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## CURRICULUM VITAE

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### EDUCATION

#### PH.D.

Fall 2003-Fall 2006 *Vlerick Leuven Ghent Management School, Ghent University, Belgium (ICM Scholarship)*

#### **Ph.D. in Applied Economic Sciences**

Ghent University, December 2006

Major Organizational Behavior and Human Resource Management

Dissertation Managerial learning from on-the-job experiences: An empirical study of mediators and moderators in the relationship between developmental on-the-job experiences and managerial learning outcomes.

Committee Members Dr. Dirk Buyens, Ghent University (Chair)  
Dr. Marc Buelens, Ghent University  
Dr. Luc Sels, Catholic University of Leuven  
Dr. Paul Tesluk, University of Maryland  
Dr. Herman Van den Broeck, Ghent University

Fall 2004 - Spring 2005 *Robert H. Smith School of Business, University of Maryland, MD*  
**Visiting Ph.D. Student** in the Management & Organization (M&O) department:  
Full-time student in the M&O doctoral program. Collaborated with Dr. Paul Tesluk on research project and Executive Education program in the area of leadership development.

#### MASTER OF SCIENCE

1999 - 2000 *University of Antwerp, Belgium*

#### **M.Sc. in Human Resource Management**

Great Distinction

Thesis Developing competence profiles for 'OI-key functions' at Exxon-Mobil.

1999 (3 months) *University Paul Valéry of Montpellier, France*

Participation in **Socrates program** "Adult Education in Europe"

Thesis Adult Education in Europe.

1996 - 1999 *Catholic University of Leuven, Belgium*

#### **M.Sc. in Educational sciences**

Major Adult education

Thesis Analyzing the influence of the post-modern individualization tendency on social movements: An exploratory study.

#### BACHELOR OF SCIENCE

1994 - 1996 *Catholic University of Leuven, Belgium*

#### **B.Sc. in Educational sciences**

## TEACHING INTERESTS

- Organizational behavior (Leadership and Teamwork)
- Human resource management

## TEACHING EXPERIENCE

2007 - present *Robert H. Smith School of Business, University of Maryland, MD.*

- Instructor BMGT 664 Leadership and Managing Human Capital - Graduate
- Instructor BMGT 712 Leadership Development - Graduate
- Instructor BMGT 364 Management and Organization Theory - Undergraduate
- Instructor BMGT 498 Leadership in Organizations - Undergraduate
- Ann Arundel Medical Care Leadership Institute - Executive education  
Assisting with in-class training and serve as coach

2000 – 2003 *Vlerick Leuven Ghent Management School, Ghent University, Belgium.*

- Teaching assistant Social and Career Skills - MBA, undergraduate and executive education

## RESEARCH INTERESTS

- Management/leadership development, with focus on on-the-job learning and executive coaching.
- E-learning in the organizational context.

## PRESENTATIONS

### CONFERENCE PRESENTATIONS

Wouters, K., & Buyens, D. (August, 2008). *The impact of emotions on managerial on-the-job learning through learning behavior*. Paper presented at the Academy of Management National Conference, Anaheim, California.  
*Selected for Best Paper Proceedings. Winner of Best Paper Award (Sponsored by Journal of Management Development)*

Wouters, K., Tesluk, P., Kudisch, J., & Edinger, S. (April, 2008). *The impact of executive coaching on the development of leadership skills*. Paper accepted as part of symposium: *Leadership coaching effectiveness: Incorporating evaluation methodologies in practice and research*. Gina Hernez-Broome & Lisa Boyce (Chairs). Society of Industrial and Organizational Psychology Conference, San Francisco, California.

Wouters, K., Tesluk, P.E., & Buyens, D. (April, 2007). *Managerial learning from developmental on-the-job experiences: The role of challenge*. Paper presented as part of symposium: *Self development and work experiences as pathways to leader development*. S. Zaccaro (Chair). Society of Industrial and Organizational Psychology Conference, New York, New York.

Wouters, K., & Buyens, D. (August, 2006). *Managerial learning from on-the-job experiences: An integrative framework to guide future research*. Paper presented at the Academy of Management National Conference, Atlanta, Georgia.

*Selected for Best Paper Proceedings. Winner of MED Global Forum Best Paper Award (Sponsored by U. of Manchester, Manchester Business School)*

Hill, S., & Wouters, K. (May, 2006). *Toward an integrative theoretical framework for e-learning research*. Paper presented as part of symposium: *Theoretical advancements in e-learning research*. M.S. Taylor (Chair). Society of Industrial and Organizational Psychology Conference, Dallas, Texas.

Wouters, K., & Buyens, D. (April, 2004). *Learning from on-the-job experiences: A conceptual model on the individual and situational determinants and their impact on career success*. Paper presented at the Strategic Human Resource Management Workshop, Paris, France.

Buyens, D., & Wouters, K. (November, 2003). *Costs and benefits of a labor market oriented HRM: An explorative study in Belgian organizations*. Paper presented at the Dutch HRM Network International Conference, Twente, The Netherlands.

Buyens, D., & Wouters, K. (May, 2003). *Continuing vocational training in Europe: A comparative study*. Paper presented at the European Association of Work and Organisational Psychology Conference, Lisboa, Portugal.

Buyens, D., & Wouters, K. (May, 2003). *Costs and benefits of a labor market oriented human resource management: An exploratory study in Belgian organizations*. Paper presented at the European Association of Work and Organisational Psychology Conference, Lisboa, Portugal.

Wouters K., Buyens D., & Dewettinck, K. (September, 2001). *The role of HRD in creating opportunities for lifelong learning: Empirical study in Belgian organizations*. Paper presented at the European Conference of Educational Research, Lille, France.

Wouters, K., Buyens, D., & Dewettinck, K. (June 2001). *Future challenges for human resource development professionals in Europe: An empirical study in Belgian organizations*. Paper presented at the Global HRM Conference, Barcelona, Spain.

Wouters, K., & Buyens, D. (May, 2001). *Human Resource Development in learning oriented organizations: An empirical study in Belgian organizations*. Paper presented at the European Association of Work and Organisational Psychology Conference, Prague, Czech Republic.

#### **INVITED PRESENTATIONS**

Wouters, K. (June 2007). *On-the-job experiences as pathways to management development*. Invited to talk at 4<sup>th</sup> Vlerick HR Day, Ghent, Belgium.

Wouters, K., & Buyens, D. (April, 2002). *Cost & Benefits of labor market oriented HRM*. Invited to talk at Flemish Administration Labor Market Seminar, Brussels, Belgium.

#### **RESEARCH AND CONSULTANCY EXPERIENCE**

2007 - Present *Associate Research Scholar, Center for Human Capital, Innovation, and Technology, Robert H. Smith School of Business, University of Maryland, MD.*

- Involved in design of leadership development program for public and non-profit organizations (e.g., Ann Arundel Medical Care Center, National Institutes of Health)

- Research project on leadership development and executive coaching: Leading activities related to longitudinal data collection, analyses and reporting results.

2000 - 2003     *Research Associate, HRM Centre, Vlerick Leuven Ghent Management School, Ghent University, Belgium.*

- Research project on open and distance learning within Flemish organizations, funded by the Flemish Government and the European Social Fund (€79,909): Obtaining the research grant and carrying out the research project.
- European Continuing Vocational Training Survey (CVTS2), funded by the European Commission and Eurostat (€145,754): Writing the final report.
- A research grant was obtained from the Belgian Federal Office for Scientific, Technical and Cultural Affairs for a two-year research project on career development (€83,192).
- A research grant was obtained from the Flemish Government and the European Social Fund for a project on alternative learning methods (€132,250).
- Consultancy project on learning organizations and non-traditional learning methods, funded by the Flemish Government (€78,821): Leading project in collaboration with several organizations.
- Research project on costs and benefits of labor market oriented HRM, funded by the Flemish Government and the European Social Fund (€78,234): Carrying out the research project.

## **PUBLISHED RESEARCH**

### **ARTICLES**

Buyens, D., & Wouters, K. (2005). Continuing vocational training in Belgian companies: An upward tendency. *Journal of European Industrial Training*, 29(4), 312-335.

Buyens, D., Wouters, K., & Dewettinck, K. (2001). Future challenges for human resource development professionals in European learning oriented organizations. *Journal of European Industrial Training*, 25(9), 442-453.

*This article was given the 2002 Highly Commended Award by Emerald Literati Club.*

Buyens, D., De Vos, A., & Wouters, K. (2003). Open en afstandslernen binnen Vlaamse bedrijven [Open and distance learning in Flemish organizations]. *Over Werk Tijdschrift van het Steunpunt WAV*, 13 (3), 180-184.

Buyens, D., & Wouters, K. (2002). De mismatch tussen vraag en aanbod: de contouren van een arbeidsmarktgericht personeelsbeleid [Mismatch between demand and supply: The contours of a labor market oriented HRM]. *Vademecum voor Personeelsbeleid 2002*, 100-105.

Buyens, D., & Wouters, K. (2002). Kosten en baten van een arbeidsmarktgericht personeelsbeleid: een verkennend onderzoek [Costs & Benefits of a labor market oriented HRM: An exploratory study]. *Jaarboek Personeelsbeleid in België*, 148-152.

Buyens, D., & Wouters, K. (2002). Permanente vorming, training en opleiding in Belgische ondernemingen: in stijgende lijn [Continuing vocational training in Belgian organizations: An upward tendency]. *Jaarboek Personeelsbeleid in België*, 54-65.

## BOOKS

### Author of books

Buyens, D., & Wouters, K. (2002). *CVTS2 Continual Vocational Training Survey: Eindresultaten van het onderzoek naar permanente vorming, training en opleiding in de Belgische ondernemingen 1999* [CVTS2: Results of the survey on continuing vocational training in Belgian organizations 1999]. Ghent, Belgium: Vlerick Leuven Ghent Management School.

### Chapters in edited works

Buyens, D., Van Schelstraete, S., & Wouters, K. (2002). Cases from Belgium. In S. Tjepkema, J. Stewart, S. Sambrook, M. Mulder, H. ter Horst, & J. Scheerens (Eds.), *HRD and learning organizations in Europe* (pp. 29-45). London: Routledge.

Buyens, D. & Wouters, K. (2002). Kosten en baten van een arbeidsmarktgericht personeelsbeleid. [Costs & Benefits of a labor market oriented HRM] In Viona (Ed.), *Werkt de arbeidsmarkt? Beleidsgericht arbeidsmarktonderzoek in Vlaanderen* (pp. 183-193). Antwerpen, Belgium: Standaard Uitgeverij.

## WORKING PAPERS

Wouters, K., & Buyens, D. (2006). Managerial learning from on-the-job experiences: An integrative framework to guide future research. *Working paper Series 2006/421*, Ghent University, Ghent, Belgium.

Buyens, D., Wouters, K., & Dewettinck, K. (2003). Future challenges for human resource development professionals in learning oriented organizations. *Working paper Series 2003/23*, Vlerick Leuven Ghent Management School, Ghent, Belgium.

## RESEARCH REPORTS

Wouters, K. (2006). *Managerial learning from on-the-job experiences: An empirical study of mediators and moderators in the relationship between developmental on-the-job experiences and managerial learning outcomes*. Unpublished doctoral dissertation, Ghent University, Ghent, Belgium.

Buyens, D., Wouters, K., & De Vos, A. (2003). *Open en afstandslernen binnen de Vlaamse bedrijven: Naar zelfgestuurd leren in een lerende organisatie?* [Open and distance learning within Flemish organizations: Towards self-directed learning in a learning organization?] Viona-onderzoeksrapport, Ministerie van de Vlaamse Gemeenschap en ESF.

Buyens, D., Martens, G., Meganck, A., Wouters, K., & De Vos, A. (2002). *De relatie en interactie tussen loopbaanactiviteiten en werknemerspercepties inzake loopbaanontwikkeling als onderdeel van het psychologisch contract: Literatuurstudie en empirisch onderzoek* [The relation and interaction between career management activities and employee perceptions regarding career management as part of the psychological contract: Literature review and empirical study]. Wetenschappelijk onderzoeksverslag F.W.O. project nr. G.0106.00. Ghent, Belgium: Ghent University.

Buyens, D., & Wouters, K. (2002). *Kosten en baten van een arbeidsmarktgericht personeelsbeleid: Een verkennend onderzoek in Vlaanderen* [Costs and benefits of a labor market oriented HRM: An exploratory study]. Viona-onderzoeksrapport, Ministerie van de Vlaamse Gemeenschap en ESF.

Buyens, D., Wouters, K., & Vanhoven, E. (2002). *CVTS 2: Continual Vocational Training Survey: Eindresultaten van het onderzoek naar permanente vorming, training en opleiding in de Belgische ondernemingen* [CVTS: Results for the Belgian companies]. ESF-onderzoeksrapport, Ministerie van de Vlaamse Gemeenschap en het ESF.

## **RESEARCH IN PROGRESS**

### **WORKING PAPERS**

Wouters, K., Tesluk, P., & Buyens, D. Managerial learning from high responsibility assignments: The role of perceived challenge and emotions of pleasant activation. *Target Journal: Journal of Applied Psychology*.

Wouters, K. Managerial learning from on-the-job experiences: A review and agenda for future research. *Target Journal: Journal of Management*.

Wouters, K., & Hill, N.S. Toward a theoretical framework for e-learning research. *Target Journal: Research in Personnel and Human Resource Management*.

### **PROJECTS IN PROCESS**

Research on factors determining executive coaching effectiveness: A longitudinal study. Project conducted at the Center for Human Capital, Innovation and Technology, Robert H. Smith School, University of Maryland, MD. *Data collection – Target Journals: Journal of Applied Psychology and Personnel Psychology*.

## **PROFESSIONAL AFFILIATIONS**

- AOM (Academy of Management)
- SIOP (Society for Industrial and Organizational Psychology)
- EAWOP (European Association of Work and Organisational Psychology)

## **LANGUAGES**

- Native Dutch
- Fluent English
- Conversational French