-Veterans are not addressed uniquely, nor are they distinguished from the whole veteran population. Instead, all veterans are lumped into one group, and typically only those with challenges and issues are singled out.

The Union League of Philadelphia generously provided access to the Veteran's transition program conducted yearly every January - June until January 2020. COVID-19 provided a unique opportunity for the program to pause and evaluate the effectiveness of its curriculum. Access to the program provided an insight into the veteran transitional process and the mentors serving the veterans. Two surveys were administered, and the data collected from the survey resulted in the development of a new model for the Union League of Philadelphia to implement. This model can be replicated in other veteran transitional programs as well.

Congratulations to Dr. Jay Combs-Harris

From Jay: Rosa suggested a career pivot a couple of years ago and it happened. I have been appointed to Accenture's leadership team as the new Northeast Market Unit Inclusion & Diversity Lead! I made the transition from Finance to HR effective July 1. The official announcement is attached. Thanks for your support and guidance.

Please welcome Jarrod (Juh-rod) Combs-Harris as our new NE Inclusion & Diversity Lead!

Working alongside Rah Thomas, our local offices and ERGs, Jarrod will have the opportunity to advance inclusion and diversity within our culture across the Northeast. He shared, "My main priority will be to unlock the potential in our NE MU to fully invest in ID&E initiatives as a collective for the betterment of our colleagues, our clients and our communities."



Congratulations to John Ervin

From John: I was a recent guest on the ***Lean Effects Podcast*** (link: <http://rb.gy/z6wwxq>) hosted by Mark DeJong. I spoke about my experiences in leadership, the military, lean process improvement, systems thinking at Thomas Jefferson University and most importantly my passion for empowering frontline employees to stimulate change within organizations.



Congratulations to Dr. Jim Plummer

Jim is 2022 recipient of the *Delaware County Community College Wong Moss Outstanding Alumni Award*. Jim joins an exceptional group of DCCC graduates who personify academic success, professional achievement, and a deep commitment to community service. For nearly five decades, beginning with his role as a US Army Medical Corpsman in 1973, Dr. Plummer has raised a hand to serve and help others.



The *Wong Moss Outstanding Alumni Award* recognizes distinguished DCCC alumni for their outstanding professional, community, and educational accomplishments. It was created by the late Barbara Wong Moss, a former College trustee, and her son John in honor of her father, an immigrant from China who believed in the value of education. Here is a link: https://www.dccc.edu/alumni-friends/awards?utm_source=dccc.edu&utm_medium=link&utm_campaign=alumni-friends

Dr. Jim Plummer is pleased to announce he has accepted the position of Administrative Director of the Delaware County Health Department, Division of Population Health.

The screenshot shows a web browser window with the URL delcopa.gov/health/population.html. The page header includes the Delaware County Pennsylvania logo and navigation links: ELECTED OFFICIALS, COURTS, A TO Z, PUBLIC ACCESS, STAY INFORMED, and LIVE, WORK, & PLAY. The main heading is "Division of Population Health" with a breadcrumb trail: Home / Departments / Health Department / Population Health.

Dr. James E. Plummer, DMgt, MBA, MHL, Division of Population Health Administrator

The Division of Population Health coordinates with community partners, agencies, and healthcare institutions to address "upstream" social determinants of health that impact individual and community health. Critical to effectiveness is the use of public health data that allows for a close look at local communities to identify disparities and health concerns.

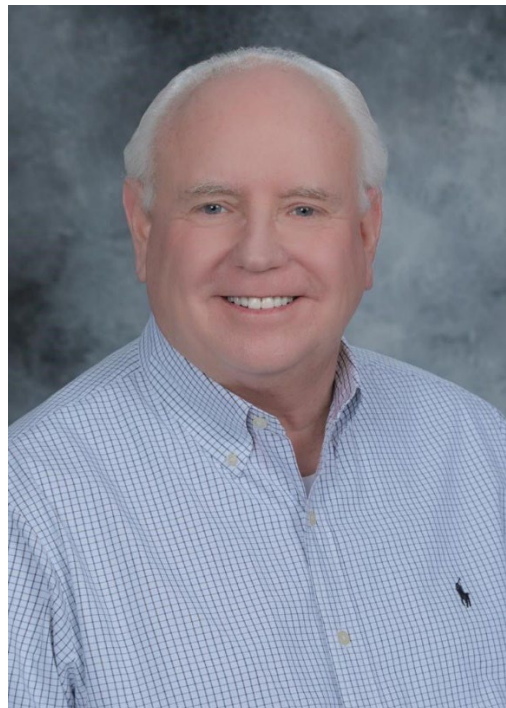
Some key services provided by the Division of Population Health include Community Health Assessment; health education and resources for chronic disease prevention; pandemic emergency preparedness, (including COVID response), the Delaware County Health Department Wellness Call Center, and health equity promotion.

For more information and assistance, the Delaware County Health Department Wellness Line is available 24 hours a day, 7 days a week. In addition to responding to phone calls, the Wellness Line also responds to email inquiries.

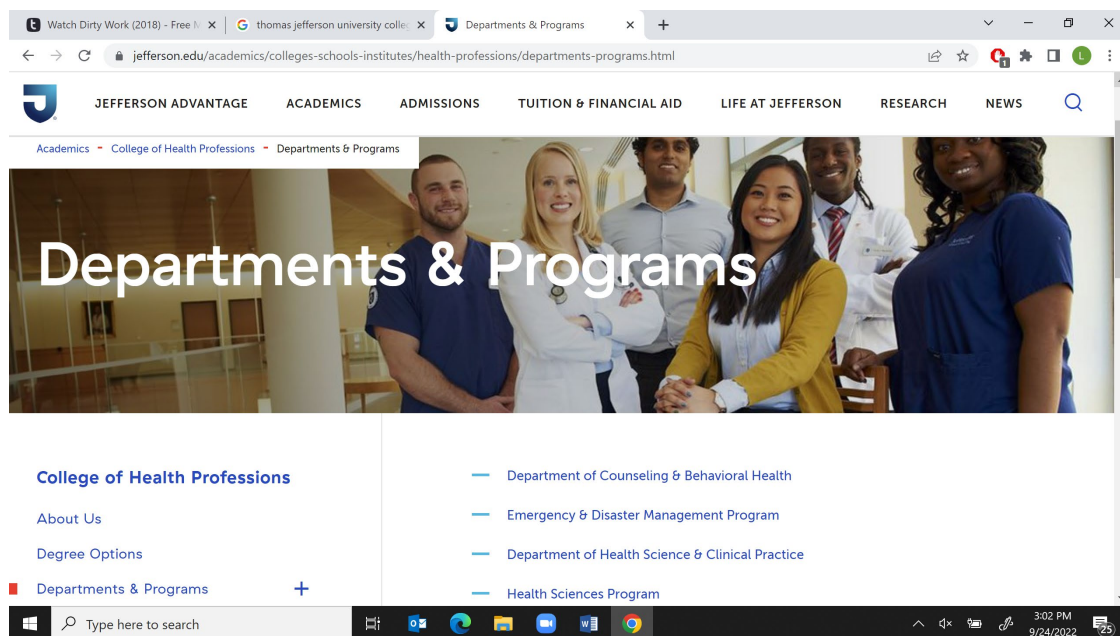
DCHD
DELAWARE COUNTY HEALTH DEPARTMENT

HEALTH DEPARTMENT NAVIGATION

- > [Home](#)
- > [About/Locations](#)
- > [A to Z](#)



Congratulations to Jerin Juby who has accepted the position of Program Director for the new Respiratory Care Bachelor Degree Program in the College of Health Professions at Thomas Jefferson University.



The respiratory care program is a new academic program being developed at Jefferson to offer training and education for entry into the practice of respiratory therapists and to enable undergraduate degree completion. The didactic portion of the courses will be completed online. The program is expected to admit students in Fall 2023.



Congratulations to Dr. Teresa Wolfgang



From: Teresa: The **Union League of Philadelphia** which hosted the collection of research data for my doctoral dissertation is restarting its ***Veterans Fellowship Program***. I am super excited because their leadership - Karen Lawson and Pete Gutekunst - were my dissertation external readers and have asked me to join the planning committee. The program is being planned to start January 2023 so we are currently looking for candidates to apply. The program focuses on high-potential veterans who are transitioning or have recently transitioned. If you know if anyone at Jeff who may want to apply, information is available below or can be directed to me. I am available to answer questions by email (Teresa.Wolfgang@gmail.com).

2023 Veterans Fellowship Program Flier (1).pdf - Adobe Acrobat Pro DC (32-bit)

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| The following VFP sessions are from 5:30-8:00pm at the League House: | |
|--|--|
| January 23, 2023 | • 2023 Cohort Program Launch – Reception for Fellows and Mentors |
| February 27 | • Mini-Workshop: “Developing Professional Presence” |
| March 27 | • Mini-Workshop: “Increasing Your Influence” |
| April 24 | • Mini-Workshop: “Navigating the Corporate Landscape” |
| May 22 | • Mini-Workshop: “Mock Networking Event with Feedback” |
| June 12 | • 2023 Cohort Graduation with Guest Speaker |

Fellow and Mentor Candidates for the 2023 Cohort are now being Considered!

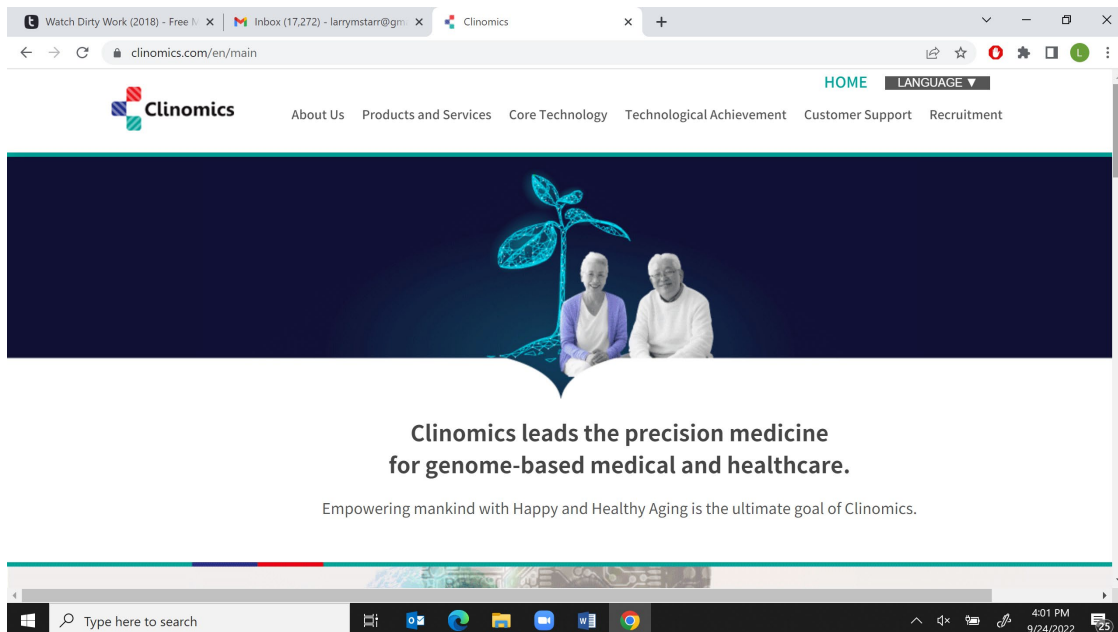
If you know or are a veteran who is transitioning or recently transitioned to the civilian workforce, applications for the program are being accepted OR if you are a Union League Member who would like more information on being a VFP Mentor, please reach out to Taylor Crawford,
activities@unionleague.org, 215-587-5565.

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Congratulations to Reverend Dr. Sung-Won Paek



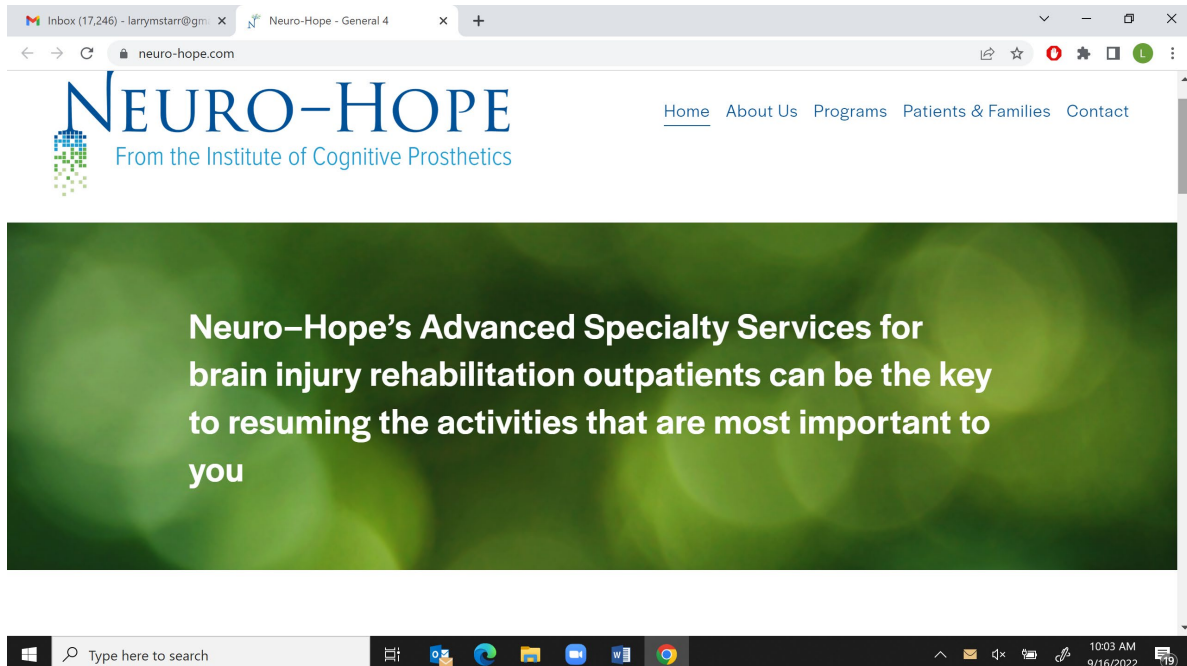
Sung-Won, as an associate consultant of [Systems Wisdom USA](#) and co-founder and VP of [Systems Wisdom Korea](#), engaged in a consulting contract with Clinomics USA (part of Clinomics Korea). Sung-Won, a long-distance runner, took time to run on the Pacific coast beach before returning to Philadelphia.



Congratulations to Dr. Elliot Cole



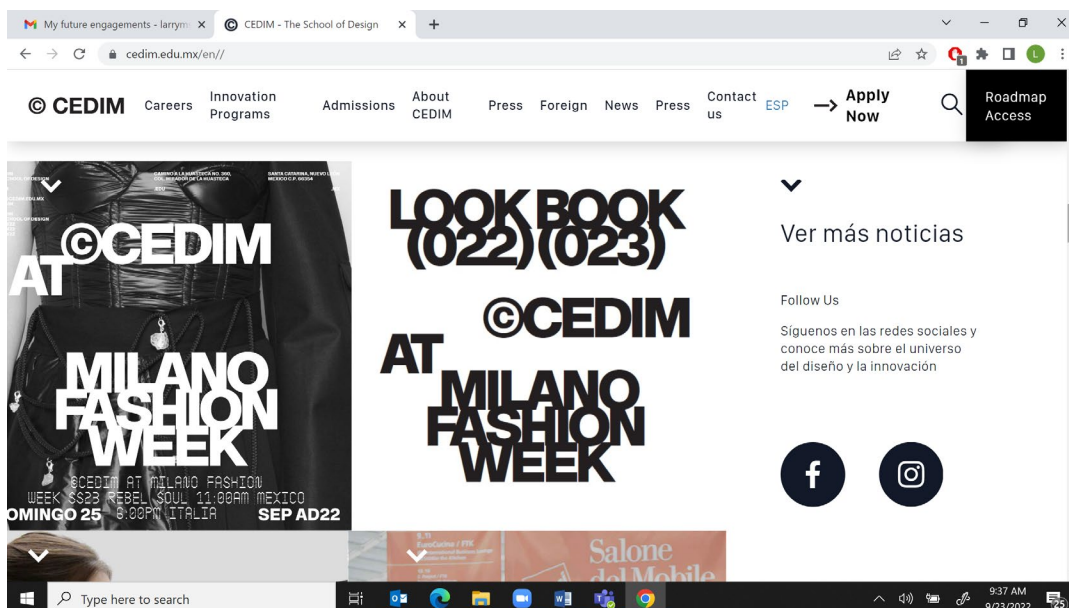
Dr. Elliot Cole, DMgt Doctoral Research Mentor, team member in Jefferson's [Center for Neurorestoration](#) and CEO of the **Institute for Cognitive Prosthetic** is pleased to announce [Neuro-Hope](#), a brain injury rehabilitation organization. Using a complex systems and design thinking approach, the Neuro-Hope team has evolved a therapy modality that produces rapid resumption of recovery in patients for whom due to health system failures they were not able to go beyond a certain level of improvement.



Congratulations to Dr. John Pourdehnad



On Thursday October 27, Dr. John Pourdehnad will be guest speaker for [Milano Fashion Week](#) organized by the **Monterrey Center for Higher Learning of Design in Mexico**. *Centro de Estudios Superiores de Diseño de Monterrey (CEDIM)* is a university specializing in design, innovation, and business. Its executive campus is located in Santa Fe, Mexico City and the main campus is based in Santa Catarina, a municipality of the state of Nuevo León, Mexico.



John will also be a speaker / member of a special panel at the International Institute for Restorative Practices (IIRP) virtual World Conference January 25-27, 2023. Here is a link: <https://www.iirp.edu/continuing-education/conferences-and-symposia>

The screenshot shows a web browser window with the URL [iirp.edu/continuing-education/conferences-and-symposia](https://www.iirp.edu/continuing-education/conferences-and-symposia). The page has a navigation bar with links: Restorative Practices, Graduate Education, Continuing Education, Consulting, About, and Contact Us. Below the navigation bar is a breadcrumb trail: Home > Continuing Education > Conferences & Symposia. On the left side, there is a vertical menu with blue buttons: Professional Development, Bring Our Events to Your Team, Whole-School Change, Become a Trainer, Conferences & Symposia (highlighted), and Free Webinars. The main content area features the title "Conferences & Symposia" in a large, dark font. Below the title is the logo for the "IIRP WORLD CONFERENCE 2023", which includes a globe icon and the text "INVITING COLLECTIVE ENERGY IGNITING SOCIAL CHANGE • JAN 25-27". Underneath the logo, it says "Virtual Conference: January 25-27, 2023". A paragraph of text follows: "The IIRP World Conference – Inviting Collective Energy will be held online for the second time in the IIRP's two decades of world events. Bringing together thought leaders and restorative practitioners from around the globe,". On the left side of the main content area, there is a circular profile picture of a smiling woman. The bottom of the screenshot shows a Windows taskbar with various application icons and a system clock indicating 4:58 PM on 9/23/2022.



Alumni Profiles

Alumnus (definition): a graduate or former student of a particular program, school, or university.

Doctor of Management and Doctor of Philosophy Alumni (invitation): Whether you completed one course or all of DMgt in Strategic Leadership or PhD in Complex Systems Leadership, you are invited to share your updates with the community.

Please email your responses to Lawrence.starr@jefferson.edu with a recent photo.



Starting with this issue, DMgt and PhD alumni will be profiled. Each will describe in their own words their experiences about entering, completing and moving forward from our programs. Here is our first:

Dr. Bibi R. Khan



1. What was your professional work when you applied to the DMgt program?

I was and still am the Underwriting Practice Leader at NSM Insurance Group. I am a subject matter expert (technical underwriting for commercial P&C insurance). I oversee technical underwriting for a team of approximately 700 underwriters/underwriting assistants. I have 9 direct reports (Underwriting Managers) and am part of the leadership team managing \$2.7B in revenue over 4 domestic locations (PA, NJ, TX & LA) and two international locations (UK).

2. What are you doing now that is different either in terms of work or accomplishments outside your workplace (other projects for example)?

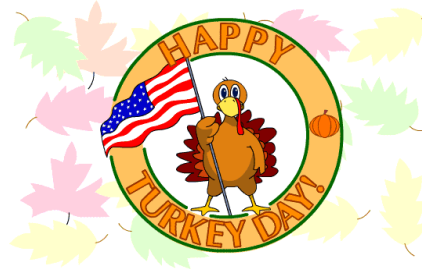
I entered the DMgt program for my learning and development. It wasn't necessarily for a career change. What I have added to my current role is the training and development of Managers and Directors within my organization. I am also utilizing systems thinking to address complex problems within the organization. Jefferson dMgt gave me the understanding of how to identify the need to 'dissolve' a program challenge by redesigning it utilizing interactive planning theory. It is an ongoing project.

3. How did your DMgt education contribute to your personal or professional development/changes/new projects?

The DMgt education has contributed to my development tremendously. Dr. Larry Starr's class on leadership and Dr. John Pourdehnad's classes on Systems Thinking have been impactful. In addition to the tools and methodologies, I learned to question my mindset, biases, and perceptions. I no longer look at situations based on my perspective; I see the situation for what it is with reduced personal biases by viewing through systems thinking lenses. Also, the relationships with my colleagues, faculty, coaches and mentors gained through the DMgt program is something I will forever cherish.



Larry preparing for 2022 Canadian Thanksgiving (October 10) and the US Thanksgiving (held in November, I think).



Guess what I'm drinking