WOMEN TAKE THE LEAD
Corporate leadership programs help women smash the glass ceiling and take C-suite seats.

PLUS:
2010 Top Young Trainer Winners
Leadership Wellness Programs
Budget and staff cuts in 2009 forced many young training professionals to do more with less, flex their leadership muscle, and create new cost-effective training solutions. Based on the nominations we received for Training magazine’s 2010 Top Young Trainer (TYT) awards program, they responded to the challenge admirably. Our judges found it a difficult task to choose the winners out of so many deserving nominations. For the third year, we are pleased to recognize the outstanding talents, accomplishments, and leadership exhibited by 40 learning professionals age 40 and under.

The young leaders profiled here were nominated by their industry peers last December and selected for TYT honors by Training editors and an independent judging panel comprising members of Training’s Editorial Advisory Board.

To qualify, candidates were required to possess a minimum of three years’ experience in the training field and manage one or more direct reports or lead a large-scale training/learning and development initiative. Nominees also were judged on criteria including:

- Leadership skills and technical competence
- Demonstrated career progression in an accelerated timeframe
- Success in meeting a difficult training challenge or completing a training turnaround job
Training’s third annual list of the brightest young stars climbing the training industry ladder today.

BY LORRI FREIFELD

- Development of innovative training solutions or programs
- The ability to consistently produce training results (as evaluated by the Kirkpatrick model)
- A demonstrated ability to design training programs that are strategically aligned with the business

This year’s winners represent a variety of industries, from health care and hospitality to finance/insurance and retail, to automotive and public relations. Some TYTs are moving their organizations’ training into the virtual arena. Others are focusing on change management initiatives, employee development, and workflow restructuring. In all cases, they are concentrating relentlessly on harnessing training’s power to drive significant, measurable business results.

On these pages, you’ll find in-depth profiles of the Top 10 Young Trainers (listed in alphabetical order), plus shorter profiles of the other 30 Top Young Trainers. And we continued our tradition of creating a “10 to Watch” list, which features up-and-coming leaders who didn’t receive an award this year, but who are well on their way to becoming future Top Young Trainers.

“From boasting a solid ability to deliver complex initiatives and big bets to rescuing learning management systems and converting uncooperative techno-phobes, these Top Young Trainers reacted effectively to changing environments, produced great business results, and created value within the learning function,” says TYT Judge Bruce Jones, programming director for Disney Institute.

Adds TYT Judge Dave Jenkins, VP, Commercial Operations, Learning & Development, Pfizer, Inc., “These Top Young Trainers demonstrate great leadership qualities and demand excellence from both their teams and themselves. They are forward thinkers who drive continuous improvement, ensure senior management buy-in, and align with corporate objectives. And that’s what successful training is all about.”

THE JUDGES
Training Editorial Advisory Board

Vicente Gonzalez, Learning and Development, Booz Allen Hamilton
Raymond D. Green, CEO, Paradigm Learning, Inc.
Dave Jenkins, VP, Commercial Operations, Learning & Development, Pfizer, Inc.
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Nancy J. Lewis, former CLO and VP, ITT
Diana Oreck, VP, Global Learning & Leadership Center, The Ritz-Carlton Hotel Company
Rebecca L. Ray, former VP, Global Talent Management & Development, MasterCard Worldwide
Nick Schacht, President and CEO, Learning Tree International
Margery Weinstein, Contributing Editor, Training magazine
Lorri Freifeld, Editor-in-Chief, Training magazine
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Despite an increase in the number of hotels Sage Hospitality managed year over year, Josh Davies' training team was cut in half in 2008-2009. So he had to come up with innovative ways of getting the content to associates in the field. E-learning was not an option due to inconsistent computer hardware and bandwidth at each hotel location. Instead, Davies and his team created Training on Demand (TOD), a series of "workshops in a box" that were designed to be easy enough that the content could be facilitated on-property without any training or previous experience. The initial set of TOD modules was so well received that two more have been created and another is in development. As a result of this, total hotel spending on training was cut by 75 percent in 2009, while the amount of training that happened actually increased.

In addition to his responsibilities leading the training and development function at Sage Hospitality, Davies became an executive on loan to Visit Denver (formerly known as the Denver Metro Convention and Visitor's Bureau) to create a city-wide hospitality training program called Go The EXTRA Mile for all front-line service employees in the city. Not only did he develop the content, he led the training efforts, including on-site training sessions, certification classes, and a train-the-trainer workshop. More than 5,000 local service providers have received the training, which Davies designed so it could be delivered on-site, in an hour, with follow-up materials that could be reviewed as necessary. As a result of this training, the Today Show ranked Denver as one of the "Top 5 Friendliest Cities in the United States," and tourism in Denver continues to weather the recession, with more than 12.2 million visitors spending more than $2.9 billion.

"Davies exemplifies business acumen, interpersonal savvy, and drive for results," says TYT Judge Diana Oreck. "The scope of the Go The EXTRA Mile program was large, and the results outstanding."

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-> Within the last year, Jennifer Embery assumed responsibility for customer training for the Wells Fargo/Wachovia merger, which made the new Wells Fargo the fourth largest bank in the U.S. Embery’s team’s responsibilities include providing instructor-led training for all business customers of the new Wells Fargo (generally those with $10 million in sales and higher), in particular those converting to the combined bank’s strategic treasury management products. This represents approximately 70,000 companies and their employees.

Most new treasury management customers traditionally learned to use Wells Fargo services via a one-on-one conversation with their implementation associates. But as sales teams sold bank services to more and more customers, this one-on-one training method was stressing the resources of the Treasury Management Implementations Department. Embery worked with department management to develop a partnership whereby the implementation associate, in consultation with each customer, could determine what training method (self-study tutorials, synchronous courses, or one-on-one discussions) was most appropriate given the services the customer purchased, the customer’s prior knowledge, location, number of users to be trained, and other factors.

The results of this flexible model:

• Staffing efficiency has improved. Implementations can avoid hiring three team members for every one new team member needed by Embery’s group.
• 90 percent of customers are comfortable with the topic after the class.
• 99 percent of customers attending Embery’s team’s training classes report that post-training they are able to work more efficiently, successfully obtain data/run reports, initiate the transactions covered, or all of these things.

“The results—particularly customer training results—Jennifer Embery has achieved in a merger environment are astonishing,” says TYT Judge Diana Oreck.

 Adds nominator Luann Woneis, senior vice president, Learning & Development, Wells Fargo, “Jennifer consistently demonstrates strong leadership. She meets regularly with each team member, providing them with the support they need to meet their objectives without taking over their projects or otherwise micromanaging what they do. As a result, her team has consistently exceeded its objectives for the last several years.”
DIPREET KORPAL, 39
Learning Delivery Manager (Benefits – India)
(13 to 15 direct reports)
Hewitt Associates India Pvt. Ltd., India
Bachelor in Commerce and Education
YEARS IN TRAINING: 14.5
CHILDHOOD AMBITION: “Lots of things: first a doctor, then a pilot, among others. I managed to learn glider flying to fulfill part of the ambition.”
FAVORITE PHRASE OR MOTTO: “I can.”
FAMILY/PETS: “I am married to Amit Korpal and am very close to my parents, my in-laws, and my two brothers. I have two dogs: One is a Dalmatian, Oscar, and the other is an Indian country dog, Milo.”
OUTSIDE INTERESTS: “I am an avid animal lover and take care of the dogs in my street. I also like to cook and am pretty decent with candy making, and North Indian, Italian, and Chinese cooking. I also indulge in crafts such as sketching, painting, and making gift boxes.”
ADVICE FOR THOSE ENTERING THE TRAINING FIELD: “Empty your cup’ like the wise zen said, so you can fill it up every day with new learning and wisdom.”

>> Dipreet Korpal spearheaded the BOA Foundation Training Restructuring Project at human resources consulting and outsourcing firm Hewitt Associates India Pvt. Ltd. Onboarding training for the benefits operations administrator (BOA) previously stretched over nine weeks of instructor-led classroom training (ILT) and eight to 10 weeks of client-specific on-the-job training (OJT). As a result, the associate only started working independently 17 to 19 weeks after hiring. Korpal and her team identified gaps in curriculum and measured current batch performance in the class and on the floor. They restructured the learning to include in-training weekly assessments, hands-on learning components, and final assessment, with suggested learning for the next three to six months. The ILT component decreased by 33 percent to six weeks (domain specific), while the OJT component went lean by two weeks. Overall, the firm trained 332 in fiscal year 2009, saving approximately five weeks of training (including OJT) for each associate.

In addition, BOA had been hiring from inside the organization, utilizing the Ongoing Client Processing (OCP) team as a feeder pool. But associates from this team had a much longer learning curve than external new hires. Together with her business stakeholders and team members, Korpal identified the skill and attitude gaps in OCP associates for BOA roles and facilitated the creation of a program to develop those skills while the associates continued in their OCP roles. This reduced the training needed after deployment to BOA by 76 percent, thus improving ramp-up time.

“Dipreet has shown exemplary commitment and dedication to her work and her team,” says nominator Ajay Kumar Parakkal, India Learning Delivery manager. “She is inclusive in her approach with her team members and peers. She collaborates with all stakeholders and peers in projects, fostering a cohesive environment.”

GABRIEL LEWALL, 34
Learning & Development Specialist (currently leading a 7-member cross-functional committee; previously led cross-functional teams of up to 20)
Sacramento Municipal Utility District (SMUD), Sacramento, CA
B.A., California State University; M.S., Chapman University; M.Ed., University of Massachusetts
YEARS IN TRAINING: 11
CHILDHOOD AMBITION: “A ninja—not all that different from the life of a corporate trainer when it comes to transferable skills such as flexibility, courage, and use of grappling hooks to scale tall walls erected by audience members.”
FAVORITE PHRASE OR MOTTO: “Life is 10 percent what happens to you and 90 percent how you react to it,” Charles Swindoll
FAMILY/PETS: “Married to an amazing wife; we have two energetic sons, and a small poodle, Amigo, who thinks he’s a Great Dane.”
OUTSIDE INTERESTS: “Reading adventurous fiction; volleyball; tennis; racquetball; ping-pong; classical guitar; and almost anything BBQ’ed.”
ADVICE FOR THOSE ENTERING THE TRAINING FIELD: “Get to know your audience’s needs (and wants) well first; the rest is easy. Keep in mind that training is one of many solutions to performance issues; maintain a full quiver of options at all times to attack the problem. Invest in broadening your experience and expertise beyond training.”

>> Gabriel Lewall took on the role of program manager for SMUD’s Building Leadership Talent (BLT) program, leading its enterprise-wide launch. This 12-month leadership development program entails classroom training, peer coaching among participants, coaching by a mentor, presentations from executives, a series of assessments, a community project, and team presentations by participants. As program manager, Lewall designed a selection process; marketed the program to all 2,200 SMUD employees; coordinated the work of a seven-member cross-functional selection committee; facilitated monthly Community of Practice sessions with the cohort; identified and partnered with vendors to deliver customized programs; equipped coaches to mentor program participants; and conducted program evaluations. The BLT program graduated 23 people in 2008 and 20 in 2009. Some 92 percent of participants identified the classroom training as offering “very significant” or “significant” value to them, and among last year’s cohort, 20 percent received a promotion either during or since their participation in the program.

Lewall also was the project lead for an enterprise-wide workforce planning initiative. This involved coordinating the work of a cross-functional project team, meeting with stakeholders to identify critical positions, and refining Workforce Planning and Knowledge Capture Toolkits for supervisors based on stakeholder input. “Gabes demonstrated collaboration, initiative, persistence, patience, and leadership throughout this project,” says nominator Krishna Khalsa, area head, Corporate Learning & Development, SMUD. “As a result, executives approved a set of workforce planning tools, as well as a short list of 23 positions (3 percent of all positions) that would be the focus of the supervisors’ toolkits. This was a major accomplishment, given that historically each business unit has operated independently in a more ‘siloed’ manner.”
Mona Malone, 38
VP, Advanced Management and Leadership Development
BMO Financial Group, Toronto, Ontario, Canada
B.B.A., University of Western Ontario
YEARS IN TRAINING: 8
CHILDHOOD AMBITION: A teacher
FAVORITE PHRASE OR MOTTO: “You are only a leader if someone is following.”
FAMILY/PETS: Husband, Kevin; children, Aidan (7), Sarah (5), and Matthew (3)
OUTSIDE INTERESTS: “I enjoy traveling, golf, gourmet cooking, and my work with a youth-based not-for-profit called the Duke of Edinburgh’s Award Program.”
ADVICE FOR THOSE ENTERING THE TRAINING FIELD: “A mentor of mine once told me you will never regret a career focused in learning and development. It is an opportunity to be part of the growth and development of others. This is wonderful advice, and it has been reflective of my own career in learning and development.”

In May 2008, Mona Malone was promoted to the new role of VP of Advanced Leadership and Management Development, BMO Financial Group. One of her first assignments was to lead the needs assessment, design, development, and delivery of the Advanced Leadership Program for BMO’s top 500 leaders. Within five months, she co-designed the program with the Rotman School of Management at the University of Toronto. The nine-day program delivered in three modules focused on the critical capabilities that most align to the bank’s strategic agenda and its vision “to be the bank that defines great customer experience.” Participants apply concepts they have learned to a current business challenge, and present their insights and recommendations to the CEO or a member of the bank’s Management Committee. Leaders also participate in 60-minute Webcasts in which they teach other leaders. More than 200 BMO leaders have completed this program in less than 18 months. The Level One evaluation revealed 95 percent of senior leaders indicated the program was relevant and valuable to them. “Mona’s creativity, insight, and enthusiasm have resulted in the creation and delivery of a program that has met and exceeded the expectations of participants on virtually every dimension,” says Hugh J. Arnold, Ph.D., adjunct professor, Joseph L. Rotman School of Management, who worked with Malone on the project. “Mona brings out the best in others by her own example.”

Malone also redesigned BMO’s approach to first-time manager development, creating in six months a companywide, new leader program called “Leadership Essentials.” This program cost 50 percent less than the previous one and aimed to reach 40 percent of new managers in the first year and 100 percent over three years. The development approach includes a 360-degree assessment and debrief, two classroom-based forum experiences, practical fieldwork, and virtual classroom learning. The program was piloted in October 2009, and Level One evaluation indicated more than 90 percent of participants received high value.

Says TYT Judge Diana Oreck, “It is obvious that Malone is a focused individual who consistently delivers results by building highly effective relationships across the company through collaboration. Her accomplishments are outstanding. I was especially impressed by the design, development, and delivery of the Advanced Leadership program in order to support BMO’s customer service vision.”

Sheri Peitersen, 35
Director, Leadership Development
McCain Foods Ltd., Appleton, WI
B.A. and M.A., University of Wisconsin - Green Bay
YEARS IN TRAINING: 10
CHILDHOOD AMBITION: Veterinarian
FAVORITE PHRASE OR MOTTO: “We’re so busy watching out for what’s just ahead of us, we don’t take time to enjoy where we are.”
FAMILY/PETS: Husband, Wade; daughter, Morgan (6); Son, Mason (2); dog, Holly
OUTSIDE INTERESTS: “Spending time with my family, traveling, volleyball.”
ADVICE FOR THOSE ENTERING THE TRAINING FIELD: “Approach each day with passion, enthusiasm, and an open mind to continuous learning, and build strong relationships and networks both inside and outside your organization.”

Sheri Peitersen’s development and implementation of McCain Foods Ltd.’s primary supervisory-level leadership program, Leadership Essentials, motivated the development of leaders at all levels of the organization, as well as generated hundreds of thousands of dollars in savings through internally developed materials and kits and the use of the Leaders as Teachers model to deliver the program. Savings included, for example, approximately $500,000 ($2,500 per leader) for training and certifying McCain leaders internally versus using outside providers, as well as $6,500 per program delivery in kit fees (13 modules x $500/kit), which external providers typically charge each facilitator.

A mix of in-classroom and self-directed learning opportunities, the Leadership Essentials’ modules link directly to the company’s Leading Growth Expectations, which outlines the leadership competencies McCain expects of its leaders. Further, Peitersen implemented the four key elements MLC considers essential for program success into Leadership Essentials: a globally applicable, yet regionally adaptable approach; a Leaders as Teachers philosophy, in which Peitersen trained and certified more than 200 of McCain’s senior leaders to deliver the program in their regions; the establishment of a Community of Practice for Learning & Development leaders; and MLC’s Step Up, Prep Up, and Follow Up model.

“The Community of Practice Sheri established allows collaborative engagement and an opportunity for Sheri to drive ongoing support for the program among those delivering it in their respective regions,” says nominator Mary McNevin, global director, McCain Learning Centre.

Adds TYT Judge Dave Jenkins, “Peitersen possesses a clear ability to align objectives and gain support of senior management.”
ANGEL MRKONJA-ROSS, 36
Director of Training and Development, Mid-Atlantic (8 direct reports)
Securitas Security Services, Frederick, MD
B.S., Slippery Rock University; M.S. (in progress), University of Scranton
YEARS IN TRAINING: 14-plus
CHILDHOOD AMBITION: “I wanted to grow up and be Wonder Woman—seriously, she was my idol!”
FAVORITE PHRASE OR MOTTO: “Being deeply loved by someone gives you strength, while loving someone deeply gives you courage,” Lao Tzu
FAMILY/PETS: “I have been blessed with too many wonderful loved ones and friends to count!”
OUTSIDE INTERESTS: Reading, dancing, cooking, and travel
ADVICE FOR THOSE ENTERING THE TRAINING FIELD: “To be a teacher, you have to first dedicate yourself to being a lifelong learner. That way, you’ll always remember what it feels like to have that ‘aha’ moment, and you’ll always be inspired to help others find theirs.”

>> Angel Mrkonja-Ross recently put her significant leadership skills to good use during a large start-up for a high-profile government contract in Washington, D.C. Securitas Security Service USA was asked to perform an emergency transition of nearly 6,500 hours per week of business in less than three days. As a result, Mrkonja-Ross had to recruit, uniform, license, and train more than 200 employees in one weekend, no easy feat, especially with a brand new HR team that had only been in place a few weeks. Mrkonja-Ross effectively managed the entire transition process, seamlessly uniting HR, operations, and training. During this time, she also trained Securitas’ new HR staff to be self-sufficient and developed a 40-hour training curriculum for the client that the firm has implemented.

Last year, timely safety reporting was routinely only completed by approximately 30 percent of the offices within the region. Coincidentally, risk claims were also on the rise. Mrkonja-Ross researched additional training resources for relevant topics within the region, involved her area training managers in tracking and assisting with the process, and gained commitment from all areas of management by complimenting offices that were meeting the standard and creating healthy competition for everyone else to get on board.

Today, 100 percent of the offices in the region are in compliance with this requirement, and overall, this training focus has demonstrated a proven decrease of 17.7 percent in the number of claims filed year over year and a 12.7 percent decrease in the claim amounts. Specifically in Mrkonja-Ross’ region, five of seven areas are enjoying a decrease in fixed cost of risk allocations.

“Angel studies business strategy and aligns the training goals with operational initiatives,” says Carl Rowan Jr., area vice president, Washington, D.C. Area, Securitas Security Services USA. “She often leads the charge, as many of us have built our future business unit goals around the strong training function she has created.”

NICOLE SCHEEL, 34
Director, Training
(5 direct reports; manages 19)
InterCall, Chicago, IL
B.A., University of St. Francis, Joliet; M.A.T.D., Roosevelt University
YEARS IN TRAINING: 10
CHILDHOOD AMBITION: “I wanted to be a teacher; I’d say it worked out pretty well!”
FAVORITE PHRASE OR MOTTO: “Be the change you want to see in the world,” Gandhi
FAMILY/PETS: “I have the best and most supportive family: parents, Debbie and Todd; stepmother, Sheila; brother, Rusty; sister-in-law, Danielle; and adorable nephews, Ethan and Eddie.”
OUTSIDE INTERESTS: “I’m active in charity work within InterCall and volunteering within my community, especially with Operation Snowball, a program that promotes healthy lifestyles, leadership, and communication skills for high school teens. I also love to spend my free time with friends and family, especially my two nephews.”
ADVICE FOR THOSE ENTERING THE TRAINING FIELD: “Never stop learning! Often, as trainers we are tasked with providing others with their professional development and forget to think about our own. Always look for ways to keep up to date with the ever-changing world of training, whether that be through conferences, Webinars, continuing education, or networking.”

>> Nicole Scheel tackled several large-scale training initiatives at InterCall in 2009, including developing, designing, and launching a new career path program for the company’s Inside Sales Team, and developing, designing and delivering global employee training for a new companywide billing system.

Scheel analyzed employee exit interviews and determined that 20 percent of employees were leaving because of lack of opportunity and/or growth. In addition to revamping the Management Development Program (MDP) to include employee development and growth planning, Scheel and her sales training team created a certification program for InterCall’s inside sales team (also known as sales associates or SAs). This aimed to enhance their knowledge and skills in nine different categories, therefore, assisting them in their quest to become outside sales reps. Each category consisted of five to eight modules the SAs had to participate in. To move to the next category, the SAs had to pass a test that was administered through InterCall’s LMS. After completion, they were considered SA certified, and when they applied for jobs with InterCall’s outside sales teams, the hiring managers knew they had the necessary product knowledge and sales skills to be great reps. The program was so successful that in 2010 the InterCall University team is creating certifications for other departments/roles, as well.

For the billing system, Scheel and one of her direct reports customized training for the different versions used in the U.S., EMEA, and APAC and traveled to several locations to train teams in person. By designing and delivering the training in-house, Scheel’s team not only saved the company $500,000, but enabled the training to be tailored to InterCall terminology, time lines, and functionality.

Scheel started out as a training coordinator at InterCall and worked her way up through the organization to director of training, so she has walked in the shoes of most of her employees, allowing her to both pitch in if needed and also to coach her team members and help them enhance their skills without being a micro-manager.

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DIVYA SETHI, 37
Asia Management and Leadership Development Program Manager
(3 direct reports)
Intel Technology India Pvt. Ltd.
Bangalore, India
B.S., Ruparel College; Masters, Personnel Management & Industrial Relations, Tata Institute of Social Sciences
YEARS IN TRAINING: 12
CHILDHOOD AMBITION: “As a child, I liked to teach and share my learning with everyone (especially my brother, who was a lovely understudy) by writing on a whiteboard. Teaching remains a passion.”
FAVORITE PHRASE OR MOTTO: “Our chief want in life is someone who will make us do what we can.”
FAMILY/PETS: “Married to Ajay, blessed with two lovely kids, Aditi and Advait.”
OUTSIDE INTERESTS: “I love to go for long walks, listen to music, and play with my children.”
ADVICE FOR THOSE ENTERING THE TRAINING FIELD: “Measure yourself on your commitment to self-learning. And learn to see people—for when people are seen for who they are, they are more willing to learn. Finally, work intensely to deepen your self-awareness. The deeper you are, the more change you can drive.”

ANDREW B. WOLFF, 40
Educational Methods Leader
(4 direct reports; manages team of 75)
PricewaterhouseCoopers, LLP
Florham Park, NJ
B.A. and M.A., Brigham Young University; Ph.D., The Pennsylvania State University; M.B.A. (in progress), the Manchester Business School, UK
YEARS IN TRAINING: 20
CHILDHOOD AMBITION: A mechanic
FAVORITE PHRASE OR MOTTO: “The hole and the patch should be commensurate,” Thomas Jefferson
FAMILY/PETS: Married with 5 children, 1 horse, 2 cats, and a cockatiel
OUTSIDE INTERESTS: Travel, literature, motorcycles, NCAA sports, gardening
ADVICE FOR THOSE ENTERING THE TRAINING FIELD: “The better you understand the business’ needs, the more effective you’ll be offering helpful solutions.”

>> Circa 2003, Andrew Wolff was asked to explore how PricewaterhouseCoopers (PwC) might make better use of learning technologies and to begin positioning its team for future success in the e-learning space. He set in motion a multifaceted approach aimed at understanding how “leading-edge” e-learning looked; assessed Learning & Education’s overall ability (in terms of knowledge, skills, resources, tools, etc.) to deliver leading-edge technology-enabled learning; and established a means of understanding and contextualizing emerging technologies so they could be adopted based upon their potential value within PwC’s operating context. As a result of Wolff’s leadership and strategy, by 2009, L&E was positioned to save PwC $57 million in training-related spend through virtualization and localization of training without compromising the quality of the programs and the development of the firm’s people, according to nominator James Klee, PwC managing director of Operations.

“Andrew’s hands-on leadership approach (personally conducting project-level audits, sponsoring cross-functional design “Think Tanks,” creating strategic links between individual skill sets/experience and project teams, etc.) helped L&E shine, add exceptional talent, and expand capabilities within a domain where other organizations were aggressively cutting to the bone,” Klee says.

Prior to converting a national fly-and-stay curriculum to one that was delivered via technology and in local offices, Wolff devised a “war room” approach to monitor and address real-time issues and mitigate risk with potential over-use of PwC’s bandwidth. Wolff often had to “parachute” into the middle of project teams and troubleshoot the efforts of less-experienced designers as they attempted many things that had never been tried at the firm before (for example, converting a 5,000-person learning conference, with learners from multiple regions and practice groups, to virtual delivery). Beyond working directly with these teams, Wolff hand-wrote more than 150 personalized “thank you” notes and ensured that high-performers received spot bonuses, prompting TYT Judge Nancy Lewis’ summary: “Wolff demonstrates a strong combination of exemplary learning expertise and people and organizational leadership.”
MORE 2010 WINNERS

PATRICK BARRETT, 37
Director, Training and Development
(9 direct reports)
United Rentals, Inc.,
Greenwich, CT
B.A., Davidson College;
M.S., George Mason University

>> Within the last two years, Patrick Barrett took over management of United Rentals’ succession planning processes and IT end-user training with increased supervisory responsibility for six regional trainers. Barrett led the development of three phases of multimodal training for a new companywide initiative called Customer Focused Branch Operations (CFBO) for all field employees (8,000-plus). As a result of the training, the CFBO project has resulted in improvements in United Rentals’ on-time delivery for customers, better response times for customer complaints, and fewer disputed invoices in the pipeline. In the last year, Barrett also led the development and implementation of United Rentals’ Women’s Mentorship program.

MARTY BLEVINS, 35
Learning and Process Improvement Administrator (managed 4 while implementing an enterprise-wide LMS)
Laboratory Corporation of America,
Burlington, NC
B.A., University of North Carolina Greensboro; M.B.A. (in progress), Elon University

>> Marty Blevins designed a training development template for new course creation that takes into account the overall strategic goals being addressed, the number of individuals impacted, and the specific business outcomes expected as a result of the training. This template has been adopted for all training developed in Laboratory Corporation of America’s Process Excellence group and to develop significant information and payment collection training for employees in patient service centers. Test sites where the program was rolled out showed a significant improvement in collection rates with no negative impact on customer responses. Blevins also successfully managed the introduction and implementation of a learning management system to internal and external customers. The LMS currently is used by more than 7,000 employees and 300 external clients across the U.S., with an expected total utilization of more than 28,000 users in the next year.

leadership. commitment. growth.

At PricewaterhouseCoopers we are committed to continuously developing professionals of the highest caliber. And it gives us great pleasure to congratulate Andrew Wolff, part of PwC’s Learning & Development organization, and all of Training Magazine’s Top Young Training Award honorees.

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LORADONNA BOTTER, 40
Director, Organizational Development
(leads 5-member Organizational Development Team)
William Osler Health System, Brampton, ON
B.A., York University; M.S., Stevens Institute of Technology; Ph.D., Capella University

>> Loradonna Botter spearheaded an ad-hoc team from William Osler Health System’s Human Resources tasked to conduct an internal audit of HR processes to ensure they were aligned with standards prescribed by Accreditation Canada. Botter’s visibility, direction, and ability to foster commitment building among the team members enabled the organization to complete the audit requirements and the hospital to be accredited by Accreditation Canada in November 2009. In addition, Botter facilitated the creation of the “Healthy Workplace Charter,” which stressed the development of “patient-centered care,” along with a corporate-wide training initiative to support the message delivered through the Charter.

J.J. BOWMAN, 35
Senior Industry Consultant (organized and managed the talents of 10 individuals from 4 training teams to design 2 companywide e-training programs)
Nationwide Insurance (Nationwide Sales Training Organization), Columbus, OH

>> J.J. Bowman took over as lead on a companywide initiative to get sales professionals to complete reinforcement training for Nationwide’s Consultative Selling workshop. Reinforcement training is the final and critical step for Nationwide agencies to become On Your Side Certified. Bowman coordinated the talents of 10 individuals from various training departments to redesign and complete a Web-based reinforcement training program to support Nationwide’s On Your Side certification initiative. After completing the training program in less than 30 days, Bowman personally contacted sales professionals by phone, in person, and by e-mail encouraging them to complete the training. Before Bowman assumed the project, only 50 percent of attendees had completed the reinforcement training. Due to his intervention, that number increased to 89 percent, and Nationwide now has more than 1,050 On Your Side Certified agencies across the U.S.

KRISTIN BROWN, 35
National Learning Customer Service Delivery Manager
(5 direct reports; manages 200-plus business instructors during customer service training)
Hewitt Associates, Lincolnshire, IL
B.A. and M.A., Western Illinois University

>> Kristin Brown partnered with key business leaders, the L&D Program manager, and Project Management development team to design and develop a new customer service training curriculum for the Health & Welfare, Defined Contribution, and Defined Benefit lines of business at Hewitt Associates, a human resources consulting and outsourcing firm. She also created a national Business Instructor Certification program to ensure consistency of facilitation and provide the dedicated facilitators within HR a formalized and consistent process for growing and developing the business instructors. She helped to determine the process, worked to get key leadership participation and approval, and piloted the new process during the Annual Enrollment training season when approximately 2,000 people are taught in the span of three months.

STEVEN BUCK, 40
Training Manager (6 direct reports)
Paychex Inc., Rochester, NY
B.S., Rochester Institute of Technology

>> In the last year, all Paychex core sales representatives experienced the most overarching change in the company’s history. An internal system enhancement impacted client payroll reports, changed terminology, and added product features. All sales managers, sales representatives, and sales support staff required training on the system enhancements, the impact to the prospecting process, and a revamped prospect presentation approach. Steven Buck led the training, communication, and change management effort supporting those changes, which impacted 20 sales regions; 170 district sales teams; and 1,200 sales representatives. Buck’s ability to collaborate with sales and operations executives and partner with field sales and marketing managers helped the core sales community successfully transition to the new system and new sales approach. Year-over-year sales results show steady achievement despite this dramatic change.
LAUREN CONSTABLE, 29
Corporate Training Manager
(leads 17 property training managers)
Loews Hotels, New York, NY
Business Administration, University of Denver

>> Lauren Constable began her career with Loews Hotels in operations, holding department head positions in the Front Office, Reservations, and Housekeeping. In late 2006, she moved into the role of Training manager, and was promoted from one of Loews’ smaller hotels to one of its larger resorts in early 2008. Less than one year later, she became the Corporate Training manager in the home office. In a year with increasingly fewer resources, Constable executed several critical projects: She conducted multiple Webinars, training more than 300 front-office agents on specific tasks in Loews’ newly implemented property management system, designed and facilitated training on a shop process for all reservation agents, and created monthly TMT (Twenty-Minute Training) lesson plans and supporting materials distributed to local property Training managers to facilitate with all managers.

LISA DUFFY, 40
Director of Marketing
(7 direct reports)
Hanover HealthCare Plus, Hanover, PA
B.S., Alvernia College

>> Lisa Duffy leads organizational cultural shift through education and organizational development interventions at Hanover HealthCare Plus. One example of this is the Service Excellence initiative, which has changed the behavior of Hanover physicians, fellow staff, and dealings with outside customers. She introduced the Service Excellence initiative to the organization. It includes development and implementation of the service excellence processes and initiatives, incorporation of redesigned service excellence focused on employee orientation, development of current staff education, and establishment of ongoing educational opportunities. Duffy helped define the Service Excellence program, assisted with development of the six grassroots teams, helped develop the educational materials, and became a permanent member of the Service Excellence Leadership Team (SELT).

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MELISSA FEENEY, 39  
AVP, Learning & Development  
(7 direct reports)  
Bethpage FCU, Bethpage, NY  
B.A., Marist College;  
M.S., New York Institute of Technology  
>> Last year, Melissa Feeney was presented with the challenge to create a Service Quality Team at Bethpage FCU. This team would be tasked with high goals, including moving the internal and external service needle companywide. The team would be housed under the Learning & Development umbrella, but would be a companywide resource, so the group would work on coaching and service-related initiatives across business units. Clearly, diplomacy was needed in the development of this group, and Feeney led the way. As a result of her leadership and team strategy, Service Quality has become a great asset to Bethpage; the team now receives calls and e-mails from different business units for guidance in bettering their service. In particular, one back office department has gone from struggling with its service levels to being one of the top performers.

KELLY GREEN, 36  
Director, Global Customer Services Training and Knowledge Management  
(30 direct reports)  
Monster Worldwide, Seattle, WA  
B.A., University of Washington  
>> Kellie Green developed a set of “big bets” to help everyone on her extended team stay focused on opportunities for improvement that were identified by key Monster Worldwide stakeholders. In each staff meeting, the owner of the “big bet” provides an update on the actions that are being taken to move the project forward. Of the seven big bets outlined in 2009, six are on track to be completed by the end of the year. Green also designed, developed, and delivered the Successful Managers’ Series to provide ongoing management training and development to managers at 12 Global Customer Services sites worldwide in North America, Europe, and Asia. The program culminates with a presentation of each project group’s plan focused on a key area of management, the results of the trial implementation of their plan, and the recommendations for use by other participants.

TAMARA GANC, 37  
Senior Manager  
(9 direct reports with 50 crew members reporting to them)  
Vanguard, Valley Forge, PA  
B.A., University of Delaware;  
Master of Instructional Design, Penn State Great Valley  
>> Tamara Ganc was promoted to senior manager at Vanguard 1.5 years ago and six months ago assumed a larger leadership assignment responsible for all training and development needs of Vanguard’s Retail, Marketing, HR, Finance, and International divisions. These groups equate to about 50 percent of the Vanguard organization. This past year, Ganc led the re-engineering of Vanguard’s learning management system, including creating the proposal to seek funding, leading the visioning and design requirements sessions with a large team of IT partners, and overseeing all aspects of implementation. The new learning portal not only streamlined enrollment but also gives crew members the ability to personalize their learning, find just-in-time formal and informal learning, and receive notifications and alerts. Vanguard has experienced a jump in daily enrollment in learning; feedback from users spiked positively; and the organization reduced administrative costs.

PATRICK HANSEN, 33  
Manager, Learning and Development  
(equipped new flagship store management team of 25 with the facilitation skills to onboard more than 100 new employees)  
Holt Renfrew and Company Limited, Toronto, Canada  
B.A., University of Toronto  
>> Under Patrick Hansen’s leadership, a business-to-business infrastructure for learning was employed for the first time in Canadian luxury retailer Holt Renfrew’s 170-year history. His strategy of deploying Scope of Service agreements, assigning budget ownership, and coaching on the value of reinforcement and measurement is now an ongoing process at Holt. Faced with 50 percent budget cuts in 2009, Hansen sourced new e-learning technology internally and grew the vendor pool to drive competitive pricing on outsourced products. This reduced e-learning costs by 55 percent, quadrupled the speed of delivery, and cut administration (non-value time) by approximately 30 percent. Hansen also successfully designed, developed, and executed the strategy for a multi-step learning experience to intensify the shift of Holt Renfrew’s nine-store, 1,500 selling-focused employees further into a relationship-based retail model.
JAMIE HENSON, 33
Manager, Training and Development
(4 direct reports with program orchestrated for approximately 500 employees)
BAE Systems, Kingsport, TN

>> Jamie Henson has been with BAE Systems for 2.5 years, and was promoted to manager after only one year. During a vision campaign for the future of Ordnance Systems/BAE Systems, the company found the quality of on-the-job training needed to be drastically improved as it lacked individual attention, consistency, and practical explanations. Henson’s solution was a partnership between training and operations management teams to create a comprehensive on-the-job training strategy. This included hiring four trainers who were experienced in their respective areas and skilled at teaching others; creating a structured orientation/certification process for the production buildings, labs, and acid procedures; and providing interdepartmental training opportunities, needs assessments, hands-on classes, Web-based training modules, and a knowledge database.

ANDY HO, 36
Development and Delivery Manager with HP Software’s Global Enablement team
(7 direct reports; 5-10 trainers from external vendors)
Hewlett-Packard, San Diego, CA

>> Since becoming the manager of a worldwide content development and delivery team within HP Software’s Global Enablement team in 2008, Andy Ho took the lead on several projects including a Virtual Instructor-Led Trainer certification program (necessary as training classes shifted from 90 percent instructor-led training to 90 percent virtual instructor-led training and the team’s 50-plus trainers had to be qualified to teach in a virtual environment) and the Self-Study 2.0 initiative (in which many of HP’s virtual live trainings were converted into “self-study” courses that consisted primarily of simple recordings and demos). To avoid degradation in the training quality since the training wouldn’t be “live”, Ho had his team institute regular “office hours” for the students so they would still have a subject matter expert available while going through the labs and exercises.
Erica Jones, 32
Associate Director, Learning Technology and Operations
(5 direct and 3 indirect reports)
Verizon Wireless, Irvine, CA
B.A., University of Washington

Since Verizon Wireless’ Workforce Development restructuring two years ago into a centralized curriculum development team, Erica Jones’ responsibilities broadened from Manager of Reporting and Analytics to include Learning Operations and overseeing the Training Portfolio Manager (TPM) and Training Library (TL) initiatives. Jones coached her team through coordinating the collection of the requirements and led the L&D training efforts in project execution with an applications vendor. Her team also designed and delivered the training required to skill the entire L&D organization. Once the TPM application was launched, more than 624 projects required migration from the former project database into a new database. For the TL, 16,000-plus training documents were reduced to approximately 9,500 documents and were moved from 16 separate repositories and stored in one central one.

Heather Kean, 37
Training & Development Manager,
Learning Management Administration (1 direct report; supervised the work of a cross-functional team of 10)
Moss Adams LLP, Seattle, WA
B.A., University of California at Davis;
M.Ed., Seattle University; M.B.A., University of Washington

Over the last year, Heather Kean transitioned from running Moss Adams’ sales training and leadership development functions to leading the firm-wide implementation of the company’s new LMS, impacting 2,000 people overall. There were two main objectives: to implement a system that would improve effectiveness and efficiency in managing learning investment, and to assist Moss Adams’ 1,500 client-facing professionals with monitoring their continuing education requirements. This involved the mapping and migration of three years of critical continuing education credits for all Moss Adams professionals. When significant errors appeared in the data, the company named Kean the new project manager to resolve the problem and help Moss Adams see a return on the $250,000 it had invested. Kean and her team recently completed the successful re-mapping of Moss Adams’ learning processes and CPE records, and restored the integrity of its training system.

Danielle Livingston, 31
Senior Training Consultant: Business & Professional Skills
(manages training project teams of up to 12 people)
Avanade, Inc., Seattle, WA
B.A., Pennsylvania State University; M.Ed., Oregon State University

Since taking over Avanade, Inc.’s sales training curriculum in 2008, Danielle Livingston has been proactive in more closely aligning sales training with company sales strategy. She led the charge to convert a $250,000 in-person sales onboarding program to a cutting-edge blended approach with new self-study e-learning, virtual sessions, and customized intranet material. This reduced costs and wait times for training. The new program launched in October 2009, and evaluations proved as strong as those for the previous in-person course, which was the No. 2 evaluated program based on student satisfaction evaluation results. Working closely with senior sales leaders, Livingston also developed a new conceptual training design (a blended program delivered over time and via multiple formats) in response to the business’ call for re-engaging and retraining long-established sales employees.

Natasa Koledin, 36
Vice President, Worldwide Education
(10 direct reports)
Endeca Technologies, Chicago, IL
B.A., North Central College

When she joined Endeca Technologies, Natasa Koledin was responsible for only Global Customer Education. Within the last two years, she took on the additional responsibility for Worldwide Internal Training and Global Partner Enablement. Koledin pushed for the creation of and adherence to a formal company annual review process. As a result of her persistence, her team was the first to pilot Endeca’s formal annual review process, including being the first to build job competencies and use them to provide a clear path of career progression within her department. In addition, Koledin worked with Human Resources to launch the documentation of quarterly goal setting. Because of Koledin’s leadership and driving this change within the company, 75 percent of Endeca Technologies now uses a formal annual review and goal-setting process.
RITA MASINI, 38
SVP, Talent, Learning & Organizational Development
(8 direct reports)
MS&L Worldwide, New York, NY
B.A., University of Rhode Island
>> Rita Masini revamped the way PR agency MS&L approaches learning and development, single-handedly developing MS&L Academy. The agency previously offered one-off training sessions for individual offices, but today the training program encompasses the agency’s 10 North American offices and involves every employee in topical, career-enhancing subject matter. Masini established comprehensive learning opportunities in key areas such as leadership/management, digital/social media, client service, and business development skills, all of which were critical areas for MS&L’s business in 2009. Masini constructed MS&L Academy to maximize collaboration and interaction among employees and to listen to their perspectives in understanding next-generation learning needs. The program touches employees from the entry level to the most senior executives and stretches between offices of 12 staffers in Los Angeles to 150 in New York City.

BARRY MAY, 34
Project Manager
(led 5 employees)
Louisiana Economic Development/Louisiana FastStart, Baton Rouge, LA
B.S., Louisiana Tech; Masters of Industrial Management, Northeastern University
>> In April 2009, Gardner Denver Inc. announced its subsidiary, Gardner Denver Thomas, would consolidate its Thomas Products Division from Sheboygan, WI, to Monroe, LA, representing a significant retention and expansion initiative for the state. Immediately after Barry May joined Louisiana FastStart in July 2009, he was assigned to the Gardner Denver Thomas project. Louisiana FastStart was responsible for helping the company move more than 30 production and machining lines, and helping expand its workforce by more than 200 employees in less than a year. To meet this time line, May assembled a team of 10 contractors to provide around-the-clock support to Gardner Denver during the transition. The successful transition took the team three months. May accomplished the task by motivating his team to: maintain their timely objectives, focus on key deliverables, and work diligently to deliver training materials on short time lines.

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JOHN T. MORGAN, 32
Learning Technology Specialist
(led 13 managers, facilitators, and subject matter experts during the development and creation of a companywide training program for Cahaba Safeguard Administrators, LLC)

Blue Cross and Blue Shield of Alabama, Birmingham, AL
B.F.A., Auburn University Montgomery; M.S. (in progress), Ellis College of the New York Institute of Technology

>> In the last year, Blue Cross and Blue Shield of Alabama’s Learning and Performance Development Center (LPDC) sought to promote staff awareness and use of existing facility technologies such as SMART Boards and SMART Symposiums. John Morgan took it upon himself to develop and facilitate a training program for all LPDC staff, as well as create the supporting documentation for the technology’s use and a campaign to educate all areas of the company on how to make the most of their SMART Boards. Results to date include: reduced paper consumption; increased meeting productivity; and improved meeting outcome accuracy as documentation and progress is tracked in one place using the SMART Board.

SEAN REA, 38
National Performance Improvement Manager
(4 direct reports)
Royal Canadian Mounted Police (RCMP), Ottawa, Canada
B.A., Carleton University; M.A., University of Ottawa

>> In the last two years, Sean Rea went from being an instructional designer to the manager responsible for the curriculum, learning methodologies, and development of the RCMP’s new Supervisor Development and Manager Development programs. He also manages the curriculum development of a new Employee Orientation Program and has become the methodologist behind the RCMP’s performance improvement program. In addition, Rea developed a coaching curriculum for employees ranging from field coaches and functional experts to supervisors and managers. This curriculum—which includes job aids, self-assessments, and assessment criteria for coaches—has become the standard for all coaching within the organization and is being integrated into many training programs within the RCMP. The resulting cadre of qualified coaches and coach trainers has led to an increase in the quality of investigations, improvement supervision, and management and transfer of knowledge.

JOHN SER, 35
Training and Instructional Design Specialist
(led a cross-functional project team of 11 people to produce Honda’s annual continuous improvement and learning event; directed, coached, and mentored 5 in-house trainers/OD professionals)

American Honda Motor Company, Torrance, CA
B.A., University of California

>> John Ser led Honda’s virtual training initiative. He designed and delivered all Webinar content, configured the in-house Web conferencing system to mimic a more sophisticated Webinar hosting tool, aligned course descriptions within Honda’s LMS, and created marketing materials to inform employees of the new virtual offerings. The end result: He transformed five uncooperative, techno-phobic trainers into Web 2.0 mavericks. Ser also developed and delivered competency-based training courses using only in-house tools. His plan featured six broad steps over an eight-month period: cross-divisional skills/needs analysis, criterion-referenced testing and curriculum development, development of assessment procedures, development of instructional material, an implementation and delivery plan, and the final nationwide launch. He ultimately embarked on a cross-country tour and delivered the project management, time management, and prioritization training to more than 500 employees.

Michele Shuey, 36
Director, Training and Organizational Development
(directly managed 8 training professionals)
Fiserv, Phoenix, AZ
B.S., Illinois State University; M.A.O.M., University of Phoenix

>> Michele Shuey recently was promoted to director of Training and Organizational Development at Fiserv and now is the lead for change management projects throughout the organization, which changed its structure from a holding company of 77 different companies to a One Fiserv framework. One of the most strategic change management projects Shuey leads is Sales and Account Excellence, which focuses on creating a standard selling approach to be used by 800 sales and account management associates. To date, Shuey has delivered the compelling reason for change meeting, elevator speech, stakeholders’ analysis and action plans, organization-wide communication plan, organizational readiness for change scorecard, and integrated change management milestones and deliverables into program management.
>> In 2009, the internal client supported by Jason Spafford’s design and development group at AAA of Northern California, Nevada, and Utah launched a major operating model project that touched the work of approximately 800 employees and aimed to re-engineer the line of business workflow. After one of his direct reports was promoted and the position was not filled, Spafford assumed the direct project resource responsibility while maintaining his overall project manager duties, as well as responsibilities for the day-to-day training delivery operations in the Colorado Center. Spafford successfully delivered a retooled new-hire training to support the new operating model. The new training program incorporated nearly 20 additional hours of online learning and a business metric measurement system. The overall program was reduced from 12 weeks to seven, producing a significant savings.

>> The Lifespan organization consists of four hospitals, each with a separate strategy for delivering online annual mandatory training, with the majority of such online training related to patient safety. Stephanie Thanos’ gap analysis in summer 2009 revealed a major opportunity to improve and consolidate this training. Thanos successfully launched an online patient safety curriculum committee, bringing together representatives of a wide array of clinical and operational functions, including nursing and physician leaders, risk management experts, and quality officers from all hospitals, to design a single online course that reduced the duplication of efforts and delivered a universal message to all employees across the organization. Her method for analyzing and leveraging training opportunities has been adopted in other areas of the Lifespan organization.

Congratulations Mona Malone.

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Liset Valdes, 38
Region Director, Training & Development
(3 direct reports; facilitates training for more than 11,000)
Securitas Security Services, USA
Southern California/Hawaii Region
B.A., University of California

>> The Region President consistently selects Lisette Valdes to lead a variety of business projects and initiatives at Securitas Security Services, USA. In 2009, her Region President tasked her with leading the integration effort for an acquisition her region made at the beginning of the year. In addition to creating and implementing the acquisition project plan, she worked with various departments (e.g., IT, legal, contracts, payroll, employee relations) throughout the country to coordinate their activities related to the acquisition, development of all communications, and the hiring of more than 400. This project plan was shared with and now is used by other regions across the country and has become the model for similar acquisitions in the company.

Pam Vincek, 38
Senior Business Training Manager
(5 direct reports)
KeyBank, Cleveland, OH
B.S., University of Akron

>> Pam Vincek faced the challenge of developing and integrating applicable role-based scenarios into KeyBank’s Anti-Money Laundering training modules. Vincek and her team worked with line-of-business managers across the company to develop three versions of each of the five role-based courses. While developing the training, Vincek also led the effort to modify the system integration, thereby assigning the appropriate modules to the identified target audience. This resulted in 36,418 completed sessions of training across the enterprise. In 2009, Vincek partnered with subject matter experts from KeyBank’s Corporate Compliance group to develop an Anti-Money Laundering general course in-house. Previously the course was developed by an external vendor using material purchased by another vendor. The in-house course resulted in an annual savings of $120,000.

Stephen A. Watson, 39
Director of Training
(2 direct reports; 3 indirect reports)
Atlas World Group, Evansville, IN
B.S., Embry-Riddle Aeronautical University

>> In the past, training success at Atlas-World Group was measured by how many sessions were scheduled and conducted per year, not on whether employees were fully trained for their position. Since he joined Atlas two years ago, Stephen Watson has campaigned to revolutionize the training department’s purpose. Working with Human Resources, he identified and entered all Atlas Van Lines job positions into the LMS. Next, he met with department heads and identified for each job position all training needed to be considered 100 percent trained for the position. The training department also identified a curriculum for all Atlas subsidiaries, based on cross-company policies. Now, Atlas schedules training for a purpose of maintaining a 100 percent workforce-ready company, and under Watson’s leadership, more fully utilizes its LMS for training enrollment and tracking, reports to management, and employee development.

April D. West, 30
Director, Training & Diversity Initiatives
(4 direct reports)
The Mirage, Las Vegas, NV
B.S., Kansas State University; M.S., California School of Professional Psychology; Ph.D., Alliant International University

>> In September 2009, April West was promoted to director of Training & Diversity Initiatives at The Mirage hotel and casino, where she took over responsibility for all areas of training, including guest service, management/employee development, leadership development, diversity, and property oversight for Compensation and Employment. West was selected to sit on the Core Implementation Committee that was responsible for developing the implementation strategy for and technical needs of a new Web-based corporate-wide LMS. West was primarily responsible for the successful launch of the program to end-users at The Mirage. She designed and implemented a communication plan to inform all 5,000-plus employees about the system and how it would be used, and provided job aids.
YOUNG TRAINERS TO WATCH

Although they did not make this year’s Top Young Trainers list, the accomplishments and leadership of the following 10 training professionals (in alphabetical order) make them definite up-and-comers in the training field.

RAY ACAY, 31
Training Manager (2 direct reports)
Prometheus Real Estate Group, San Mateo, CA

ESTHER DAEMEN, 39
Manager, Clinical Curricula (4 direct reports)
Kendle International, Inc., Brussels
Bachelor – Nursing, PHIV – Belgium

BRIAN DYKHOUSE, 38
University of Farmers, Claims Training and Development Specialist (led team of 22 peers as he managed a country-wide rollout of training to more than 1,100 participants)
Farmers Insurance Group, Grand Rapids, MI
B.B.A., Grand Valley State University

KRISTIN MACKEY-DIOBILDA, 38
Training Consultant/Coach (collaborated with 10 to create leadership program for SOS Children’s Villages)
Trainer for Children’s Services Council of Broward County, Lauderdale, FL
B.A., Rowan University

AMY THOMPSON, 38
Corporate Trainer (led 5 subject matter experts and 1 training associate in the development of Google transition training for 1,200-plus employees)
LifeWay Christian Resources, Nashville, TN
B.S., Tennessee Temple University

DANIELLE TOMLINSON, 36
(4 direct reports; 28 total people on team)
Senior Director, Red Hat Training
Red Hat, Chicago, IL
B.S., University of Illinois

NICOLE GIAMPAPA, 35
Manager of Curriculum Development (7 direct reports)
Aetna, Hartford, CT
B.A., Boston College; M.A., University of New Haven

KRISTIN MACKEY-DIOBILDA, 38
Training Consultant/Coach (collaborated with 10 to create leadership program for SOS Children’s Villages)
Trainer for Children’s Services Council of Broward County, Lauderdale, FL
B.A., Rowan University

DAVID MCGEOUGH, 36
Senior Director, Training (17 direct reports)
PAETEC, Rochester, NY
B.S., Arizona State University

APRIL CAREY, 35
Director, Operations Training (6 direct reports)
LQ Management, L.L.C., Irving, TX
B.S., Florida State University

YOUNG TRAINERS TO WATCH

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