



2015 EMERGING TRAINING LEADERS

These 25 training professionals sparked their organizations with stellar leadership skills, business acumen, and innovation.

BY LORRI FREIFELD

Spectacular. Impressive. Dazzling.

These are words often used to describe fireworks displays, but they also apply to our 2015 Emerging Training Leaders. Their ideas and leadership light up their organizations, sparking innovation and success that cascades throughout their companies.

These 25 Training professionals have been in the industry for two to 10 years and have demonstrated exceptional leadership skills, business savvy, and training instincts. All Emerging Training Leader (ETL) candidates had to be nominated by co-workers or industry peers. *Training* Editorial Advisory Board members and I judged the nearly 60 nominations and chose the 25 winners based on the following factors:

- Have been in the training industry for a minimum of two years but no more than 10 years
- Took on at least one new responsibility in the last year
- Successfully led a large-scale training/learning and development initiative within the last year that required management/leadership of a group of people and resulted in the achievement of a corporate strategic goal (with results provided for Kirkpatrick Levels 1-4)
- Demonstrates the following specific leadership qualities (with specific results): acts as a mentor/coach, adopts new technology, collaborates, communicates often and effectively, embraces and adapts to change, empowers employees, fosters employee/team recognition, has a global mindset, innovates, inspires trust, provides feedback, sets an ethical example, thinks strategically and outside the box
- Has the potential to lead the Training or Learning & Development function at an organization in the next 10 years

On these pages, you'll find in-depth profiles of the Top 5 Emerging Training Leaders (listed in alphabetical order), plus shorter profiles of the other 20 Emerging Training Leaders. We also created a "To Watch" list, which features five up-and-coming professionals who didn't receive an award this year, but are on their way to becoming future Emerging Training Leaders.

"This year's Emerging Training Leaders are extraordinary," says ETL Judge Ross Tartell. "Each nominee made a significant difference in their organization by developing elegant solutions in response to complex organizational and operational problems."

Agrees ETL Judge Matthew Valencius, "It is inspirational—and terrific for the future of our profession—to read the stories of so many interesting leaders designing so much wonderful learning for their colleagues and organizations."

ETL Judge Mary Kay LaBrie says the initiatives described in the nominations show great promise. "The companies are lucky to have such great talent," she adds.

ETL Judge Graham Johnston likewise was impressed by the degree to which these leaders identified and addressed business issues and needs through learning solutions. ETL Judge Ray Green feels the candidates' work "was innovative, showed strong capability, and provided diverse solutions." And ETL Judge Nancy Lewis looks forward to seeing "what further innovative breakthroughs happen in L&D from these emerging leaders and their teams in the future."

For ETL Judge Bruce Jones, "it's exciting to see the support these individuals have from their leaders, peers, partners, and clients. It is clear these folks are making a huge difference."

The future of Learning & Development is bright in the hands of the Emerging Training Leaders, believes ETL Judge Diana Oreck. "Their passion for the discipline jumped off the nomination pages. I was greatly impressed by their innovative thinking and significant accomplishments."

ETL Judge Art Dobrucki commends the winners' dedication to learning and their own personal development. "It is encouraging to see rising talent use their knowledge and skills to improve their own organizations and even their broader communities."

2015 ETL JUDGES

- Brent Bloom, VP, Learning & Development and Organizational Effectiveness, Applied Materials
- Cyndi Bruce, Executive Director, KPMG Business School – U.S.
- Art Dobrucki, Director, Learning Strategy & Performance, University of Farmers, Farmers Insurance
- Daniel J. Goepp, Managing Director, Learning & Development, PwC
- Vicente Gonzalez, Senior Director, Global Training, MAXIMUS
- Raymond D. Green, CEO, Paradigm Learning, Inc.
- Michael S. Hamilton, former Chief Learning & Development Officer, Ernst & Young LLP
- Alison Hooker, Chief Talent Development Officer, Ernst & Young LLP
- Glenn Hughes, Senior Director, Learning & Development, KLA-Tencor
- Graham Johnston, Talent Development - Best Practices & Innovation, Deloitte Services LP
- Bruce I. Jones, Programming Director, Disney Institute
- Mary Kay LaBrie, Senior Trainer/Course Developer/OD Specialist, SCC Soft Computer
- Nancy J. Lewis, former CLO and VP, ITT Corporation, and former VP, Learning, IBM
- Diana Oreck, VP, Global Learning & Leadership Center, The Ritz-Carlton Hotel Company
- Ann Schulte, Director/Global Practice Leader, Procter & Gamble
- Ross Tartell, Ph.D., former Manager, Learning & Development – North America, GE Capital Real Estate
- Lou Tedrick, Staff VP, Workforce Development, Verizon
- Matthew Valencius, Manager, Instructional Design & Development, IBM Center for Advanced Learning
- Lorri Freifeld, Editor-in-Chief, *Training* magazine

2015 Emerging Training Leaders – Top 5

TOP 5 Emerging Training Leaders



COURTNEY CORDOVA

Former Talent Development Manager, Bridgestone Americas

Current Director, Learning and Development, Rush Enterprises (10 people managed/led)

Bachelor's, Journalism with Minor in Spanish, University of Iowa; MBA, Benedictine University

5 YEARS IN TRAINING

CHILDHOOD AMBITION: President of the United States of America

FAVORITE PHRASE OR MOTTO: "The growth and development of people is the highest calling of leadership." —Harvey S. Firestone

FAMILY/PETS: Proud dog parent of Barkley, a 5-year-old poodle mix rescue

OUTSIDE INTERESTS: "I am very involved in my community through the Junior League of Nashville. Through my position as training chair, I ensure trained volunteers are sent into Nashville neighborhoods serving the women and children of middle Tennessee."

ADVICE FOR THOSE ENTERING THE TRAINING FIELD: "To be successful in training, you need to have a passion for people. Passion is what drives me every day. We are the luckiest people in business after all! Those we teach, train, and coach are forever impacted by the passion we insert into the organizations we serve."

>> At the beginning of 2014, Courtney Cordova moved from a business unit role that served Bridgestone's retail group (23,000 teammates) to her first corporate role serving all of Bridgestone Americas (56,000 teammates). Cordova led the initiative to create a new leadership development strategy for Bridgestone Americas global enterprise, allowing all business units

online access to consistent leadership development resources, content, and courses for the first time in company history. Previously, classes had only been offered to 25 percent of the enterprise. She also created and implemented an enterprise-wide learning management system to support consistent leadership development across the organization.

Cordova led a cross-functional team that designed and implemented an onboarding program, called in2Focus, to support the reorganization of the retail group, which moved all existing employees into newly defined roles. The training consisted of a kick-off session and one week of instructor-led training, followed up by self-paced study from built-from-scratch e-learning. The program also included mentor-pair "Facetime Fridays" and an in-person capstone event. During the first phase of the program, Cordova directly trained 350 corporate and area managers. She then created and presented support materials to those managers to train 2,200 store managers across the U.S. The store managers cascaded this material to their store employees, reaching another 23,000 employees. Bridgestone Retail Operations (BSRO) retained approximately 98 percent of teammates from October through the end of the year. This was a much more positive outcome than expected, as the thinking was that 20 percent of employees would leave, given the amount of change and uncertainty reorganizations can create. Furthermore, 2014 was BSRO's most profitable year on record, and during the months of the training (October and November), all sales were higher year over year.

"When you ask Courtney to lead a project, the work will be done quickly, collaboratively, with innovation, high quality, and impact. And she will be able to measure the results," says Jolene Skinner, Ph.D., SPHR, former director of Corporate Culture, Bridgestone Americas.

Adds nominator Denise K. Hansen, senior Learning Solutions manager, Harvard Business Publishing Corporate Learning, "Courtney has an excellent understanding of the business and demonstrates high levels of leadership in every encounter she has."



HULIGESHWARI DEVI

Learning Consultant and Head - Enterprise Domain Learning

Tech Mahindra Limited (2 direct reports)

B.Com (Computers), Siddhanthi College; MBA, Princeton College

10 YEARS IN TRAINING

CHILDHOOD AMBITION: "Doctor, because I could touch lives and make a difference. I am glad I took up learning as a profession, since I

touch lives and make a difference."

FAVORITE PHRASE OR MOTTO: "Never stop learning because life never stops teaching."

FAMILY/PETS: "I am part of a closely knit joint family that includes my husband, my in-laws, my great-mother-in-law, and my lovable son. My happy-go-lucky husband has always inspired me to pursue my passion. The support system created by my family has given me the freedom to experiment, stretch, and constantly challenge my own benchmarks."

OUTSIDE INTERESTS: "I like to teach the less privileged and encourage them to aim for the best. I value our country's rich heritage, mythology, and culture, and do my little bit in possible ways to reiterate its value."

ADVICE FOR THOSE ENTERING THE TRAINING FIELD: "Remain curious and keep learning."

>> Huligeshwari Devi manages learning for 5,000 associates across six continents, enabling business transformation through identifying and designing appropriate learning interventions, certifications, and development plans. In financial year 2013-2014, Tech Mahindra embarked on "Mission 2015," which focused on four key metrics: "2" Doubling the

Revenue; "0" Zero difference in Operational metric with best-in-class peers; "1" To be No. 1 employer of choice and No. 1 in providing shareholder value; and Be the Leader in five chosen verticals.

Devi steered the following initiatives and contributed to meeting the objectives of Mission 2015:

Business Wait Engagement: During the wait time between projects, associates tend to be less engaged. This initiative focused on effectively engaging the business wait associates through appropriate learning interventions. Devi collaborated with business leaders, subject matter experts, the Resource Management group, and related businesses to identify the gap between the competence of associates and the business requirements. Experiential learning programs were devised to bridge the gap and expose associates to real-time scenarios. This organization-wide initiative decreased wait time between projects from 90 days to less than 60, and enabled savings of \$6 million because of enhanced skills that reduced external hiring.

Domain Learning: Devi reached out to 6,000-plus associates across 16 countries last year in order to help associates appreciate and understand the customer business through Domain Learning. This resulted in providing customers with better business solutions, not just technological fixes.

Customer Learning Academy: To transform the business practices of Tech Mahindra's top accounts, the company co-created 13 Learning Academies with its customers. Each academy has its own unique identity, with a goal of 10 percent revenue growth in three years. Devi contributed to the academy framework in which specific expectations/gaps were identified, and focused programs were created to bridge gaps and enhance services. This included identifying career tracks, skill baselining, and creating a leadership pipeline.

Says nominator Nimish Gupta, head of Technology Learning, Tech Mahindra, "Huligeshwari possesses a unique combination of business acumen, strategic bent of mind, leadership skills, depth in process, ability to network with internal and external teams, innovative thought process, and the capacity to inspire teams to deliver exceptional results."



RIAN OOSTHUIZEN
Global Learning & Development Consultant
Kimberly-Clark Corporation
(consults with the global HR vice presidents and their HR leadership teams across 4 business units in 3 regions)
BS, Psychology with minor in Statistics, University of Georgia
3.5 YEARS IN TRAINING
CHILDHOOD AMBITION: Professional

tennis player

FAVORITE PHRASE OR MOTTO: "Trust in the Lord with all your heart and lean not on your own understanding; in all your ways, submit to him, and he will make your paths straight." —*Proverbs 3:5-6*

FAMILY/PETS: Wife of 2.5 years, Kari Oosthuizen

OUTSIDE INTERESTS: Surfing, kitesurfing, wakeboarding, or running

ADVICE FOR THOSE ENTERING THE TRAINING FIELD: "Everyone can rise above their circumstances and achieve success if they are dedicated to and passionate about what they do." —*Nelson Mandela*

>> Rian Oosthuizen's responsibilities include learning and development for 22,000 salaried employees and 44,000 total Kimberly-Clark employees in 67 different countries. He has four primary roles in his position as a Global Learning & Development consultant:

1. He is the program/content manager for K-C University (Global L&D Organization), and works with internal and external partners to deliver learning programs/solutions and associated content to Kimberly-Clark employees in an effort to support organizational priorities.

2. Last year, he was named performance consultant for Kimberly-Clark's International business, covering three regions: Latin America, EMEA,

and Asia/Pacific. This is an expansion of his North America performance consultant role. He partners with business and HR leaders to source and deliver learning programs/solutions to the K-C employees in these regions.

3. Oosthuizen manages the reporting and analytics strategy and execution for the Global Learning & Development team, as well as other areas of Global Human Resources, and conducts monthly, quarterly, and annual analyses on all learning programs/solutions.

4. He leads the marketing and communications efforts for K-C University.

Oosthuizen was the project owner of Kimberly-Clark's One K-C Culture of Accountability initiative, which trained 18,000 and aimed to increase net sales, earnings per share, and operating profit return on sales (OPROS). The training included a one-day instructor-led workshop, one-hour computer-based training, two-hour refresher workshop, half-day acceleration workshop, and an eight-question 360-degree certification assessment. As a result, net sales increased \$.3 billion to \$21.5 billion; earnings per share rose \$.55 to \$.61; and OPROS increased \$1 to \$16.20 year over year.

"This training is the largest, most globally cascaded learning and development effort in K-C's history," says nominator Cecil Fricano, senior Strategic Relationship manager, Harvard Business Publishing. "The Culture of Accountability initiative was identified and presented as a priority by the CEO and his executive team, and he attributed much of K-C's business success to the initial impact of this training. The initiative has spearheaded an organization-wide change in attitude toward learning and development, leading to high demand across the Global Learning & Development portfolio."

Oosthuizen's combination of technical expertise, consultative approach, and competitive spirit has made him a fast rising star in his organization, Fricano says. "Moreover, Rian's global relationships and responsibilities continue to expand both his understanding of the business and his ability to impact performance through development. This deep expertise will translate well to additional roles in the Training function."



AARON ROLLINS
Director, Quality and Training
Verisk Health
(2 direct report managers, with 13 additional employees reporting up through them)
BS, University of Utah; MBA, Westminster College
4 YEARS IN TRAINING
CHILDHOOD AMBITION: "As a kid I wanted to be a fighter pilot. I spent many sunny afternoons in the

backyard pretending to fly missions all over the world, and many rainy afternoons watching movies such as *Top Gun*. I still love to travel and watch airplanes."

FAVORITE PHRASE OR MOTTO: "Ludwig van Beethoven said, 'Don't only practice your art, but force your way into its secrets, for it, and knowledge, can raise men to the divine.' I love the idea of forcing your way into the secrets of training and discovering new ways to reach that student in your classroom who doesn't understand the material."

FAMILY/PETS: "I'm married to my wonderful wife, Laura, and we have four kids, including twins: Taylor (6), Megan (4), Eric (2), and Emma (2). Our house is noisy, chaotic, and somebody's always spilling something on the floor. It's perfect."

OUTSIDE INTERESTS: "I enjoy hiking, biking, finding great places to eat, and doing projects around the house."

ADVICE FOR THOSE ENTERING THE TRAINING FIELD: "Don't try to do it all alone—get a mentor or read books about training. You'll give yourself access to some of the greatest minds in the industry, and you won't have to find out the secrets through trial and error. Also, take calculated risks and try new things in the classroom—you're not going to cause world hunger by trying a new approach, so give it a shot."

>> During the drafting of his Emerging Training Leader nomination, Aaron Rollins was promoted from Training manager to director of Quality and Training in November 2014, "a testament to the rising star that he is," says nominator Marla Wilson, vice president, Clinical Operations Quality and Training, Verisk Health. He now oversees the quality and training initiatives for 660-plus employees.

In the last year, Rollins took the lead on three high-impact initiatives:

1. He built and grew his brainchild, Verisk Health University (VHU), from the ground up. Initially targeted at developing call center agents, VHU has grown to become the moniker under which company-wide leadership training is delivered. Rollins grew VHU beyond the initial target of 17 percent market share (350 employees trained) to a 27 percent market share (550-plus employees trained) in just one year.

2. He developed and delivered world-class leadership training courses company-wide, including Management Fundamentals and Acquiring Great Employees Through Great Interviews. As a result, the number of performance discussions between class participants and their employees increased by 39 percent, measured three months after training.

3. Rollins led the initiative to overhaul the existing new hire curriculum and build new hire training for three additional departments (Mail Room, Data Processing, and Invoice Processing). No additional training staff was added; Rollins and his team successfully trained 432 new employees in seven months, across five departments, in two locations. The 4.5 days of training include a PowerPoint presentation, a 50-page student workbook, hands-on games and demonstrations, e-learning modules developed in Adobe Captivate, and instructional videos and materials used for a flipped classroom approach. The program averaged a new hire competency rate of 85 percent after the first week of training and grew headcount in the operation by 203 percent.

"Aaron is a tremendously talented trainer and manager," says Wilson. "He combines natural training talent with an engaging management style that inspires trust while motivating his employees to produce stellar results."

2015 Emerging Training Leaders – Top 5



SWARNASUDHA SELVARAJ
Regional Head, Learning & Development
Tata Consultancy Services Ltd.
(17 people managed)
Masters in Social Work, Madras School of Social Work; Diploma in T&D, Indian Society for T&D; International Certification in Training, City & Guilds, UK
7+ YEARS IN TRAINING
CHILDHOOD AMBITION: Lawyer or

journalist

FAVORITE PHRASE OR MOTTO: “Choose a job you like to do, you never have to work a day.”

FAMILY/PETS: Living in a joint family with parents-in-law, spouse, 2 children (daughter and son), and pet dog

OUTSIDE INTERESTS: Jogging, shuttle badminton, playing with kids, getting to know new people

ADVICE FOR THOSE ENTERING THE TRAINING FIELD: “Engage people with passion, deliver business results, be a continuous learner.”

>> As one of the influential leaders of Tata Consultancy Services Ltd.’s (TCS) core L&D team—including driving learning for 65,000-plus associates across 10 business verticals—Swarnasudha Selvaraj is a driving force in the company’s L&D Reimagination initiative. “Swarna has actively supported and partnered in realizing CLO Damodar Padhi’s vision

to make virtual, anytime, anywhere learning a reality in TCS,” explains nominator Suresh Panampilly of TCS.

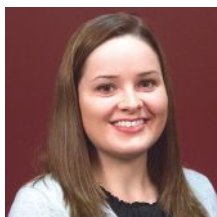
In October 2014, 24 percent of the regional programs were delivered in the virtual mode. By December, 60 percent of programs offered were in the synchronous virtual mode (including iQlass and videoconferencing).

Selvaraj led the virtualization of the “Test Automation” course for the Assurance business, which aimed to convert 6,000 manual testers to automation testers within six months. Test Automation Basics is the first training program for a global target audience in TCS to be delivered in an asynchronous virtual mode. The game-based virtual lab program follows a storyboard format where a robot called “AuTesto” introduces a reluctant manual tester to the world of Automation Testing and takes the learner through the various aspects of it. The program was developed in response to the business requirement for automation testers. One hundred percent of open positions have been closed, and a pipeline for future requirements has been created. All positions have been met internally, resulting in significant reduction in recruitment costs. Based on the success of this program, the business unit head signed up with L&D for 55 competencies to be driven using this methodology.

In revamping the TCS Certification process, Selvaraj utilized TCS’ internal learning management platform to make the process paperless and queue-less, resulting in 200 percent improved efficiency and productivity of learning executives and 97 percent user satisfaction.

In addition, Panampilly says, Selvaraj’s coaching mentoring has resulted in a 30 percent increase in productivity and team morale and four role/career movements in the last nine months according to individual strengths and scalability.

2015 20 WINNERS



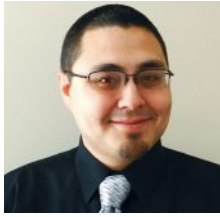
SHANAN ARNOLD
Manager, Learning and Development
Maxim Healthcare Services
(3 direct reports or people managed/led)
BA with major in Psychology, minor in Biology, Dana College
6 YEARS IN TRAINING

In 2014, Shanan Arnold was promoted to Learning and Development manager from a Learning Program manager position. When she moved into this role, she was charged with designing, developing, and implementing a brand new training for current and new recruiters who work for Maxim Healthcare, a home health staffing agency that relies on recruiters to source, interview, and hire qualified clinicians to care for medically fragile populations in their homes. Maxim Healthcare has approximately 300 offices across the U.S. with almost 800 recruiters. The new recruiter training included instructor-led sessions, facilitator and participant materials, forms, and job aids, plus live call practice in two phone labs built specifically for the training. Surveys completed by recruiters indicate they are hiring more caregivers than previously. Given that recruiters are recruiting more effectively, Maxim was able to cut the 2014 Job Board budget by \$600,000. This is directly associated with the recruiters’ increased skills and the training, note co-nominators Julie Judge and Amy McGonigal, senior director, Learning and Development, Maxim Healthcare. “Shanan has spent the last two years honing her skills managing and leading both people and projects and has done so with great results while gaining respect and trust from everyone she’s worked with.”



SIRISHA BHAMIDIPATI
Associate Director
Cognizant Technology Solutions pvt. Ltd.
(12 direct reports or people managed/led)
PGDM, Indian Institute of Management, Ahmedabad
4 YEARS IN TRAINING

Sirisha Bhamidipati is responsible for the Cognizant Management Development Program. This is a structured program to transform mid-management capabilities for Cognizant and prepare them as future leaders. She also owns the overall Behavioral track and ensures the right solutions to support the Cognizant Career Architecture (CCA) program. In 2014, she led the Mid-Management Transformation Initiative, which aims to ensure role readiness at different leadership growth levels for 3,000 employees. The program utilizes blended learning modes of delivery and multi-touch points (workshops, e-learning, video e-learning, books, Web articles, and Webinars). In two of the flagship programs focusing on mindset change, 40 percent of the supervisors have reported effectiveness on various parameters, including improved team output, reduced escalations, and turnaround time for deliverables. In addition, profitability is up by 5 percentage points. “As a people leader, Sirisha has demonstrated the ability to develop her team and managed collaborative teams across functions to drive results,” says nominator Mahua Bagchi, senior director, Cognizant Technology Solutions. “She adapts to change well, is resilient, and is willing to take calculated risks.”

**DREW BURK***Training Advisor***Personnel Board of Jefferson County***(managed project team of 10)**BS, Biology, and MS, Microbiology,
Rhodes College***9 YEARS IN TRAINING**

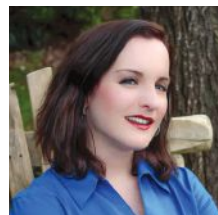
In addition to being appointed team leader of the Personnel Board of Jefferson County's (PBJC) In-Service Day (an organization-wide retreat) and leading a successful process improvement initiative with the Applicant Services Department, Drew Burk designed, developed, and implemented the 45-hour, 13-course Leadership Processes Certificate Program. Aiming to ensure a well-rounded, highly skilled workforce that is ready to lead projects and processes designed to enhance their respective communities, this enterprise-wide program is available to all 7,000-plus employees. Burk effectively developed tasks and exercises that could be easily adapted to fit employees in diverse positions within public works, public safety, medical, and executive management, among others. The program currently is being contemplated for requirements for promotion and serves as a foundation for the development of effective succession planning within the PBJC system. "Drew understands every training role and can perform just about all of them with excellence," says nominator Pete Blank, Training and Development manager, PBJC. "While he enjoys designing and facilitating training, his real passion can be seen in strategic planning and project management."

**JACK CARBONE***Senior Engineer, Continuous Education and
Customer Development***Victaulic***(led a group of 3 facilitators)**BSE, Mechanical Engineering, Temple
University; MBA, Norwich University***3 YEARS IN TRAINING**

While Jack Carbone has been a key contributor at Victaulic for 17 years, he has driven global and internal training initiatives for the company for just about three years. Carbone is a technical expert in a range of fire protection system products and in providing application support for installers and Authorities Having Jurisdiction (AHJs). The training Carbone provides is two-fold: He trains industry professionals around the globe and also trains Victaulic senior sales specialists in order to enhance the technical understanding of flexible drop technology throughout the company. In 2014, Carbone spearheaded the global flexible sprinkler fitting system training program for 2,500 learners. He drove the process by working with code officials to understand the requirements in each country (including the U.S., Australia, New Zealand, Canada, Mexico, Germany, the UK, Scandinavia, and Singapore), worked with the design teams to write the country-specific books, and developed the content within the training presentations. Carbone has delivered 90 percent of the 60 training sessions within the last year. Says nominator AJ Mitchell, manager of Training, Victaulic, "With more than 21 years of experience as an engineer, Jack is a thought leader and mentor within Victaulic and the fire protection industry."

**RELITA CLARKE***Corporate Training Manager, immixGroup**(1 direct report; managed 68 instructors)**Undergraduate Diploma in Entrepreneurial
Studies, Norfolk State University; MBA and
Masters of Education, Specializing in Adult
Education and Training, University of Phoenix***4 YEARS IN TRAINING**

In her new role as the Corporate Training manager, ReLita Clarke expanded from managing employee onboarding to executing and maintaining the company's entire training program, including involvement with the High-Potential Program, more interaction at the executive level, the Coaching Academy for the Sales division, and immixGroup's Ask the Expert series. In 2014, Clarke was one of the key investors in the design, development, and facilitation of the courses for the Facilitator Incentive Program, six instructor-led classes that aimed to demonstrate the components necessary to be a great facilitator for immixUniversity. As a result, immixUniversity facilitator evaluations increased by 60 percent and employees' time to ramp up decreased from the first 120 days of employment to approximately 45 days. "ReLita blossomed in the last three years in her contribution to the overall Learning and Development function at immixGroup," says nominator Amy Kelly, director of SLED (former director of HR/Training), immixGroup. "She believes that training and developing others toward success is her purpose, and she is driven to combine her passion for learning with the success of the organization and its employees."

**CASEY COFFMAN***Consultant, Curriculum Design, CVS Health**(led teams of 2-10)**Masters of Education, Lincoln Memorial
University***2 YEARS IN TRAINING**

As a curriculum designer, Casey Coffman supports all lines of business within CVS Health's Pharmacy Benefits Management Operations—10,000-plus individuals throughout the country. Coffman owned the development of the curriculum for CVS Health's Famous for Service and Famous for Leadership initiatives. Famous for Service is a cultural change centered around creating an outstanding member experience. Famous for Leadership is a leadership program designed to support Famous for Service. For the Famous for Service initiative, Coffman partnered with each of the business partners to identify four to six behaviors specific to each business unit that would lead to an outstanding member experience. Coffman was the lead curriculum developer on the team responsible for designing and developing the training materials and leading the train-the-trainer sessions. Some 4,200 employees were trained in 2014. As a result, for the first behavior implemented (Demonstrate Ownership), CVS has seen a 2 percent increase in satisfaction (from 94 to 96 percent) in customer survey questions related to ownership. Says nominator Jon O'Brien, manager, Curriculum Design, CVS Health, "Casey is passionate about everything she does, forms great relationships with all our business partners, and brings great creativity to each project."

2015 Emerging Training Leaders – 20 Winners



RAYDIANCE C. DANGERFIELD
Senior Learning & Organizational Effectiveness Business Partner, Inovalon (2 direct reports)
BA, English Literature, and pursuing MA, Instructional Systems Development, University of Maryland
4 YEARS IN TRAINING

In the last year, Raydiance C. Dangerfield was promoted to a senior role on the Learning & Organizational Effectiveness team, which included taking on two direct reports and managing core training programs, including Compliance Training and Performance Management Training, for 2,700 associates across the U.S. and Puerto Rico. Her responsibilities span needs analysis, content creation, and instructional design and delivery. Dangerfield is the go-to subject matter expert for Inovalon's Change Management program. "Her adept teaching of the program has allowed us to touch more than 300 associates with the Change material across almost all of our locations," says nominator Chera Poulin, Ph.D., director, Learning & Organizational Effectiveness, Inovalon. "There is evidence that this work has created a strong shared lexicon regarding change and has provided a baseline for managers to communicate regarding change. The most direct impact was her creation of a Change Toolkit for managers during a major change effort (the closing of an office and redeployment of all associates to other offices). Raydiance's efforts allowed us to weather that office closure with close to 0 percent turnover among the affected associates, while the general turnover rate for these groups is closer to 20 percent."



BRENNAN DELL
Program Director, Dell, Inc. (8 direct reports or people managed/led)
BS, Mass Communications, Kansas State University
4 YEARS IN TRAINING

Brennan Dell leads the training function within Dell Inc.'s Marketing Talent department. Dell's team serves more than 5,000 marketers worldwide across five business units. "Training is not required at Dell, so the Training team has to 'sell' learning to our constituency and provide a high-quality experience to achieve good word of mouth and beneficial learning opportunities," explains nominator Tim Mixon, director of Marketing Talent & Capabilities, Dell, Inc. This year, Dell and his team introduced the Marketing Learning Framework, a concise set of learning recommendations for the worldwide team as supported by the Marketing Leadership Council. Dell and his team had to identify needs without a formal assessment due to budget constraints and deliver training to 3,000 marketers around the world. Focusing on critical knowledge areas of the business and Dell's operating principles, the Framework has five elements and follows the T-shaped talent profile. The Framework's learning recommendations change every six months with participation reported to leadership. Participants can check their progress on an online dashboard built by Dell and his team. Net Promoter Scores were above 70 percent, and participants both reported the training helps them do their jobs better and recommended it to colleagues.



PAUL FINDLAY
Managing Director Professional Development Training Pty Ltd (30 direct reports or people managed/led)
Bachelor's, Human Resources and E-commerce, Certificate IV in Training and Assessment, Griffith University
8 YEARS IN TRAINING

In 2014, Paul Findlay created, managed, and launched the "Connected Classroom" in Australia, New Zealand, and the U.S. Connected Classroom includes a custom-built mobile app and custom-built Android tablets (which participants can keep after the training), in association with customized written support materials and in-course personality profiling designed to help participants become better learners and have on-demand access to support materials. As a result, Professional Development (PD) Training Pty Ltd experienced a 17 percent increase in repeat business from clients who were using the Connected Classroom and also experienced a 15 percent reduction in help desk inquiries from students. Clients have experienced up to a 50 percent higher improvement in knowledge transfer than using standard training solutions or off-the-shelf courses. Findlay also was instrumental in launching Professional Development Training in nine countries in 2014, including Singapore, Malaysia, New Zealand, Philippines, Hong Kong, the UK and U.S., South Africa, and Nigeria. Says nominator Curtis Chappell, Marketing director, Professional Development Training Pty Ltd, "Due to Paul's tenacity, drive, and entrepreneurial spirit, I believe in three to five years, PD Training will be a global leader in professional development training in at least 10 different countries with annual revenues surpassing \$100 million."



GEORGINA HAVERS
Manager, Training, PPD (6 direct reports or people managed/led)
BS, Genetics and French, University of Wales, Swansea
9 YEARS IN TRAINING

In just the last year, Georgina Havers led the Learning Services' component of one of PPD's main project deliverables (Clinical Foundation Program revisions), effectively line managed not only her own team of six direct reports but also her colleague's team of four while she was absent for several months, and chaired the Chief Information Officers Advisory Committee (CAC). In addition, notes nominator PPD Senior Training Manager Alex Knibbs, "As soon as Georgina gained her own Yellow Belt Lean Six Sigma (LSS) accreditation in the second quarter, she was assisting with running LSS courses for others and quickly stepping up to mentor those who followed in her footsteps." Havers utilized her LSS skills in overhauling the Clinical Foundation Program to establish one singular Lean plan for training and onboarding the hundreds of new clinical research associates (CRAs) PPD hires each year. As a result, Knibbs says, PPD expects to see CRA new hires applying learning on the job in less than four weeks, a 15-day reduction in time to sign-off, and millions of dollars in process improvement savings.

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2015 Emerging Training Leaders – 20 Winners



MICHELLE K. KEHOE

Manager, Instructional Design

Time Warner Cable

(3 direct reports)

BA, American Civilization, Meredith College; M.Ed, Training and Performance Improvement, Capella University

7 YEARS IN TRAINING

In 2014, the Learning and Development group at Time Warner Cable re-organized to better serve its stakeholder audiences. As a result, Michelle Kehoe became one of two managers in the Residential L&D team and moved from supporting solely Sales employees (3,500 employees) to all functional areas—Sales, Care, and Technical Operations (approximately 25,000 employees). Time Warner Cable made a strategic decision to purchase and deploy a performance support software application that is embedded within the order entry software tools used by sales agents. “Having seen tremendous potential in Michelle to take on new challenges and execute to business objectives, I asked her to manage the design and development of the embedded guides and to lead a group of three designers in creating these solutions,” says nominator Maria Leggett, director, Learning Design, Time Warner Cable. The resulting training—a blend of e-learning, virtual instructor-led training, and performance support on-the-job guides has led to improved customer satisfaction (49 percent for newly hired agents and 16 percent for tenured agents) and increased first call resolution (9 percent for new hires and 2 percent for tenured agents).



SHANNON LOCKABY

Consultant, Think Up Consulting

(4 direct reports)

BS, major in Computer Science, Washington University in St. Louis

7 YEARS IN TRAINING

In the last year, Shannon Lockaby’s role with Think Up Consulting grew as she began supervising additional team members and participating in business management functions for the organization, including budgeting and resource balancing. Lockaby now directly supervises four associates and additional associates within projects. As project leader for Think Up’s BMW Manufacturing Account, Lockaby spearheaded the revamp of BMW’s Environmental and Safety Courses, turning the compliance training into an engaging blended learning experience that saved more than 3,500 client organizational hours by consolidating content and reducing unnecessary training time. Tracking proved that all required team members completed the course, and assessments show participants scored 100 percent on post-training knowledge checks. “Shannon is able to see beyond the horizon while understanding all the work required to get there,” says nominator Ron Doney, Think Up Consulting creator of WOW! “She can plan for the long term while living in the present and is excited by new opportunities. Shannon is able to lead a team, shepherding each member’s development while guaranteeing the team is producing to its maximum level.”



WILLIAM PHILLIPS

AVP, Organizational Development, NEFCU

(4 direct reports or people managed/led)

BA, University of Pittsburgh; MA, University of London

10 YEARS IN TRAINING

Leader of Organizational Development for all of NEFCU, William Phillips took on several new responsibilities in the last year that are critical to the credit union’s success. Phillips now heads the Talent Acquisition function and the Organizational Service team for the credit union. So not only is he the leader for internal service in the organization, he is now responsible for measuring, analyzing, reporting, and championing external member service. Phillips also designed and implemented a high-impact Conversational Sales Training course for 50 percent of the organization that was the first of its kind in NEFCU history. Sales training was a contributing factor for several important increases in year-over-year sales: Throughout 2014, services per household (cross-sell) increased 2.1 percent, and the organization’s total market share rose nearly 2 percent. “Will has the ability to move not only his discipline, but our organization as a whole,” say nominators Nerina Carlucci, Learning and Development specialist, and Kelly Carey, senior recruiter, NEFCU. “Will’s contributions to NEFCU will move not only our Learning and Development department to the next level, but our entire organization will benefit from his approachability, excellent communication skills, and leadership.”



CARMEN MURRELL RANDALL

Director, G4S North America Training

Institute, G4S Secure Solutions (USA) Inc.

(3 direct/60 indirect reports)

BS, Psychology, Liberty University; MS, Strategic Leadership (Sigma Beta Delta), Mountain State University; Post Graduate

Certificate, Learning and Development, University of Colorado, Colorado Springs

7 YEARS IN TRAINING

Carmen Murrell Randall was promoted to director of Field Training Services during summer 2013. She now manages and leads a team of three direct and 60 indirect staff supporting 110 field offices; 48,000 employees; 35 strategic account directors/managers; and more than 100 strategic national accounts in G4S’ US Secure Solutions business. One of Randall’s new initiatives as director was the creation of the Training Community, a monthly virtual forum designed to provide open collaboration among all employees at G4S who hold the role of “Trainer” or have an impact on the training process. Randall also implemented strategic partnerships with the American Management Association for online content and with the Dale Carnegie Institute for the creation and development of a unique two-hour customer service training module for front-line officers. G4S expects this program to produce a 10 percent improvement in customer satisfaction scores and client retention. Notes nominator Geoff Gerks, SVP, Human Resources, Training and Safety, G4S Secure Solutions (USA) Inc., “Carmen’s influential communication skills opened up opportunities for Training and Development to collaborate with Sales and Operations.”



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ROBERT RUSSELL

*Program Manager, Learning and Knowledge Services, **KLA-Tencor***
(8 direct reports or people managed/led)
BS, Electrical Engineering, University of Texas at Dallas

4 YEARS IN TRAINING

Robert Russell manages product learning for two different product lines and manages KLA-Tencor's technical certification program. This role requires effective collaboration with six major functions (Field, Division, MFG, Applications, Operations, and Learning) in more than 20 countries. Russell's new responsibilities last year included spearheading the Right Person, Right Knowledge program. This required setting worldwide financial objectives to drive the right outcome at the executive level all the way to managing first-of-a-kind automation efforts to support a closed loop process that takes learners' performance metrics and qualitative data to drive and maintain proficiency, continuously improve curriculum, and deliver to Kirkpatrick's Four Levels of Evaluation. These efforts spanned more than 1,800 employees worldwide, supporting \$700-plus million of revenue with a direct cost savings of more than \$1 million per year due to decreased overall training requirements implemented in the program's first year. "Rob has the ability to see developing trends in learning and understand the connection to business," notes nominator Efren Lopez, senior director, Learning & Knowledge Services, KLA-Tencor. "When given the opportunity to solve a short-term problem, Rob looks to create a solution with long-term benefits. He solves for tomorrow, not for today."



JENNIFER BATES SCOTT

Principal Education Consultant
CA Technologies
(people managed varies by project)
BS, Communication, Clarion University of Pennsylvania

9 YEARS IN TRAINING

Jennifer Bates Scott led the Education Department in the establishment of a Support University designed to drive the attainment of key global business outcomes for CA Technologies' worldwide Support Function. In this role, she supports 2,000 students and managers in seven facilities on five continents. Support University is administered through a SharePoint intranet site and also takes advantage of linkages to CA Technologies' learning management system, its SkillSoft inventory of training and online books, and a homegrown tool to inform managers and students of their program status. Support University helped boost customer satisfaction scores from 8.88 prior to rollout in first quarter fiscal year 2012 to 9.16 in third quarter FY2014, while scores for technician understanding the problem and product rose from 9.10 and 9.12 to 9.23 and 9.35, respectively. "Jen has to work both with her Dean from the business and all of the other facets of Education, including Instructional Design, Media, and Operations, to create and deploy a program that can make a difference," explains nominator Joseph Richer, senior principal Training consultant, CA Technologies. "Jen balanced authority and dynamism to keep disparate teams in tune and motivated to achieve."



KATIE SAUL

Project Manager
JSI Research & Training Institute, Inc.
(2 direct reports or people managed/led)
BA, University of Colorado; MPH, University of Michigan

10 YEARS IN TRAINING

The U.S. Department of Health and Human Services funds five national Training Centers through its Office of Population Affairs, Office of Family Planning. Katie Saul is the manager of one of those national Training Centers. The goal of the center is to build capacity among clinics across the U.S. and its protectorates to assess and improve their quality of care, and to monitor and evaluate their programs and their sub-grantees. In addition to managing the \$1 million budget and its nine staff, Saul takes an active role in the design, development, delivery, and evaluation of the technical aspects of the Training Center's tasks. Saul led the Clinic Efficiency Learning Collaborative (CE LC) initiative that aimed to increase quality improvement knowledge, skills, practices, and performance among seven different organizations. At baseline, only 30 percent of sites had cycle times within or less than the recommended range of 45 to 60 minutes. By the end of the CE LC, 60 percent of sites met the target. Says nominator World Education, Inc., Senior Training Advisor Beth Gragg, "Katie uses her facilitation skills to manage a complex project with multiple stakeholders spread out in locations from New York to the Northern Mariana Islands."



JOSH C. SMITH

Director, Enterprise Learning & Development,
Health Care Service Corporation
(Blue Cross Blue Shield of Illinois, Montana, New Mexico, Oklahoma, and Texas)
(45+ direct and indirect reports)
BA, Social Psychology and Behavioral

Endocrinology, University of Iowa; MA, Organizational Psychology, Roosevelt University; MBA, Loyola University Chicago

10 YEARS IN TRAINING

Josh Smith previously led the design and development of Health Care Service Corporation's internal operations technical training team. Last year, due to new organizational alignments, Smith also assumed responsibility for enterprise education, which includes all professional skill and leadership development for front-line to mid-level leaders. This new accountability includes corporate responsibility for tuition reimbursement and local university partnerships, "which have increased from only three online institutions to more than 10 online and 'brick-and-mortar' partnerships, largely due to Josh's zeal, negotiation skills, and commitment to all-staff development," notes nominator Mary Jo Burfeind, VP, Talent Development, Health Care Service Corporation. Smith also led the training design and delivery required to prepare for the 2015 health insurance open enrollment period and create rapid solutions for any noted training gaps related to the process across all business units. As a result, compared to the 2014 open enrollment period, Health Care Service Corporation saw a 65 percent decrease in the number of calls transferred due to an agent's inability to respond to initial inquiries.

**LISA SUZANNE VALLAD**

*CPE Program Manager and Finance Learning Specialist, **University of Colorado** (led approximately 30 instructors) BBA, Accountancy/Spanish, Western Michigan University; M.Ed., Training and Development, North Carolina State*

University; CPA, Michigan and Colorado

6 YEARS IN TRAINING

In the last year, Lisa Vallad led a rapid and significant expansion of University of Colorado's (CU) CPE for CPAs Program. The continuing professional education courses are open to all 27,000 CU employees. Under Vallad's leadership, the initiative increased the number of course topics offered from 25 to 50 per year. As a result of the initiative, nearly 300 individuals earned 2,200 CPE credits at a cost savings (to participants and their departments) of approximately \$100,000. In addition, the number of CPE locations increased from two to six. Vallad also took on leadership for a new Microsoft Office Suite certification initiative for CU staff and is spearheading the production of live and recorded Webinars for the unit. Says nominator Normandy Roden, director of Finance & Procurement Business Services, University of Colorado - Office of University Controller, "Lisa's positive attitude, energy, enthusiasm, and service have captured the attention of upper management, serve as a model to her peers and colleagues, and motivate members of the various teams she leads."

**NIC ZAPKO**

*Professional Development Program Manager ~ Extended Training **Sorenson Communications, Inc.** (3 direct reports; managed/led 17) 2-year-degree, Graphic Arts, St. Paul Technical College*

5 YEARS IN TRAINING

Nic Zapko is a program manager for Sorenson Communication, Inc.'s Training team of 27 individuals who are responsible for the training and development needs of more than 4,000 sign language interpreters located in the U.S., Canada, and Puerto Rico. In late 2013, Zapko led the Skill Advance: Interpreting and Language (SAIL) initiative, a three-day training for newly hired interpreters who need additional skill development. Sorenson needed to be able to hire enough interpreters to compensate for attrition and to address increasing call volumes. The program curriculum was set in motion in 2014 in seven locations for 244 participants from 100-plus centers. With this program in place, Sorenson Communications was able to hire double the interpreters it could without the program, notes nominator Dawn Raymond, National Professional Development manager, Sorenson Communications Inc. In addition to being a remote sign language mentor, Zapko manages Back to Basics, a full-week on-site training course for interpreters in a specific call center to hone their interpreting and call management skills.



Congratulations, JOSH SMITH.

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EMERGING TRAINING LEADERS TO WATCH



MIKE BLAHNIK

*Project Manager and Instructional Design Lead, **Innovative Learning Group, Inc.** (managed multiple teams of 3 to 7) Bachelor's, Psychology, and Master's, Industrial and Organizational Psychology, Western Michigan University*
4 YEARS IN TRAINING



PATTI BRYANT

*Training Developer, **Chipotle Mexican Grill** (5 direct reports or people managed/led) Bachelor's, Information Systems Security, ITT Technical Institute; currently pursuing MA, E-Learning Instructional Implementation and Design, University of Colorado*
7 YEARS IN TRAINING



NORMAN BOWBEER

*Training Manager/HR Generalist **Grand Traverse Resort and Spa** (managed/led 500+) BA, Communication, focusing on HR Training & Development, Saginaw Valley State University*
10 YEARS IN TRAINING



CANDY FERDIN

*Assistant Vice President, Training & Employee Development, **SWBC** (5 direct reports or people managed/led) BA, Education, University of Arizona*
8 YEARS IN TRAINING



TRAVIS BRUNSON

*Learning Manager, Service University **Cardinal Health** (5 direct reports or people managed/led) Pursuing Radio/TV/Film degree, University of Arkansas at Little Rock*
7 YEARS IN TRAINING

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