FAST TRACK TO SUCCESS:

TOP YOUNG TRAINERS 2012

Training’s fifth annual list of the accelerating stars in the training industry today.

By Lorri Freifeld
Top 10 Young Trainers 2012

Advisory Board. Some 100 nominations were submitted. 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
- Demonstrated career progression in an accelerated timeframe
- Proven success in meeting a difficult training challenge or completing a training turnaround job
- 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
- Technical competence

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 rating 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.

“What distinguished the Top Young Trainers in 2012 is leadership—putting their mark on their organizations in innovative and impressive ways,” says TYT Judge Kevin Wilde.

“TyT Judge Cyndi Bruce agrees. “The caliber of the nominees put forth was impressive. Their ability to establish productive relationships at all levels and inspire and motivate their teams was clearly a key to their success.”

TYT Judge Donald Keller says he’s inspired by these talented young trainers—their leadership abilities, talent, potential, and accomplishments. “They’re on the fast track to success and represent not only the future of training as we Baby Boomers prepare to pass the torch on to this next generation of trainers, but also the present as we stand side by side as colleagues.”

“Great people are the single best indicator of an organization’s long-term potential,” adds TYT Judge Bruce Jones. “This year’s outstanding pool of winners delivers benchmark performance in areas such as leadership and strategic focus that will drive significant value for their organizations.”

TYT Judge Mike Hamilton says he always enjoys being a judge for the Top Young Trainers awards. “It is inspiring to hear the stories of the young professionals and the contributions they are making to their organizations. We can all learn something from these young professionals and the winners of this year’s awards should be proud of their accomplishments.”

Believes TYT Judge Nancy J. Lewis: “Our future is in good hands!”

At the beginning of 2011, prior to the separation, the L&D function had 55 employees and a decentralized training model with a corporate training department and three individual training departments reporting into the business lines. Baumgarten and the L&D executive at the time decided to create two separate L&D functions—one centralized function for each company (AAA Club and AAA Insurance Exchange). Baumgarten designed a department to focus on Learning and Performance after analyzing the “business” strategy and culture changes—the AAA Club was going to be more cash flow based and required leaner support functions. As L&D executive, Baumgarten was charged with downsizing the AAA Insurance Exchange staff and cutting the budget by 25 percent. The final organizational sizes were 10 people for the AAA Club and 29 people for the Insurance Exchange. In October 2011, the Insurance Exchange rolled out a new strategy, refreshed company values, and six key growth initiatives.

“The company separation had various components that required a wide range of management and leadership skills,” says nominator Dan Reynaud, senior Strategic Relationship Manager, Harvard Publishing. “It was a challenging circumstance that defined how the L&D function would affect both organizations for the upcoming years.”

At the time of the separation, Baumgarten was also spearheading two strategic training projects. One was a new insurance policy administration system affecting more than 2,000 employees who needed to be trained in just a few weeks. The other was the AAA Club implementing Workday for its HR system. The Club’s Learning and Performance team had less than two months to prepare for the Workday rollout—while configurations were still in development. Due to Baumgarten’s leadership, both rollouts were on time and successful.

The Judges

Training Editorial Advisory Board

Brent Bloom, Senior Director, Global Talent & Development, KLA-Tencor Corporation

Cyndi Bruce, Executive Director, KPMG Business School – U.S.

Jim Federico, Sr. Director in SMSG Readiness, Microsoft Corporation

Daniel J. Geep, Managing Director, Learning & Development, PricewaterhouseCoopers, LLP

Vincente Gonzalez, Learning and Development, Booz Allen Hamilton

Raymond D. Green, CEO, Paradigm Learning, Inc.

Michael S. Hamilton, Chief Learning & Development Officer - Americas, Ernst & Young LLP

Bruce I. Jones, Program Director, Disney Institute

Donald Keller, Chief Learning Officer and Vice President, Global Education & Development, SCC Soft Computer

Nancy J. Lewis, former CLO and VP, ITT and former VP, Learning, IBM

Diana Oreck, VP, Global Learning & Leadership Center, The Ritz-Carlton Hotel Company

Bill Pelster, National Director, Talent Development, Deloitte Services LP

Kevin Wilde, VP, Organization Effectiveness and Chief Learning Officer, General Mills, Inc.

Lorri Freifeld, Editor-in-Chief, Training magazine

Bruce Baumgarten, 39
AUA University Executive (5 direct reports; 24 indirect reports)
AAA NCNU Insurance Exchange
B.S. and M.S., University of Wisconsin
17 years in training
CHILDHOOD AMBITION: Astronomer
FAVORITE PHRASE OR MOTTO: “Be the best you can be, help others be the best they can be.”

Josh Bodiford, 31
Manager, Learning Development (4 direct reports, managed 48) Cerner Corporation
B.S. and M.S., Florida State University
NUMBER OF YEARS IN TRAINING: 7
CHILDHOOD AMBITION: “I honestly don’t remember. Didn’t everyone want to be a doctor at some point?”
FAVORITE PHRASE OR MOTTO: “It’s always OK to ask for help. It’s never OK to miss on a commitment if you haven’t.”

JOSH BODIFORD, 31
Manager, Learning Development (11 direct reports, managed 48) Cerner Corporation
B.S. and M.S., Florida State University
NUMBER OF YEARS IN TRAINING: 7
CHILDHOOD AMBITION: "I honestly don't remember. Didn't everyone want to be a doctor at some point?"
FAVORITE PHRASE OR MOTTO: "It's always OK to ask for help. It's never OK to miss on a commitment if you haven't."

FAMILY/PETS: Spouse, Amy; cats, Copper and Onyx
OUTSIDE INTERESTS: Traveling and reading
ADVICE FOR THOSE ENTERING THE TRAINING FIELD: "Continue to be a life-long learner. Learn from your peers and gain insight from instructional designers, facilitators, project managers, administrators, and business leaders. Each function brings a unique value, which is easy to overlook when you become focused on your day-to-day tasks and direct projects."

>> In 2011, AAA NCNU announced it was separating the AAA NCNU Club from the AAA NCNU Insurance Exchange company, and the AAA NCNU Insurance Exchange was merging with Mid-Atlantic Insurance Group. Bruce Baumgarten was selected to structure and lead the Learning and Performance Group for the AAA Club. Shortly after setting up this function, Baumgarten was tapped for the Learning and Development executive position in the AAA Insurance Exchange, where he was tasked with restructuring the Learning and Development function.

>> As Cerner Corporation’s client-driven Learning Services business spiked over the last two years, Josh Bodiford created and executed a strategic plan for developing and shifting resources to focus on client-facing work. The intent was to support new learning models and innovate with Cerner clients, then bring that learning-in-house for associate benefits. Bodiford and his team made a significant commitment to this—during a six-month period, the non-billable members of his team logged more than 4,000 billable hours. This translated into more than $500,000 in revenue generation from unanticipated sources. This performance continued through the end of 2011—Bodiford’s team contributed an additional 500-plus billable hours per quarter from non-billable associates.

According to nominator Melanie Jescavage, senior director, Catalyst Development Center, Cerner Corporation, Bodiford’s coaching extends well beyond his team “as he is viewed as one of the top learning strategists within our organization.” To reach others beyond his immediate scope, he established the Learning Collaborative, a learning community on the company’s social business platform, uCern. He reaches anyone (internal to Cerner and external to clients) managing a learning function. He and his team have provided best practices for topics such as learning assessments, development processes, development tools, and learning measurement. Usage metrics at the end of 2011 showed visits increased 13.2 percent, contributors 33 percent, new document contributions 5 percent, and user relevance ratings 5 percent.

In partnership with the chief learning officer, Bodiford co-developed the Cerner Learning Consulting Framework, a required course for all learning-focused associates. Participants learn and practice elements of Cerner’s internal learning development process known as ADAP. As the creator and now instructor for the class, Bodiford directly influences the skill development of learning roles. He extended associate development by creating a library of training plans for the roles in his department. Some 100 percent of targeted associates are enrolled in the correct work-based development for learning roles. He extended associate development by creating a library of training plans for the roles in his department. Some 100 percent of targeted associates are enrolled in the correct work-based development for learning roles. He extended associate development by creating a library of training plans for the roles in his department.
MINETTE ALEXANDRA SY CHAN, 34
Former Training and Partner Enablement Manager (managed over 250 people)
A Siemens Business (currently Training Program Manager, Oyala)
B.S., University of the Philippines, M.A., Stanford University
7 years in training

CHILDOOD AMBITION: “I wanted to be an engineer or a teacher. I ended up being both by completing my Bachelor’s degree in Engineering and my Master’s in Education. Now I am in the field of technical training.”

FAVORITE PHRASE OR MOTTO: “Goals are dreams with deadlines.”

FAMILY/PETS: Husband, Wyatt; children, Anika and Cedric; coming soon, 2 bunnies from the shelter

OUTSIDE INTERESTS: Traveling, and trying out new things

ADVICE FOR THOSE ENTERING THE TRAINING FIELD: “An open mind leads to discovery and growth. Discover what your learners need to know versus everything out there that’s ‘nice to know.’ Most of all, enjoy what you do and do your best, knowing that what you do can have much more impact on someone else’s career and life.”

>> Minette Alexandra Sy Chan stepped up from being a technical trainee in training to training manager. This move made him responsible for the training department’s effectiveness and increased both the quality and quantity of training courses. Chan was able to expand eMeter’s exposure through these partnerships, exponentially; figure that this added $15,000-a-year division in 2009 to a $500,000-a-year division in 2011. Chan not only delivered one but also $1 million in additional revenue, and two years later, the company’s growth stagnated. Chan was called upon to reduce the staff by 60 percent, meaning the department would lose eight of 11 training instructors and both training manager had agreed to reduce the staff by 60 percent, meaning the department would lose eight of 11 training instructors and both training

STEPHEN EVANS, 36
Training Manager (15 direct reports)
URS
B.A. and M.S., Brigham Young University, M.B.A., Western Governors University
16 years in training

CHILDOOD AMBITION: Astronaut

FAVORITE PHRASE OR MOTTO: “Take pride in doing things right the first time.”

FAMILY/PETS: Wife, Elizabeth, children, Aaron (9), Hannah (6), Isaac (1)

OUTSIDE INTERESTS: Spending time with family, camping, hiking, swimming

ADVICE FOR THOSE ENTERING THE TRAINING FIELD: “Remember that training is about individuals. You may be tasked with educating the masses, in the end, the most important thing you can do as trainers is inspire individuals to improve.”

>> In November 2010, Stephen Evans was promoted from Training Supervisor to Training Manager. This move made him responsible for meeting the OSHA, EPA, DoD, and other regulatory and technical training requirements for more than 1,300 employees and subcontractors who are operating the Toole Chemical Agent Disposal Facility, which currently is destroying an aging arsenal of lethal chemical agent weapons for the Department of the Army. The previous Training Manager had agreed to reduce the staff by 60 percent, meaning the department would lose eight of 11 training instructors and both training coordinators. When Evans took over as Training manager, he launched a campaign to convince upper management to increase staffing levels. In conjunction with this, he motivated and inspired the staff to take on new project work (mostly course revisions or conversions from instructor-led training to computer-based training) and to obtain results he had set with upper management. His management brought in every year. After several months of delays, Evans successfully approved to only lose two instructors in January, and then an additional instructor and coordinator for March. “It was a huge accomplishment that was inspirational and a great morale boost to our department,” says nominator Richard M. Valdez, Training Supervisor, URS Federal Services, E&G Defense Materials, Inc. “Steve is a strategic thinker and keeps the bigger picture in mind when finding solutions to problems or management challenges.”

Evans was also instrumental in the development of an in-house training program that allowed the facility to save hundreds of thousands of dollars. As a federal contractor at a new, high-hazard facility, much of the training had to be completed off-site at a facility capable of training in the handling and control of hazardous materials. Evans prepared the facility to show it how to do it. The new program allowed them to reduce the amount of time it took to train employees. “The biggest challenge was creating a revenue-generating Partner Boot Camp in less than 90 days, filling the class with people who are normally billable resources from eMeter partners to make customer training. It was 90 days after that. This became a cross-company, cross-departmental resource, juggling 20 software engineers, 12 delivery consultants, four marketing resources, and three IT professionals. Chan not only delivered one turn of 50 to 30 percent growth over two years. Chan was able to expand eMeter’s exposure through these partnerships, exponentially; figure that this added $15,000-a-year division in 2009 to a $500,000-a-year division in 2011. Chan not only delivered one but also $1 million in additional revenue, and two years later, the company’s growth stagnated. Chan was called upon to reduce the staff by 60 percent, meaning the department would lose eight of 11 training instructors and both training manager had agreed to reduce the staff by 60 percent, meaning the department would lose eight of 11 training instructors and both training

JASON FORREST, 33
Chief Sales Officer (led 375 people from 22 homebuilding companies)
J Forrest Group
B.S., Texas Christian University; M.B.A., American University
6 years in training

CHILDOOD AMBITION: Astronaut

FAVORITE PHRASE OR MOTTO: “If I were doing this in life, it would be worth every minute.”

FAMILY/PETS: “I live in Fort Worth, TX, with my wife, Shelly, and our kids, Saunders and Mary Jane. We are also the proud owners of a playful Golden-doodle named Happy.”

OUTSIDE INTERESTS: Reading, exercising, spending time with family

ADVICE FOR THOSE ENTERING THE TRAINING FIELD: “Find the most successful trainer you know and copy them.”

>> Most homebuilders view the sales presentation as a secondary part of their business. Jason Forrest, chief sales officer at the J Forrest Group, doesn’t agree. One of his biggest challenges is educating salespeople to see in themselves and he has an exceptional ability to help them rise to the occasion.” says nominator Dave Casciano, Client Relations, J Forrest Group. “His trainees’ attitudes change 180 degrees from ‘I have to do this’ to ‘I want to do this.’”
In 2011, Quicken Loan’s Mortgage Bankers failed 11,812 first-
and the people around you. Ask questions, never be afraid to
by actively seeking ways to grow the organization, grow yourself,
end, with responsibility for results, budgets, resources, and people
that immediately affected the clean loan submission rate. The average
conversion, banker coaching, and Enterprise Information T echnology
pass rates have increased to 87 percent in just three months while
saving the company $6,321.28 a month and $75,855.36 a year.
Mulka also has spearheaded several other initiatives. She created a
bonus system that rewards associate bankers for their performance on
banks that beat quarterly goals. She led an initiative to provide
step after initial training). She led the “Broken Windows” project where Training consultants presented ideas to help solve problems around lead
conversion, banker coaching, and Enterprise Information Technology
(ITS). She developed companywide training for FHA Suspense that immediately affected the clean loan submission rate. The average
loan submission rate on FHA underwrites was hovering around 19 to 21 percent, after the training, the suspension rate dropped to 11 to 17 percent.
Mulka also recently developed two direct reports for promotion into training leadership positions.
“Katie is a pure leader at heart,” say nominators Bridget Moore and Wendell Robinson, technical writers, Quicken Loans. “She takes control of situations and trusts the strength of her skills and the abilities of those she’s trained. Her insight helps other grow as trainers.

KATIE MUKLA, 29
Director of Training
(6 direct reports)
Quicken Loans
6 years 8 months in training

CHILDHOOD AMBITION: Doctor
FAVORITE PHRASE OR MOTTO: “Rest in Reason, Move in Passion.”

ADVICE FOR THOSE ENTERING THE TRAINING FIELD: “Trainees are leaders. You have the ability to affect the final outcome. You do that by actively seeking ways to grow the organization, grow yourself, and the people around you. Ask questions, never be afraid to respectfully voice your opinion, and understand that you are in the position of a trainer to move the business forward.

>>In 2011, Quicken Loan’s Mortgage Bankers failed 11,812 first-attempt state licensing exams, which added up to a total cost of $484,570. The overall pass rate was 78 percent. Promoted to director of Licensing Training in May 2011, Katie Mukla found this unacceptable and searched for a more effective way to train bankers to pass their exams. The solution: Replace an average of 120 live instructor-led classes per week with an average of 45 interactive state licensing Webinars per week. This format reaches more mortgage bankers and allows them more time with clients. Licensing trainers in every state no longer have to be in every state. By removing 20 states; instead they can narrow their focus to the states they are truly masters in. Since the switch to a Webinar training format, state licensing pass rates have increased to 87 percent in just three months while saving the company $6,321.28 a month and $75,855.36 a year.

ANIL KUMAR SANTHAPURI, 31
CGI Information Systems and Management Consultant Private Limited
Assistant Manager, Human Resources (7 direct reports)
Post Graduate Diploma in Business Administration; Bachelor of Engineering (4 years 8 months in training)

CHILDHOOD AMBITION: Doctor
FAVORITE PHRASE OR MOTTO: “Rest in Reason, Move in Passion.”

ADVICE FOR THOSE ENTERING THE TRAINING FIELD: “Follow your passion and find a mentor who can stoke your passion with experience and wisdom.”

>>With 40 percent growth of headcount in the last 12 months and the addition of new lines of business, CGI Information Systems and Management Consultant Private Limited tapped Anil Kumar Santhapuri to create a new junior integration initiative for Pan India (all three locations) covering approximately 2,800 new hires from October 2010 to December 2011. Santhapuri managed the portfolio end to end, with responsibility for results, budgets, resources, and people aligned to this initiative. Key integration activities for lateral hires spread over four months included: a welcome DVD sent to new joining prior to the joining day, welcome kit and handbook to new joiners on day 1 at the office; online guided tour and other mandatory e-learning courses; CPMF (Client Partnership Management Framework) and quality system training; mentoring system; mandatory two-day induction program that includes senior leadership interactions with all support units, integration into corporate values, and orientation to 120-day touch-points for new joiners culminating in a review meeting with the manager, as well as a career planning and development meeting; CGI 101 seminar for management; and executive integration and coaching for senior hires. Results: Overall effectiveness of the program was rated 4.86 out of 5. Attrition is less than 2 percent. ROI on cost is 500 percent. Some 70 percent of the members are at “good and above” proficiency levels on technical skills as rated by their managers. The average time taken to integrate into the project work is five weeks. Some 90 percent of managers are satisfied with the performance of members against the identified role expectations.

In addition, Santhapuri instituted background verification process checks for all new employees joining CGI India. He created a university hire integration track for India, plus process, quality, and project management learning tracks across India. He also designed an executive development track.

“Anil has demonstrated role-model behavior in the areas of learning, continuous ramp-up, and innovation,” says nominator Praptida Banerjee, VP Human Resources, CGI Information Systems and Management Consultant Private Limited. “And all of his team members are guided with continuous learning.”

JIM SOKOLOWSKI, 39
Director, Global Learning and Leadership Development (11 direct reports)
Savvis, A Comcast Link Company
B.S., Southern Illinois University; M.A., Roosevelt University
15 years in training

CHILDHOOD AMBITION: Airline pilot or high school teacher
FAVORITE PHRASE OR MOTTO: “It is better to be born lucky than to be born rich because you can lose your money.” And, “A good strategy on a bar napkin is just a bar napkin, but a good strategy on a bar napkin that is flawlessly executed is a good strategy.”

FAMILY/PETS: Wife, Tracy; granddaughter, Annika; Jack Russell terriers, Zoe and Bingo

OUTSIDE INTERESTS: Motorcycling, jet skiing, physical fitness

ADVICE FOR THOSE ENTERING THE TRAINING FIELD: “Deeply understand the strategy, business plan, markets, and initiatives of the organization. The key questions to ask in all that we do is: do we understand the content to address the challenge? How will success be measured? How does this support strategy? What are the reinforcement plans to ensure learning is a part and not an event?”

>>Within the last 12 to 13 months, Jim Sokolowski has helped transform Savvis’ Learning and Development (L&D) team from an administrative focus with a limited budget to a strategic and trusted advisor to the business units served by his department. Sokolowski grew the L&D team four-fold—from three to 12 full-time employees—and aligned instructional efforts to the company’s largest organizational strategic imperatives. As a result, Sokolowski led the L&D team to:

• Participate in the planning sessions to design and develop training programs in support of organization-wide initiatives such as Cloud Burst (a 2011 sales initiative for a new product), Global Project Location (a key business initiative), and Administrative Documentation Foundations Methodology (to introduce consultancy skills to Savvis’ sales force), Sales Executive Competency Modeling, Fast Start Sales Enablement Program, and organizational change management.

• Implement a global leadership development strategy.

• Create a new employee onboarding program. As a result, 2.5 months is the average time to work productivity for a new employee hired opposed to prior to the program.

• Upgrade and implement an LMS with a branding campaign to drive user adoption and interest. Through Sokolowski’s dedicated involvement, the LMS was implemented and functioned better than 2 percent. ROI on cost is 500 percent. Some 70 percent of the employees,” says nominator Nick DeNardo, manager, Savvis University and Systems Training. “Through ongoing, one-on-one coaching and feedback sessions, and assignments aimed at growth and skills enhancement, several of Jim’s direct reports have moved from entry-level to senior Learning & Development positions.”

DANIELLE TOMLINSON, 39
Senior Director, Global Training (managed team of 28)
Red Hat
B.S., University of Illinois Urbana-Champaign
16 years in training

CHILDHOOD AMBITION: A doctor
FAVORITE PHRASE OR MOTTO: “If you asked my team, they would tell you I am always open. Make data-driven decisions, take the emotion out of it, the data tells the whole story.”

FAMILY/PETS: Married with 2 boys, Liam (5) and Oliver (1); 2 pug dogs, Oscar and Polly

OUTSIDE INTERESTS: “Traveling to visit our family all over the world (Spain, Hawaii, Ireland, UK), sewing, renovating and remodeling our Victorian home.”

ADVICE FOR THOSE ENTERING THE TRAINING FIELD: “Training is a complex and fascinating business, so take the time to understand all facets of the training business. Once you approach with a business perspective, and understand your overall value to the company, you will be given a seat at the table, which, in turn, allows you the freedom to innovate.”

>>In her nearly three years at Red Hat, Danielle Tomlinson has spent the majority of her time working on two distinct areas of the Training business: a shift in the business model by moving the Training operations and delivery organization to a global managed services model and an overhaul of the Training product development and launch process. Tomlinson worked on globally aligning the Training organization from a systems, process, people, and customer service experience while stabilizing margins and growing training revenue and bookings worldwide. From vendor selection and project implementation to managing the transition of employees and systems and owning the financials of the project, Tomlinson has been responsible for every aspect of delivery.

This project brought a tremendous amount of change to the way Red Hat Training operations and delivery are managed. Tomlinson worked, and continued to work, with the regional businesses to ensure a smooth transition of Red Hat Training operations and delivery employees to new roles within the company and was able to support a 90 percent placement rate. Tomlinson and her project manager guide Red Hat’s partner, NIIT, which now has taken over the day-to-day operations (customer calls, training bookings, class schedules, etc.) and delivery in three out of four of the regions to date.

Expectations: In North America, where the model has been fully implemented, the business has experienced nearly 19 percent year-over-year growth in revenue and nearly doubled margin dollar contribution year over year. EMEA also has experienced nearly 15 percent growth in revenue and has seen managed improvement in the worldwide gross margin contribution has improved by 9 percent.

“Danielle has worked tirelessly to gain global buy-in to the change required by this project,” says nominator Iain Gray, vice president, Red Hat Services. “She has worked hard to hear all concerns, communicate all upcoming changes, promote wins when applicable, and celebrate the success of the team.”

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MORE 2012 WINNERS

Meredith Armstrong, 37
Director, Sales & Marketing Training (16 direct reports, 21 on team)
Marriott International
B.S., University of Delaware
5 years in training

Meredith Armstrong’s Sales Organization transitioned more than 3,000 sales associates and 785 hotels to a new way of doing business, requiring each associate to receive extensive training focusing on sales, service, and systems. Meredith Armstrong and her team were responsible for training these associates and created a six-week personalized training program supporting the launch of each market. Armstrong was challenged, at short notice, to create additional training supporting Marriott’s efforts to get salespeople out to the field. In response, she created 32 classroom and virtual training sessions affecting approximately 340 sales associates. As a result, Associate Engagement Survey Scores/Pulse ratings increased by 20 percentage points. Armstrong took on the additional responsibility of managing the training of 1,000 Sales associates in eight new Sales offices in the U.S. She built a new hire onboarding and training structure that includes virtual classroom training and leverages Training managers at each location.

Holly Battelle, 39
Senior Manager, Brand Advocate
(led teams of up to 150)
Marriott International
B.A., Metropolitan State College
Denver, CO
7 years in training

In addition to coaching 13 underperforming hotel teams, Holly Battelle designed and took ownership of TownePlace Suites by Marriott collection marketing, called the BOOST (Building Outstanding Overall Satisfaction Together). BOOST focuses on the hotels’ associate and guest experience utilizing their overall training and satisfaction scores as metrics. Battelle reviews all monthly performance numbers related to service and connects the needs to training opportunities. From that, she develops a personalized plan for each hotel. The designed prescription for success allows the hotels to improve and sustain better customer scores or experiences through a training lens. One property realized an increase of more than 16 percentage points in overall guest satisfaction year-over-year through this process. Battelle also managed and led the design, communication, launch, and deployment of Fairfield Inn and Suites’ Rally to Serve community program. Through her efforts, Fairfield Inn and Suites associates joined together during the annual Rally to Serve month-long event, helping to build more than 100 homes in 44 states and Canada.

Kami Bond, 35
Director, Human Capital Development (indirectly managed 20)
GE Healthcare
B.S., University of Delaware; M.S., Northwestern University
5 years in training

Kami Bond created, designed, launched, and led a new global high-potential leadership development program for GE Healthcare, a $17 billion, 50,000-employee business. The Xcelerate program reaches 190 global, cross-functional, director-level participants. Key components of the Xcelerate learning framework include 360-degree assessments, an internal executive coach, a combination of in-person (weekend program) and online program (which happened in March). In total, 190 came together and three-week regional events that occur at the same time with similar content but adjusted experiences based on the region they occur, such as Asia, Europe, Americas and virtual (Harvard Leadership Direct Curriculum—three competency areas, each with four classes and offered two different times a year) training, and a strategic business project. Some 80-plus percent of project sponsors said they “likely to implement suggestions,” while 90-plus percent said they “would re-employ an Xcelerate project team to a colleague.” By the graduation of GE’s first Xcelerate cohort (April 2012), participants will have completed 16 business projects that already have a positive financial and strategic impact on the business.

Denise Broderick, 40
Assistant Vice President, Education and Training (6 direct reports)
Hy-Vee Inc.
B.A., St. Ambrose University
13 years in training

Denise Broderick was promoted to the position of assistant vice president, Education and Training, and charged with the development and delivery of education and training programs for nearly 60,000 Hy-Vee employees. Although new in this role, Broderick completed work on two major initiatives for Hy-Vee: the restructuring of Hy-Vee University and the new Ronald D. Pearson Citizenship Program, which recognizes Hy-Vee employees for service to their communities. The restructuring of Hy-Vee University included refocusing the mission of the program, developing new learning tracks and degree criteria, rewriting curriculum, and rolling out the new program to stores. The original program existed for several months while the restructuring was completed. Broderick was under tremendous pressure to start the program in mid-stream, but she resisted just “doing something now” that would have resulted in derailment of the larger goal. Future officers, the CED, and other leaders evolve from this specific program. All leaders must participate in this training program in order to move on to future promotions.

Lauro A. Cruz, Missat, USAF, 40
Superintendent/Instructor (4 direct reports)
Pacific Air Forces Transportation Training Center
A.S., Community College of the Air Force;
Maxwell Air Force Base, AL
8 years in training

When Missat Lauro Cruz took on the responsibilities of the Pacific Air Forces Transportation Training Center’s new superintendent, he faced the daunting task of coordinating the training requirements from nine Air Force bases scattered across the Pacific, scheduling the deployment of four instructors to match these requirements; and using a limited budget to pay for airfare, transportation, hotel, and meals. Working with senior leaders and training managers at each base, Missat Cruz designed a plan to conduct 56 courses across the Pacific while conserving transportation costs and reducing excess baggage costs through the use of e-books on Apple iPads. He maximized the use of his $165,000 budget, while training 400 students and granting 455 semester hours of college credit through the Community College of the Air Force. Missat Cruz also foresaw the need for a hybrid/electric vehicle course for the Pacific region. He worked with an Air Force military training school in Germany, a Toyota training company in mainland Japan, and a commercial training school in North Carolina to obtain existing curriculum materials, arrange instructor qualification training, and build a one-week course.

Christopher Draven, 30
Manager, Training, Quality, and Instructional Design (5 direct reports)
MetroHealth Collaborative Care, A UnitedHealth Group Company
B.S., University of Delaware
11 years in training

Christopher Draven went from managing training for Customer Service and Technical Support within the company to his current role in the MetroHealth Collaborative Care, A UnitedHealth Group Company. Draven holds a Bachelor of Science in Health Administration and a Bachelor of Science in Accountancy from the University of Delaware. He has been working in human resources and training for 11 years and has experience in the healthcare, IT, and financial services industries. Draven’s role at MetroHealth Collaborative Care is to create and implement training programs that meet the needs of the organization.

Jen Dimalanta, 41
Director, Human Resources, Organizational Development and Administration (6 direct reports, 30 total people managed)
U.S. Security Associates, Inc.
B.S. and M.S., Missouri State University
13 years in training

Jen Dimalanta spearheaded the company-wide endeavor for the first time identified succession personnel for each of 21 CEO direct reports. Each of the 40-plus employees identified on the succession plan had a defined development strategy that utilized a developmental analysis to identify current strengths and weaknesses, an employee-specific developmental plan, and a timeline for training objectives and readiness for succession. Dimalanta also led the creation and implementation of branch and district leader success profile since last year. There are 10 branch/district managers who are ultimately responsible for the management of 90 percent of U.S. Security Associates’ workforce. The training program provides a profile for ideal applicants, details information on the hiring process, and instructions on and exposure to the company’s six selection tools (a pre-screening scorecard, a CRS assessment, an emotional judgment inventory assessment, a general intelligence assessment, a customized structured interview, and a foundational compatibility heat map). Three of the six tools were in-house developments through Dimalanta’s initiative. Thus, this program has been utilized to process more than 500 applicants for four management openings.
MORE 2012 WINNERS

Kate Eames, 27
Corporate Director, Training (managed training development and implementation for 1,100 employees)
The Kessler Collection
B.S., University of Central Florida
5 years in training

Kate Eames is responsible for training and development of employees at 10 luxury boutique hotels in five different states. In 2011, The Kessler Collection revamped its corporate culture, which required an overhaul of its Training and Development program to include guest service and leadership orientation training to support and sustain the change. In course of several months, Eames researched, revamped, and delivered the curriculum, resulting in a measurable increase in guest satisfaction scores (GSS) and marked improvement in employee engagement scores. At the beginning of 2011, GSS scores were declining at many of the hotels. Eames developed targeted training to improve these scores, visited every property, and trained more than 800 Grand Performers over two months. Today, all of Kessler properties’ GSS scores are improving, and five out of seven properties are performing at or above brand standard. One specific property, El Monte Sagrado in Taos, NM, was regularly at the bottom of the GSS rankings with a low of 79 in July 2011. After Eames’ training, it earned an 84.5 score for November 2011.

Jake Gold, 35
Director of Education Development (1 direct report)
Community Associations Institute (CAI)
B.A./B.S., Le Moyne College; M.P.A., George Mason University
6 years in training

Jake Gold has been with Community Associations Institute (CAI) in Falls Church, VA, for eight years. He was promoted to director of Education Development, and set about transforming the largest training and certification program in the industry. Although CAI is a small nonprofit organization with only 50 employees, its learner population of members is approximately 30,000, spread across the U.S. in 60 chapters. Gold realized thousands of pages of training materials needed updating and the cadre of 90 unpaid, volunteer instructors needed training. He implemented a new train-the-trainer program, organized the instructors into teams to update the materials, and secured executive support for the industry’s first LMS. As a result of the train-the-trainer program, registration numbers have increased by 10 percent and complaints about the courses and instructors fell by roughly 75 percent. After the LMS came online, the number of online course participants increased 229 percent in the first six months, and online course revenue increased by 44 percent in the same period.

Katherine Harrop, 38
Global Training Officer, SFS Operations & Client Delivery (managed virtual team of 30)
Citi, Global Transaction Services
B.A., York University, Toronto, Canada
13 years in training

In December 2010, Katherine Harrop was promoted to the new role of Global Training Officer of Securities Funds Service (SFS), Operations & Client Delivery. One of her first responsibilities was to form a training governance structure to support a global organization of more than 7,000 employees. She also led the needs assessment, design, development, and delivery of the Frontline Manager Program for Citi Securities Funds Service. More than 340 front-line managers completed this program globally in less than eight months. Harrop organized the front-line managers into huddle groups that meet regularly to discuss leadership issues and their best practices. And she created an online community that shares all of the content from this program and serves as a discussion forum for front-line managers. Feedback from senior management six months after the pilot program indicated they could see measured improvement in targeted front-line manager leadership skills. Overall, the global training led by Harrop’s team was determined based on employee feedback received in the annual employee survey. The 2011 feedback results in the survey increased by 5 percent from 2010.

Deidra Jones, 38
Training Coordinator (4 direct reports)
Department of Financial Services,
Division of Risk Management, State of Florida Loss Prevention Program
B.S., Florida A&M University
10 years in training

Florida state agencies employ approximately 200,000 employees, and do not have dedicated training budgets to access quality loss prevention training materials. The Division of Risk Management previously provided a series of programs of commercial DVDs and outdated VHS videotapes that had copyright restrictions and could only be loaned to a given agency until the next agency requested the title or topic. Deidra Jones led a five-member interagency team that achieved a first in Florida development of a computer-based prevention training series of 16 titles of expert instruction that is now available for all employees at 48 state agencies and universities without copyright or use restrictions. The team recorded expert presenters, produced 15 in-house digital videos, and obtained one video from the National Institute for Occupational Safety and Health for a savings of approximately $2 million. Training is a leading strategy in preventing and reducing workplace incidents, and contributed to saving the State of Florida approximately $1.1 million in casualty claims costs in fiscal year 2010-2011.

Jill Little Bear, 35
HR Development Specialist II (managed 10)
Sprint
B.S., University of Kansas
11 years in training

Jill Little Bear leads the creation and management of Sprint’s legal, ethics, governance, and compliance training. In partnership with Sprint IT, Little Bear and the team developed a knowledge management portal called i-Comply on the corporate intranet that consolidated the content of 15 training courses, 10 Websites, and two manuals. Employees access policies, resources, compliance education, and annual certification by typing “icomply” in their intranet browser. The platform allows employees to access resources when the need arises versus previous compliance training, which used multiple, unrelated, unconnected Websites, manuals, and courses. Employees access policies, resources, compliance education, and annual certification by typing “icomply” in their intranet browser. The platform allows employees to access resources when the need arises versus previous compliance training, which used multiple, unrelated, unconnected Websites, manuals, and courses. Learning components have included interactive puzzles, a graphic novel, a comic strip, a game show, a scenario-based video, a news show, a virtual superhero, a soap opera, a digital short, and podcasts employees can download to mobile devices. Since implementing i-Comply, the time employees spend in compliance training has decreased by 60 percent—a cost savings of $6.3 million. In 2011, under Little Bear’s leadership, 100 percent of Sprint’s employees certified via i-Comply in the shortest amount of time in company history.

Katherine Harrop is the Courseware Development manager for one of Crew Training International’s largest training contracts, providing qualification training to United States Air Force (USAF) aircrew members who fly Intelligence, Surveillance and Reconnaissance, Command and Control, and Communication aircraft. Two of the company’s largest training contracts recently required providing an online Learning and Content Management Solution to support training of more than 1,600 specialized aircrew members across three states. It would cost 3,700 combined hours of instructor- and computer-based training. Harrold was the primary leader in this implementation, which lasted 11 months and required more than 4,500 man-hours. Through strategic management of the project, she identified critical deficiencies and misreported capabilities in the system. Ultimately, the company had to dissolve the working relationship with the vendor. But while handling the technical issues involved, Harrold simultaneously initiated a transition project to adopt one of the solutions discovered during her comparative analysis of LMS options. She successfully transitioned all 3,700 hours of courseware and trained all users in less than three weeks. Outside of staff member salaries and benefits, the cost of the solution was only $2,500.

Patricia Harrolld, 37
Courseware Development Manager (managed 19)
Crew Training International
Bachelors, Peru State College; M.A., Bellevue University
16 years in training

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MORE 2012 WINNERS

Darren Louie, 38
Senior Manager, Global Talent Development (managed 20)
SAP
B.S., University of Victoria; M.Ed., University of Sydney
10 years in training

Last year, Darren Louie led the development and global rollout of an “experiential learning” approach for the 10,000-plus consultants at SAP. Louie led a cross-functional team of 20 indirect reports to design and develop a project-simulation-style of learning that would provide consultants with relevant problem-solving challenges and hands-on practice building a software solution using SAP products. The experiential learning approach included: cloud-based sandbox environments with instant access to enterprise software solutions; project scenario guides; and a learning and support infrastructure.

By year end, the team had written 16 training scenarios to support all of SAP’s Business Analytics software solutions and rolled out a project scenario guides; and a learning and support infrastructure. The experiential learning approach included: cloud-based sandbox environments with instant access to enterprise software solutions; project scenario guides; and a learning and support infrastructure.

Erin Lyle, 34
Director of Store Training (4 direct reports)
Toys “R” Us, Inc.
A.A., Clark College
4 years in training

Within the last two years, Erin Lyle has taken ownership of creating the strategy and direction for all store training, including all levels and areas of operational/sales training for more than 1,000 Toys “R” Us and Babies “R” Us store locations. This includes the continuous training and onboarding of 40,000 team members in technical training, selling/service training, product knowledge, and process/procedure training. In addition to building all of the training for the back-of-house team in 850-plus stores in just two months, Lyle was tasked with the challenge of how to incorporate selling skills into the product knowledge training for store teams. With the help of her team, Lyle created the Coach PK show. This is a monthly e-learning training course that features show host Lyle as “Coach PK” in a referee shirt and whistle. The monthly e-learning on how to use product knowledge to make guests happy reaches every team member in every store across the country. This training has resulted in the company Knowledgeable Team Member metric increasing by four points.

Jill Palazzo, 36
Executive Professional Development Trainer (managed 3)
Merck & Co., Inc.
B.S., Ursinus College; MBA, Saint Joseph’s University
4.5 years in training

Jill Palazzo was tapped to lead a new strategic, company-wide, global initiative last year in which responsible team members were tasked with developing three-year curriculum plans and learning solutions for five key roles that would drive future business success and further enhance trust and value with customers. The assignment included managing two senior Learning leaders, five Training/Workstream managers, and many vendors, plus collaborating with hundreds of region and country leaders. Under Palazzo’s leadership, more than 130 interviews were conducted, providing input to relevant learning needs for each of the five key roles and curricula. Palazzo also led three large-scale Global Customer Engagement & Selling Skills blended learning initiatives. She developed a smooth process from which to follow through every stage of the ADDIE process as Global Task Forces (training leaders around the world) worked together to create each of the learning initiatives. She helped to create efficiencies and identified opportunities to synergize one project with another. The strategy worked so well that she since has mentored seven others on the process and standards that she created.

Tanya Pang, 31
Manager, Capability Development (managed 8)
Lockheed Martin Corporation
B.A. and MHRD, Clemson University
9 years in training

Tanya Pang led the design, development, and implementation of training and performance support for the rollout of two corporate-wide process/system implementations last year. Pang designed the overall training strategy for Lockheed Martin’s transition to a new LMS. She managed a team of seven training developers to create a suite of learning solutions, including online help, Web-based training, instructor-led/virtual instructor-led training, and job aids. She also spearheaded the new Lockheed Martin Performance Management system and process called LM Commit, which affects approximately 120,000 employees globally. Pang designed and developed five Web-based training modules and a suite of learning solutions for the new Performance Management tool. The e-learning modules developed for this program won a silver Davey award. Chosen from nearly 4,000 entries from around the world, the Davey Awards are judged and overseen by the International Academy of the Visual Arts (IAVA), a 200-plus member organization of leading professionals from various disciplines of the visual arts.

CONGRATULATIONS BECKY!

Becky Fith, M.Ed.
VP of Training and Development

We know you as a charismatic and knowledgeable trainer who has a passion for helping others attain “A-HA!” moments through interactive learning. It’s exciting to see you be recognized by others for this. Congratulations on being named one of Training magazine’s Top 40 under 40 for 2012!
MORE 2012 WINNERS

Karen Price, 34
Director, Management Development (8 direct reports)
Nuance Communications, Inc.
B.S. and B.A., Suffolk University;
M.B.A., Boston College
12 years in training

During the last year, one of Nuance’s key HR initiatives (per request of the board of directors) was to complete a comprehensive talent review process, identify the top 100 high-potential leaders companywide, and prepare to launch Nuance’s first high-potential leadership development program. Karen Price fully designed and implemented this initiative. As a result of Price’s work, Nuance has been able to retain its highest performers and build its first-ever leadership development program, partnering with Harvard Business Publishing. In addition, Price developed and launched a three-tier Manager Certificate Program, an online curriculum designed to develop people management and business management skills for managers from the VP level to newly promoted managers. To date, 75 percent of managers voluntarily have opted into the program and 200-plus managers already have graduated; multiple global divisions have included completion of this program as a requirement for all managers; this program is now a key requirement for all VP and director-level promotions; and managers worldwide have provided 98 percent positive feedback.

Kathryn M. Tague, 30
Assistant VP, Sales Training & Development (9 direct reports)
MetLife
B.A., Rutgers University
13 years in training

Kathryn Tague is the strategic leader for the development of Path to Success, MetLife’s strategy for developing advisors. The strategy includes the Life Underwriting Training Council (LUTC) program and the Referral Advantage Program. The LUTC program is an 18-month designation program through The American College. Tague has led the effort with her partnership with The College and her leadership role in long-term continuing education and tracking of results. Due to these efforts, 61 MetLife/New England (NET) firms and all of MetLife Resources (MLR) are participating in the nationally delivered program, with three firms delivering the program locally. Results indicate a 4 percent increase in advisors reaching their first-year production benchmark versus those not participating in the program. For the Referral Advantage Program, Tague negotiated a contract with Bill Cates, a nationally recognized expert in referrals, to provide the development and accountability tools necessary to be successful. As a result, 64 of 82 firms are engaged in activities and development using Referral Advantage.

Julyn Terry, 33
Training and Development Manager (4 direct reports)
CHG Healthcare Services
B.A., University of Utah
7 years in training

Julyn Terry led the assessment, development, and implementation of the “Fox Project”—CHG Healthcare Services’ new front-office customer relationship management system involving more than 1,000 users across 10 sales and business partner divisions. This challenge required both data and people migration from a familiar, though archaic, legacy system to a new and unfamiliar Web-based solution. With each successive team that has been trained and transitioned from the old legacy system to the new technology, the timeframe to regain previous levels of productivity has been reduced from six weeks to three weeks. To a great extent, this was achieved because of Terry’s leadership in effectively adapting the instructional, coaching, and overall knowledge transfer approach as new lessons are learned. Individualized coaching from Terry’s technical training team is playing a key role in helping leaders and their teams to achieve new standards for productivity as measured by each team’s Key Performance Indicators. The training has helped the team achieve a record-level customer satisfaction score of 96 out of 100.
MORE 2012 WINNERS

Jodie Udell, 36
Director, Training and Development
(2 direct reports, managed 28)
Globe Education Network (Globe University/Minnesota School of Business)
B.S., University of WI – Eau Claire
13 years in training

Jodie Udell was key in solving Globe Education Network’s challenge of needing to make education cost effective and consistent to all 2,000-plus employees in five states across the country. She implemented a new virtual training platform, which today offers 197 virtual courses, with an average of 30 virtual sessions held per month. Udell created best practices and trained the 28 network trainers on how to conduct effective virtual training. It is estimated that this virtual solution saves the company more than $500,000 annually. It also improves employee productivity, eliminates errors, supports consistent processes, and enables onboarding sessions to get new employees up and running quicker. Udell also developed and rolled out a new leadership program called Transformational Leadership. Some 20 classes were conducted from August to December 2011 for more than 200 participants; they received an overall evaluation rating of 4 out of 5.

In the last year, Shane Verheyen reduced LMS help desk tickets by 50 percent, streamlined internal processes, implemented new LMS/LCMS/training environments, and brought on new team members. Verheyen and a co-worker found that more than 80 percent of curriculum content was business information, which the business already was updating in Word documents, Excel spreadsheets, etc. The Learning and Development function then created redundant information to utilize in curricula. Verheyen brainstormed the creation of a Business Information Owner (BIO) role, which is expected to save the company 8.5 FTE worth of labor in the recurring maintenance it spends on courses due to business changes. The Underwriting group, for example, maintains 53 different policy documents. The information has been ingested into the LCMS with content being reused within the business documents. If there is a change required in all 53 documents, the business owners now only need to change it once. During the quality check of the ingestion, the number of errors went from 55 overall digital revenue growth. Walsh's new employee orientation class that concentrated on guest service and unleashing the talents of staff. With this new training, guest service responses improved by 30 percent as measured through customer surveys. Equally important, revenues for the entire facility have increased over last year's. Whiteagle's co-workers elected him chairman of the facility's Guest Appreciation Program (GAP), which selects winners through a nomination process to receive quarterly cash awards. In addition, Whiteagle started two new initiatives to benefit the Ho-Chunk Tribal youth: a summer mentoring program for youth workers and a supervisory internship program for college-attending tribal youth.

Shaun Verheyen, 35
Manager, AAA University Administration
(4 direct reports)
AAA NCNU Insurance Exchange
A.S., Full Sail University, B.A. and M.A., University of Central Florida
13 years in training

Shaun Walsh, 31
Senior Manager, Training and Development
(4 direct reports)
Dex One
B.S., William Woods University; M.B.A., Benedictine College
4 years in training

Shaun Walsh assumed his new position as senior manager of Training and Development at the start of the largest company-wide initiative ever: the centralization of key sales roles as part of an advanced business model that had team selling at its foundation. In addition to personally hiring more than 300 new sales employees, Walsh led the training program from the initial start-up to key follow-up training sessions. Walsh spearheaded the creation of a blended instructor and digital curriculum for business development associates, marketing consultants, and client solution specialists. When Dex One became one of 13 premier Google partners, Walsh led the charge by having all 350 sales employees at the Client Contact Center to be the first in the company to become certified. His Digital Media Learning Plan resulted in a 98 percent first-attempt pass score on the Google Certification and an increase in overall digital revenue growth. Walsh’s new employee orientation training substituted jump drives for new hire packets, saving $50,000. This onboarding process has resulted in a 50 percent reduction in turnover at Dex One’s first customer contact center.

Calvin Whiteagle, 28
Director, Training and Development
(5 direct reports)
Ho-Chunk Gaming - Wisconsin Dells (HCG-WD)
Associate’s, Chippewa Valley Technical College; Bachelor’s, University of Wisconsin-Stout
6 years in training

After taking on the role of director, Calvin Whiteagle has been redeveloping the curriculum, image, and roles of the HCG-WD Training and Development department. Recently, HCG-WD has had turnover at the general manager position, requiring a new management program to rally behind the new GM’s vision and mission. Within weeks, Whiteagle launched a three-day leadership class that concentrated on guest service and unleashing the talents of staff. With this new training, guest service responses improved by 30 percent as measured through customer surveys. Equally important, revenues for the entire facility have increased over last year’s. Whiteagle’s co-workers elected him chairman of the facility’s Guest Appreciation Program (GAP), which selects winners through a nomination process to receive quarterly cash awards. In addition, Whiteagle started two new initiatives to benefit the Ho-Chunk Tribal youth: a summer mentoring program for youth workers and a supervisory internship program for college-attending tribal youth.

YOU ROCK, KATIE MULKA!

Congratulations on being named one of Training Magazine’s 2012 Top Young Trainers.
Your strong leadership and innovative skills drive the Quicken Loans Licensing Team, and your guidance helps make sure we amaze every client, every time!

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Marriott International Congratulates Meredith Armstrong & Holly Battelle as Top Trainers Under 40

Meredith Armstrong and Holly Battelle in continuously finding innovative ways to meet the training needs of our global and diverse workforce. They instill a sense of purpose in every learning opportunity, ultimately ensuring our brands deliver a better guest experience.
MORE 2012 WINNERS

Amber Wood, 26
Senior Learning Consultant (led 50)
Cash America International
4 years in training

Amber Wood recently served as the lead on two highly visible projects: the 2010 acquisition of 39 shops in Washington and Arizona and the new point-of-sale (POS) system rollout to 185 shops throughout 16 states in Mexico within five months in 2011—the largest international campaign Cash America International has ever undertaken. Wood’s responsibilities included: appointing team leads responsible for overseeing their team members during the group’s rotation to Mexico, collaborating with Learning & Development members to create and deploy training material, and evaluating and validating training resources. Training included on-the-job support, a revamped systems training guide translated for international use, and a functional checklist for the new operating system. Wood also partnered with departments including Audit & Security, Information Technology, Infrastructure, and Accounting to develop a time frame and schedule for converting the shops. With the rollout approximately 75 percent complete, the shops in Mexico were profitable for the first time in October 2011.

Crystal Zunker, 35
Manager, Organizational Development (5 direct reports)
Lockheed Martin
B.S., Tarleton State University
M.B.A., Texas Women’s University
7 years in training

With more than 50 Lockheed Martin Missiles and Fire Control (MFC) leaders participating in a Voluntary Executive Separation Program (VESPI), Crystal Zunker designed and led an accelerated Knowledge Continuity (KCO) program. The program aimed to grow knowledge in strategic areas, protect at-risk knowledge, and ramp up new executive leaders faster. Zunker conducted a knowledge loss assessment within each client group, prioritized the knowledge loss items with each VESP participant, determined knowledge recipients, created a knowledge transfer plan, conducted sessions to transfer the knowledge, captured knowledge in various tools, and gathered feedback to gauge application and impact of the process. As a result, more than 150 topics were identified and transferred; 94 percent of KC participants reported they were willing to share knowledge, and 250 employees were involved in knowledge transfer in one of the four key roles. Zunker also co-planned and began implementing an Organization Redesign for the MFC Technical Operations and Applied Research (TOAR) organization so it more effectively meets the demands of the business.

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YOU NG TRAINERS TO WATCH

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

Jason Ah, 33
Client Services Manager (supervised 5)
MRWEO Training and Assessment
Diploma of Training and Assessment, Diploma of Vocational Education and Training, Diploma of Training Design and Development
8 years in training

Julie Bell, 37
Senior Learning Officer (managed 26)
Cleveland Clinic
B.A., Siena Heights University
M.A., University of Detroit-Mercy
15 years in training

John Chinelle, 36
Senior Manager, Technology Training (managed 5)
REMAX World Headquarters
B.A., University of California at Santa Barbara
13 years in training

LisaDiane Ethridge, 36
Principal Training Specialist (managed 10)
PPD, Inc.
B.A., University of Texas at Austin
11 years in training

Waren Jahn, 31
Manager, Revenue and Systems Training Americas (7 direct reports)
IHG
B.S. and Masters, University of South Carolina, Ph.D., University of Tennessee
14 years in training

Matthew Daniel, 28
Learning Manager, Learning Technologies (3 direct reports)
Capital One
B.A., University of Arkansas
7 years in training

Mike Krause, 39
Chief Sales Architect (managed 2)
Sales Sense Solutions, Inc.
B.B.A., St. Bonaventure University, M.S.M., Roberts Wesleyan College
20+ years in training

Michael Merritt, 37
Senior E-Learning Developer (managed 2)
HDR Inc.
Bachelor’s, University of Nebraska-Lincoln; Master’s, University of Phoenix
15 years in training

Terrence Shelton, 36
Employee Development Supervisor (6 direct reports)
The Golden 1 Credit Union
B.A., California State University at Sacramento
6 years in training

Ken Spiker, 36
Director of Learning and Development (5 direct reports)
Cash America International
B.S., North Texas State University
6 years in training

Mike Krause, 39
Chief Sales Architect (managed 2)
Sales Sense Solutions, Inc.
B.B.A., St. Bonaventure University, M.S.M., Roberts Wesleyan College
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