



Spotlight on

# EMERGING TRAINING LEADERS

These stars set a shining example  
for their organizations

BY LORRI FREIFELD



lected last fall, the winners of *Training* magazine’s 2018 Emerging Training Leaders awards program certainly earned their 15 minutes of fame. So we’re turning the spotlight on them in this issue to showcase their stellar leadership abilities, motivational skills, and capacity to effect transformational change within their organizations.

“The 2018 winners demonstrate enormous potential and are incredibly forward-thinking, crafting great programs to achieve success,” says Emerging Training Leaders (ETL) Judge Lauren Westerdale. “I appreciated the transparency in highlighting past pitfalls and how they have improved to be thought leaders and example setters.”

These 25 Training professionals have been in the industry for two to 10 years and have demonstrated exceptional leadership skills, business savvy, and training instincts. All Emerging Training Leader candidates had to be nominated by co-workers or industry peers.

*Training* Editorial Advisory Board members and I judged the 50 nominations. In addition to the length-of-service criterion, we chose the 25 winners based on the following factors:

- Took on at least one new responsibility in the last year
- Successfully led a large-scale training/learning and development initiative within the last year that required management/leadership of a group of people and resulted in the achievement of a corporate strategic goal (with behavior change/business impact results provided)
- Demonstrates the following specific leadership qualities: acts as a mentor/coach, adopts new technology, collaborates, communicates often and effectively, embraces and adapts to change, empowers employees, fosters employee/team recognition, has a global mindset, innovates, inspires trust, provides regular feedback, sets an ethical example, thinks strategically and outside the box
- Has the potential to lead the Training or Learning & Development function at an organization in the next one to 10 years

On these pages, you’ll find in-depth profiles of the Top 5 Emerging Training Leaders (listed in alphabetical order), plus slightly shorter profiles of the other 20 Emerging Training Leaders. And we continued our tradition of creating a “To Watch” list, which features five up-and-coming professionals who didn’t receive an award this year, but who are well on their way to becoming future Emerging Training Leaders.

“These Emerging Training Leaders show a rare combination of strong emotional intelligence, strategic thinking, and understanding of how to use blended learning to maximize learning transfer and sustainability,” says ETL Judge Ross Tartell. “They are an extraordinary group of professionals.”

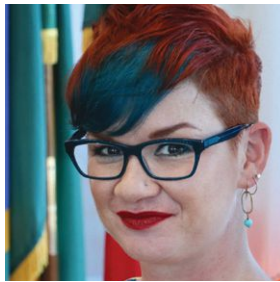
“As the half-life of knowledge continues to shrink, it becomes ever more critical for Learning leaders to help their teams deliver high value in real time,” stresses ETL Judge Rae Tanner. “The creativity and resilience this year’s Emerging Training Leaders showed in their efforts to bring

new solutions to their learners—despite severe time and resource constraints—underscores the high caliber of this year’s winners.”

## 2018 ETL JUDGES

- **Jodi Lynne Blanch**, Senior Director, Talent Management, Capital BlueCross
- **Brent Bloom**, VP, Service Operations & Training, Applied Materials
- **Cyndi Bruce**, Executive Director, KPMG Business School – U.S.
- **Laura Byars**, VP, Human Performance, and **Lauren Westerdale**, Training Coordinator, Human Performance, Blue Cross Blue Shield of Michigan
- **Tina Claire**, Senior Learning Strategist and Curriculum Manager, Booz Allen Hamilton
- **Jessie Cutler**, Manager, Learning and Development, Jiffy Lube International, Inc.
- **Debra Dalmard**, Director, Americas Learning, EY
- **Daniel J. Goepf and Candace Haynes**, Managing Directors, Learning & Development, PwC
- **Vicente Gonzalez**, Senior Director, Global Training, MAXIMUS
- **Quin Harward**, Manager, Learning & Development, CHG Healthcare
- **Jim Harwood**, former VP, University of Farmers, Farmers Insurance
- **Glenn Hughes**, Senior Director, Learning & Development, KLA-Tencor
- **Graham Johnston**, Talent Development - Best Practices & Innovation, Deloitte Services LP
- **Bruce I. Jones**, Senior Cast Development and QA Director, Disney Institute
- **Myra Pettis**, Director, Educational Service, SCC Soft Computer
- **Robin Renschen**, Director, Learning and Development, McCarthy Building Companies, Inc.
- **Rae Tanner**, Head, Learning & Development, University of Farmers, Farmers Insurance
- **Ross Tartell**, Ph.D., former Manager, Learning & Development – North America, GE Capital Real Estate
- **Lou Tedrick**, Vice President, Global Learning & Development, Verizon
- **Stacia Thompson**, Director, Keller Williams University, Keller Williams Realty, Inc.
- **Lorri Freifeld**, Editor-in-Chief, *Training* magazine

## TOP 5



**AMY CHAPMAN**  
Principal Learning Specialist  
PPD  
(3 direct reports)  
BFA, Acting, BFA, Theater Education,  
East Carolina University  
**10 YEARS IN TRAINING** (at time  
of submission)  
**CHILDHOOD AMBITION:** “I wanted  
to be a doctor and a lawyer at the  
same time, and then later in life,

I wanted to be an actor.”

**FAVORITE PHRASE OR MOTTO:** “It never hurts to ask!”

**FAMILY/PETS:** “I live with my creative, sassy, daughter, Charlotte (11); my smart, funny, son, Kenny (11); and a sweet kitty, Lilly.”

**OUTSIDE INTERESTS:** “I make art from bottle caps and pallet wood. I love the beach and camping. I’m a den leader for my son’s Cub Scout pack, and I also knit when I can find the time.”

**ADVICE FOR THOSE ENTERING THE TRAINING FIELD:** “Be confident! Don’t be afraid to make an alternative suggestion or even say, ‘No.’ You’re the training expert; feel empowered to make a recommendation to your customers on what YOU think is best, not necessarily what they come and ask for. And have fun with it! I’ve always pushed against the idea that being in a corporate environment means you should be dry or boring. Adults want to enjoy their learning, too. Spice it up!”

PPD leaders value Amy Chapman’s unique solutions and willingness to go beyond the corporate standard by testing new and innovative approaches. She was tapped to lead and create the newly implemented competency-measuring Progression Plan that aims to ensure employees have the appropriate support needed to take on new and bigger projects and, therefore, grow their skills.

Chapman also served as the training and change lead for a new technology launch: cloud-based Clinical Trial Management System (CTMS) training for 7,500 of PPD’s approximately 20,000 employees. The system is where PPD’s Clinical Research Associates (CRAs) track and record all site visit information that is sent to the sponsors through reports out of the system. This is the bulk of PPD’s business as a contract research organization. Chapman managed a team of designers, business partners, and subject matter experts to break down the business process into microlearning segments so learners could find and apply specific training easier.

Everything created served not only as training materials but also as on-the-job tools. Micro-simulations and eManuals are available via mobile devices, so users can easily pull them up while at a site, review the steps they are unsure about, and get back to work. Chapman also wove various learning methods together to meet the challenge of the global end-user population, including microlearning, social learning, iHelps, reinforcement quizzes, and superhero clinics with a new topic covered every 2 weeks. As a result, this program has reduced overall learner hours by 50%, decreasing enterprise training costs.

Chapman also took on the training lead role for PPD’s No. 1 priority IT project last year. She was responsible for all the training elements involved with getting PPD compliant with the new ACS 606 Revenue Recognition Standard. And she is the change management and communications lead for a new initiative to improve PPD employees’ compliance with Code of Conduct and Ethics training.

“Amy has established herself as a leader on the team by providing regular feedback, mentoring others, developing innovative learning strategies for our clients and partners, and implementing career progression plans for all the functional roles in our department,” says nominator Kristin Hall, director, Quality and Enterprise Learning, PPD. “She has established a positive relationship and trust with executive leaders and strategically aligns her actions with our corporate goals and defining principles.”



**MARK CROFTON**  
Global Vice President,  
Sales Coaching, SAP  
(led 4 sales enablement professionals;  
managed 300 during a training  
initiative)  
BA, Tufts University; MBA, Columbia  
Business School  
**4 YEARS IN TRAINING**  
**CHILDHOOD AMBITION:** Aerospace  
engineer

**FAVORITE PHRASE OR MOTTO:** “There are more things in heaven and Earth, Horatio, than are dreamt of in your philosophy.” —Hamlet

**FAMILY/PETS:** Wife, Cristina, and son, Nicolas

**OUTSIDE INTERESTS:** Environmental Conservation (on the Board of The Nature Conservancy) and soccer

**ADVICE FOR THOSE ENTERING THE TRAINING FIELD:** “If you come from outside the field, bring your experiences with you, but be prepared to learn.”

As vice president of Sales Coaching at SAP, Mark Crofton leads a team of 4 sales enablement professionals responsible for a range of activities and programs—all designed to boost the performance of SAP’s 10,000+ colleagues in sales and sales-related roles around the world. He developed and now manages Data-Driven Coaching at SAP—a 3-month program that analyzes SAP’s vast quantities of Customer Relationship Management and Human Resources data and uses the output to create personalized reports that help drive 1-on-1 sales coaching sessions with account executives (AEs). With this information, Data-Driven Coaches can take their coaching sessions to the next level, using everything they’ve learned from past coaching experiences, coupled with real, actionable data that pertain to their partner AE.

Under Crofton’s leadership, Data-Driven Coaching has strengthened SAP’s robust sales learning curriculum, which includes everything from in-person workshops to simulations, virtual, live classes, and a massive open online course (MOOC) called “Coaching for Performance” that is presented by SAP sales managers. Crofton also provides guidance to 50 SAP certified coaches, as well as hundreds of AEs who have participated in the Data-Driven Coaching program since its inception.

When comparing the performance of coached AEs vs. a control group of non-participant AEs, coached AEs have a clear edge: +7% deals won; +31% accounts won; +38% products pitched; +40% opportunities created.

Crofton’s team also leads global communication efforts for all of SAP’s Sales Learning programs and initiatives (including virtual and face-to-face programs, simulations, and company-wide enablement events).

Nominator Mark Cheever, Communications specialist, SAP Sales Learning, SAP, says one of the most impressive examples of Crofton’s adaptability occurred during his initial transition from his role as VP of Sales, Latin America, to leading SAP’s Academy for Sales—the organization’s flagship sales training program for Early Talent, first launched in 2014. “The Sales Academy was a new concept at SAP and came with an ambitious mandate,” Cheever explains, “specifically, to recruit high-potential Millennials from around the world and, through a centralized/on-the-job training program, transform them into SAP’s next-generation sales force.”

During Crofton’s time with the Sales Academy, Cheever notes, 99% of graduates rated “successful” or higher in their market units—outperforming the program’s key performance indicator (KPI) goal of 95%.

“Mark is deeply committed to the empowerment of employees and their personal and professional development,” Cheever notes. “He puts people first and does everything he can to ensure his direct reports are able to strike a happy and healthy work-life balance.”





**Laura Dannels**  
 Director, Learning & Leadership Development  
**Kaiser Permanente**  
 (18 direct reports)  
 BS, Business, California State University, Sacramento; MBA, University of Houston; Ph.D., Global Leadership & Change, Pepperdine University (estimated graduation, May 2020)

**9 YEARS IN TRAINING**

**CHILDHOOD AMBITION:** Peace Corps

**FAVORITE PHRASE OR MOTTO:** "Leadership without management is hallucination. Management without leadership is stagnation."

—Dave Logan, Tribal Leadership

**FAMILY/PETS:** "I grew up in Lake Tahoe on the mountains, lakes, and hiking trails with parents, 1 sibling, and a black cat named Chloe."

**OUTSIDE INTERESTS:** Passion for international travel (45+ countries) and philanthropic work, having led efforts in Israel, India, Nepal, and South America.

**ADVICE FOR THOSE ENTERING THE TRAINING FIELD:** "Emulate leaders you admire and adopt the qualities they possess to craft your own leadership style. Be intentional about the brand you build for yourself." (Recommended reading: "The 4 Disciplines of Execution")

Laura Dannels joined Kaiser Permanente (KP) a little over a year ago to run the Southern California Learning & Leadership Development Team. At the time, KP's president and COO had a vision for something they called KP Leadership University, and Dannels was asked to create a plan around that vision. Dannels presented a Southern California future state vision to KP's executive sponsors after less than 2 weeks on the job. The sponsors

were so excited about this larger, more cost-effective integrated framework that the regional president brought it to national Talent leaders and the 7 other regional presidents as a strategy that would be aligned to KP's business goals around the company's high-reliability operating model.

"Laura was able to influence more than 65 senior leaders in Southern California, her peers across the nation, and senior leaders to build a coalition of support across the country to see her vision for an integrated leadership development strategy that will help to align leadership capabilities at all levels, from those first interested in leadership through the executive suite," says nominator Vicki Enriquez, executive director, Enterprise Leadership Development & Learning, Kaiser Permanente.

The resulting leadership experiences feature Web-based and instructor-led training, discussion forums, live events, experiential simulations, and peer coaching. Dannels also helped to develop a custom app to reinforce learning outcomes and create community across a large geographical area. With more than 360 participants, the first program received rave feedback from executive leaders and managers. In 2017, KP reduced the number of Southern California Manager Leadership Programs from 13 to 1, significantly decreasing duplication of efforts and ensuring the company is teaching leaders the same capabilities across the region.

Dannels now leads multiple cross-regional/cross-functional project teams in partnership with corporate to build KP Leadership University as the national strategy. These include New Manager Experience (for all KP leaders), success profiles at all leadership levels, overall branding/change management, a specialized nursing pathway, and a high-potential diversity program. She joined KP when less than half of her team was staffed. In her first six months at KP, she hired, onboarded, coached, and mentored more than 10 consultants on her team in a 7-month period, all while leading consulting efforts to support 70,000 Southern California employees.

"Laura is strategic, innovative, and enjoys pushing the status quo to imagine the possibilities," Enriquez says. "She is seen and respected as a thought leader both inside and outside of KP."



**Jessica Manning**  
 Senior Manager, Learning & Development  
**Paycor**  
 (7 direct reports)

**8 YEARS IN TRAINING**

**CHILDHOOD AMBITION:** "A professional soccer player, just like Mia Hamm."

**FAVORITE PHRASE OR MOTTO:** "It is better to light a candle than to curse

the darkness." —Chinese Proverb

**FAMILY/PETS:** Husband, Chad Gaskins; daughter, Josie (3); 2 dogs, Moses (15) and Bella (11)

**OUTSIDE INTERESTS:** "Cincinnati is a wonderful place to spend time with family. We enjoy supporting the local professional sports teams, admiring the animals at the Cincinnati Zoo, or spending time outdoors at one of the many state parks."

**ADVICE FOR THOSE ENTERING THE TRAINING FIELD:** "Always strive to establish trusting partnerships with the people you support. It's important to know their business, their gaps, and their goals to ensure the training you deliver is aligned with what they need. Training remains a focus and you will be able to openly discuss what's working and what's not. This keeps you in a constant state of improvement while managing expectations and priorities to meet key business goals."

As the senior manager of Learning Development at Paycor, Jessica Manning leads a team of 7 Learning consultants who support the Client Service business unit—the largest department at Paycor spanning three locations: Cincinnati, Kansas City, and Jacksonville. Additionally, her team trains the Product and IT associates from Dallas, as well as associates from the 32 sales offices during universal onboarding.

Manning is formally responsible for the facilitation of classes for the Client Service department; however, she took on the responsibility of developing a universal onboarding program called "Fusion New Hire Onboarding" for all new hires across the business. The first 2 days of Fusion include new hires across the company; the remaining 7 weeks of the 8-week program include new hires from the Client Service organization.

Manning and her team worked with an external vendor to complete a needs analysis and determined there were 120 separate modules that needed to be completed. Program delivery is as follows:

- **Weeks 1-4:** Instructor-led training (ILT)/virtual instructor-led training (VILT), e-learning courses, cross-functional shadowing, on-the-job shadowing with onboarding ambassador, debriefing, weekly assessment, manager reinforcement meeting
- **Weeks 5-8:** 3-day cadence is repeated throughout these 4 weeks:

**Day 1:** ILT; associates learn the content

**Day 2:** Guided practice; associates complete tasks learned in the classroom with their onboarding ambassador present as a safety net

**Day 3:** Debriefing session; associates bring their experiences on-the-job back to the classroom to discuss and teach back to the group

As a result of this program, which has trained 345 employees to date, the Client Service average for the question, "I get the formal training I want for my career," increased 22% from March 2016 to March 2018. Additionally, employee terminations for those with less than 1 year of tenure within the Client Service organization decreased by 61.29% year-over-year between fiscal years 2017 and 2018.

"Jessica has strong partnerships in the business that make her a trusted advisor at all levels of the organization," says nominator Mark Wilson, senior director, Learning & Performance, Paycor. "Her forward-thinking mentality contributes to her ability to create innovative solutions that benefit the organization and provide opportunities for her associates to learn and grow. Her attentiveness to her employees' development enables her to build and nurture a strong team that delivers exceptional programs."

# TOP 5



**CHAD SANDERSON**  
*CRO/Managing Partner*  
**Value Prime Solutions**, a provider of *ValueSelling Associates Solutions* (manages a team of 6 who assist in executing workshops with clients) *BS, English, with a Writing Emphasis, University of Southern Indiana; MBA, Marketing, Regis University*  
**5 YEARS IN TRAINING**

**CHILDHOOD AMBITION:** “To be the next Shakespeare, but I would have settled for the next Stephen King.”

**FAVORITE PHRASE OR MOTTO:** “The scariest moment is always just before you start.” —Stephen King

**FAMILY/PETS:** Partner in crime, Tonja Husak; American Terrier rescue named Lily

**OUTSIDE INTERESTS:** “In the summer, Harley-Davidsons and riding in the mountains; in the winter, snowboarding; all the time, live music.”

**ADVICE FOR THOSE ENTERING THE TRAINING FIELD:** “Be authentic, be an expert, and make them laugh—always make them have fun when learning.”

Chad Sanderson is one of the newest associates to join ValueSelling Associates as part of Value Prime Solutions, a 20-year sales consulting business and provider of the ValueSelling Framework sales methodology. Almost immediately, he played an instrumental role in the development of a new product for ValueSelling Associates, the corporate entity that is the “mother ship” of the ValueSelling fleet. He also developed a vibrant pipeline for Value Prime Solutions, securing new clients and facilitating training for today’s leading sales organizations—all within the first 2 years

of his tenure. “This is what we’d call a ‘triple play,’ notes nominator Julie Thomas, president and CEO, ValueSelling Associates, Inc.

In the last year, Sanderson envisioned, produced, and launched the “B2B Revenue Executive Experience Podcast,” which serves as an ongoing reinforcement tool dedicated to helping executives accelerate their sales and marketing teams to optimize growth.

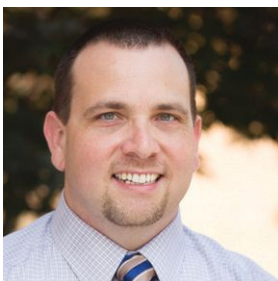
He brought his 20+ years leading sales and marketing, along with a deep understanding of social selling and digital marketing, to bear in helping to develop Vortex Prospecting, a 4-phase program based on the ValueSelling Framework that helps clients better leverage technology tools, tailor content and communication, and create a cadence for successful prospecting. Some 350 associates have been trained to date.

Sanderson has trained clients on both the Vortex Prospecting and ValueSelling Framework programs, helping them realize the following results:

- A cloud-based solutions company whose entire sales team went through Vortex Prospecting training increased its average deal size by 8% in the first quarter after attending the training.
- A software-as-a-service (SaaS) client in the loyalty and hospitality space that implemented Vortex Prospecting increased the number of qualified leads per rep by 11% and increased the number of conversions from sales development rep to account manager by 31% in the first quarter after training.
- An IT services firm that implemented the ValueSelling Framework saw an increase in deal size of 10% and its win rate increase from 43% to 61%.

“Chad is a committed sales leader and trainer who works to empower organizations and sales professionals to be their very best,” Thomas says. “He serves as a remarkable example of how to engage, qualify, advance, and close B2B deals, regardless of industry. He has a knack for inspiring the next generation of sales professionals.”

# 20 WINNERS



**MICHAEL ALEXANDER**  
*Manager, Campus Based Training*  
**ArcBest**  
*(11 direct reports)*  
*BBA, University of Arkansas*  
**3 YEARS IN TRAINING**

Michael Alexander previously led training initiatives for 1 market, approximately 30% of ArcBest. Within the last year, he was tasked to lead

training for the entire organization, which has more than 260 locations in North America and approximately 14,000 employees. All sales, operations, and new employee training for the entire organization falls under his leadership. Alexander led the development and delivery of training on a new integrated quotations system that aimed to cross-train all quotations analysts on multiple ArcBest service offerings to 100% utilization and ensure proficiency of 450 learners within 3 months of inception date. Detailed system training included classroom presentations, hands-on systems exercises, in-class gamification, and small group projects. Post-training, the company saw a 15% increase in revenue generated through new cross-selling initiatives. “As he began to lead training for the entire organization, Michael has seen opportunities to steer the ship of strategy and align a companywide training platform to senior-level goals for the company,” says nominator David Kessler, director, Learning and Development, ArcBest. “Michael is the ideal steward of our core values, is a trusted and genuine leader of our future, and a natural educator.”



**DEBRA ROBINSON BAKER**  
*Educator Consultant*  
**King County Government**  
*(led 70 Bridge Fellows, 158 individual contributors, 500+ managers/supervisors)*  
*Master’s of Theology, Nonprofit Management, Certified Instructional Designer, Columbia University*  
**3 YEARS IN TRAINING**

Debra Robinson Baker redesigned King County Government’s Bridge Fellowship Program for emerging leaders into an 18-week program facilitated over 9 months that is facilitated in class with independent study, e-learning tools, and toolkits. “We believe she turned around the Titanic,” says nominator Stephanie L. Sellers, program supervisor, King County Government. The learning culminates with a service learning project where participants examine real-world government and community challenges. Some 71% of Bridge participants have received new positions, special duty assignments, or temporary growth opportunities (all initiated by participants without prompting). Robinson Baker also co-designed and facilitated King County’s premier Leadership Essentials program for managers and supervisors. The 3-day course includes an equity and inclusion piece that is facilitated in a circle process. “Debra is a key leader in graciously changing the narrative to be inclusive and compassionate to all. She balances results and outcomes with human-centered needs,” Sellers says. “Debra creates spaces that promote growth in both the technical and soft skills arena. She has a rare combination of skills that make her an expert resource in transformational development.”



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## Laura P. Dannels

Named a 2018  
Top 5 Emerging  
Training Leader

- Talent Strategist & Advisor
- Employee Experience Curator
- Global Leadership & Change Expert



Laura P. Dannels, MBA,  
SPHR, PhD Student  
Director of Learning &  
Leadership Development,  
Kaiser Permanente

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# 20 WINNERS



**JESS BRACHT**  
Senior Facilitator  
**Oracle, Inc.**  
(managed/led 13)  
Communications and Spanish,  
University of California, Berkeley  
**3.5 YEARS IN TRAINING**

Jess Bracht often is recruited to lead new initiatives at Oracle, Inc., because of her diligence and record in delivering quality work and motivating team members, note nominators Preston McCrary, manager, Facilitation, Oracle, Inc., and Josie Marshburn, SVP, Enablement, Yext. In fact, she was tapped to co-lead the content redesign and development of Oracle's Class Of Business Development Consultant onboarding program. The redesign included updating 120 existing sessions, adding 7 new sessions, building a new on-the-job training element, incorporating an assessment model, and developing content for a third party supporting the program for the first time. Reaching 1,000 learners, the 5-week training spans 5 lines of business, including: Core Technology, Applications, Business Analytics, and Hardware. As a result of the training, Oracle has seen a 20% year-over-year decrease in the time new hires take to pipe their first lead and a 30% increase in quality of leads. "Jess is always reflecting on ways to make herself and our company's training better," McCrary and Marshburn say. "She is so passionate and persistent that professional development is now a key executive initiative for our organization's next fiscal year."



**AARON CARTER**  
Digital Learning Content Specialist  
**Arrow Electronics, Inc.**  
(led 10 for a multi-collaborative  
training initiative)  
Colorado State University  
**5 YEARS IN TRAINING**

Within the last year, digital learning content specialist Aaron Carter applied his education on Adult Learning theory to all the new trainings and educational job aids needed for Arrow Electronics, Inc., employees to be successful. In addition to creating a train-the-trainer program for a major order processing system, Carter spearheaded a training project for a company acquisition in Brazil that affected 165 learners. Although he doesn't speak Portuguese, Carter worked with subject matter experts to collect the information needed to create a guide on how to use Arrow Electronics' internal systems and the results that should be produced from those instructions. Carter also provided the Brazilian facilitator with interactive components and activities to keep learners involved and engaged. As a result, the acquired company had a 100% adoption rate of the tools and system with minimal errors. In addition, the company has seen a 10% increase in productivity with the new technology. "If you want to experience Adult Learning Theory in action, look no further than Aaron," says nominator ReLita Clarke, North American director, Learning and Development, Arrow Electronics, Inc. "Nothing was created or coordinated without considering the learners' moments of need. Aaron's passion, intensity, and work ethic never wavered."



**GRACE CLARK**  
Manager, Leadership Development  
**Robert Half**  
(2 direct reports)  
Apparel Merchandising degree,  
South Dakota State University;  
Master's, Organizational Leadership,  
Saint Mary's University of Minnesota  
**6.5 YEARS IN TRAINING**

Due to Grace Clark's collaboration and trust with leaders across Robert Half, she realized the organization needed to develop more efficient and effective ways to reach a much larger audience for leadership development, explains nominator Wendy Brenes, program manager – Mentorship, Enterprise Leadership Development, Robert Half. In response, Clark developed the Faster Forward Leadership Experience Program, which can be delivered in person or virtually over 3 to 6 months and was experienced by 244 leaders in the first year it was offered. This leader-led program provides exposure to new leadership concepts, direct access to senior leaders, assignments chosen to enhance learning with a direct business application, and feedback on participants' learning progress in applying new skills on the job. Clark also led the effort and project team to create a "self-service" Enterprise Leadership Development resources site. With the addition of the Faster Forward Leadership Experience, Robert Half tripled the number of leaders developed than with its core programs alone. "Grace has the innate skill set, intuition, and talent needed for this type of work," Brenes says. "Each action she takes, creates, and presents is grounded in research, experience, and strategy for maximum impact."



**VARUN GUPTA**  
Manager, Eaton University,  
Global Learning Infrastructure  
**Eaton**  
(6 direct reports)  
BS, Maths, Government College,  
Ajmer; PGDBA, Graduate School of  
Business Administration, Greater Noida  
**7.5 YEARS IN TRAINING**

Varun Gupta's overall responsibilities within Eaton's corporate learning organization, Eaton University, increased significantly during the last year. He assumed the role of Eaton University project leader for 2 major global learning initiatives: **1.** The design, construction, and deployment of a new Functional College (2.0) infrastructure for Eaton's corporate global functions. Functional colleges are the primary employee interface for all learning in support of their roles and personal development. **2.** The upgrade and enhancement of Eaton's SumTotal learning management system (LMS) platform for internal employee learning. Both of these activities are in support of more than 65,000 employees worldwide. Employee formal learning deployed via the LMS increased more than 30% to 350,000 completions. And employee utilization of Eaton's Functional Colleges and Leadership Center increased by more than 20% to 240,000 in the last year. Says nominator David Keifer, director, Eaton University, Eaton Corporation, Plc: "Varun's breadth of experience across multiple disciplines, global operations experience, individual certifications, plus his personal leadership experience in building startups and leading global teams and organizations uniquely qualify him for leading an overall Training organization."





**JAMEY JENKINS**  
*E-Learning Developer*  
**Avera Health**  
*(led 10-15 subject-matter experts through large training initiatives)*  
*BS, University of Sioux Falls*  
**4 YEARS IN TRAINING**

An integral part of Avera Health's Leadership & Organizational Development team, Jamey Jenkins led numerous initiatives this last year, including an organizational goal on educational efficiencies. Jenkins put together a committee to compare current new hire online curricula with regulatory standards within the health-care industry. She then revamped Avera Health's new hire regulatory e-learning courses, using videos and Articulate 360 to increase engagement and improve training efficiency, resulting in a drastically decreased amount of time new hires spend on education. Clinical new hire curricula were reduced from 15 hours to 4, and the non-clinical new hire curricula were reduced from 10.5 hours to 3.4, producing a considerable cost savings. Jenkins also played a key role as Avera Health implemented its learning management system (LMS) across its entire 5-state geographical footprint, affecting 17,000 employees. "Jamey is a creative individual and is always looking for ways to advance the learning of Avera Health employees," says nominator Tess Moeller, Leadership & Organizational Development consultant, Avera Health. "She never looks at the same problem the same way. She does a great job of utilizing critical thinking skills to find solutions that develop our staff."



**REETHU MARIAM JOSEPH**  
*Senior Analyst, Customer/*  
*Technical Training*  
**Dell EMC**  
*(led 41 team members from Education Services, Dell EMC)*  
*Bachelor's of Engineering,*  
*Information Science, Visvesvaraya*  
*Technological University (VTU)*  
**3 YEARS IN TRAINING**

Reethu Mariam Joseph was nominated to help facilitate Dell EMC's learning content management system (LCMS) onboarding for the content development team in India, including 41 participants spanning the functions of content design and development, digital media design, and agile scrum management. Joseph authored 3 procedure guides for the training, which was a combination of self-paced Web-based content, team discussions, and lab activities. As a result, the 41 team members in Bangalore moved from decades of content development in PowerPoint to an infrastructure capable of delivering personalized learning via laptops, tablets, and smartphones. Dell EMC saw significant savings in content development labor through adoption of content templates, modular design, and reuse practices. Joseph also was selected as digital development team lead to manage the content development media object library. "Reethu combines her inherent skill with learning technologies and design practices with an urgent curiosity to test their applicability in her own growth path," says nominator Caroline Hunter, Content Development Program manager, Dell EMC Education Services. "Moreover, Reethu shares her learning process with everyone around her, thereby making her team better."



**KELLI KLECAN**  
*Workforce Development Coordinator*  
**Blue Cross and Blue Shield of Kansas**  
*(led training for 1,600 employees)*  
*BS, Journalism, Strategic Communication*  
*(Minors in Leadership and Psychology),*  
*University of Kansas; Master's of*  
*Professional Studies, Organizational*  
*Leadership, Fort Hays State University*  
**3 YEARS IN TRAINING**

Kelli Klecan brought a great deal of knowledge about values-based leadership when she joined the Blue Cross and Blue Shield of Kansas team 2 years ago, according to nominator Melia Stockham, Ph.D., Workforce & Leadership Program evaluator, Blue Cross and Blue Shield of Kansas. She quickly identified a gap in one of the company's existing programs, a 6-week introductory leadership development program. Klecan proposed a culminating workshop to bring together concepts from the program, exploring learners' personal values and mission. Creating engaging, interactive, and reflective activities for The Foundation workshop, she piloted the training for 85 learners in March 2017. Evaluation averages were: Level 1: 94.6; Level 2: 93.7; Level 3: 90.7, and Level 4: 90.8. Overall, Klecan's adoption and impact scores as a facilitator averaged 93% and 86%, respectively, and her results scores also averaged 86%. "What makes Kelli unique is that her commitment to her job isn't about advancement or title, it's about digging in and making a difference in the lives of others every day," Stockham says. "Kelli is respected and looked to as a leader in our organization, and as a subject matter expert on leadership development and employee engagement."

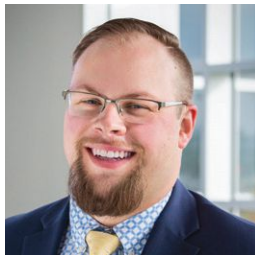


**CARIE KNOX**  
*PMO Manager/Lead Trainer*  
**SE2, LLC**  
*(managed 32+ contract and employee project managers and scrum masters for the Technology Delivery division)*  
*BS, Education, University of Kansas;*  
*MBA, Washburn University*  
**2 YEARS IN TRAINING**

Carie Knox managed the redesign of SE2 LLC's project manager and scrum master onboarding training materials and process to facilitate shorter transition periods. She developed and executed the Technical Project Management Learning Factory program to "grow" successful technical project managers (TPMs) from within the organization. The blended learning portion includes in-person classroom training with peer-to-peer practice and support; Web-based, on-demand learning; experiential learning with scenario-based simulation and role-play; and a shadowing framework that gives learners the opportunity to work with experienced TPMs on real-world projects. Though only in its second delivery, TPM Factory already has seen 30-45% increases in TPM new hire readiness capability on the job. The program also reduced the average cost of a TPM by 20%. "Carie has a keen understanding of the business drivers that position Learning & Development (L&D) as a key solution outlet for the organization and excels in showing the ability to demonstrate return on investment (ROI) to executive leadership," says nominator Rich Maley, director, Learning and Readiness, SE2. "Carie is passionate about people and helping them not only succeed in their current role, but develop for the future."



## 20 WINNERS



**STUART KOTOWSKY**  
*Training Team Lead*  
**United Shore**  
 (9 direct reports)  
 BBA, Finance; MS, Finance,  
 Walsh College  
**4 YEARS IN TRAINING**

Stuart Kotowsky rebuilt and relaunched United Shore's call coaching program for 550+ account executives. In the revamped program, sales leaders not only score sales calls, they also coach team members and work with division leaders to identify people who aren't the top performers and determine how United Shore can help them improve from average to exceptional. He built out a metrics-driven big data program that identifies how people might be struggling and how often they're asking for business on calls or helping clients grow their business. Before this program was implemented, sales professionals only asked for business on 31% of their phone calls. After the training, that number increased to 71%. Overall call scores have improved, as well, from 73% to more than 90%, translating into billions of dollars more in loan volume each year. "Stu knows more about training than many chief learning officers I've met at Fortune 500 companies," says nominator Matt Boschi, vice president, Training, United Shore. "He's a transformational leader who works with his team. When you have a good, healthy 2-way flow of communication and feedback, it instills team-wide trust and makes growth and development possible."



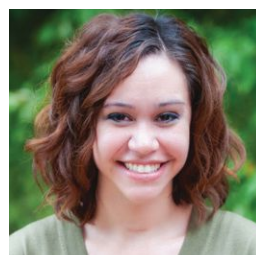
**MICHAEL J. KRIST**  
*Training Leader*  
**United Shore**  
 (12 direct reports)  
 BA, Psychology, Oakland University  
**3 YEARS IN TRAINING**

Michael Krist took over United Shore's Operations training over the last year, when the number of people in the division skyrocketed from 100 to nearly 700. He built out the Operations training program in which trainers show and tell learners, and then all the practice reps are done on live loan files. People graduate based on their production totals, as they have to meet certain benchmarks before they advance to the next level. It's like a gamification of an instructor-led training environment, explains nominator Matt Boschi, vice president, Training, United Shore. There is a Quality Service base for all of Operations' loans, in terms of number of commitments. As a result of the training, the team is hitting its commitments 98% of the time. Krist also runs United Shore's Training Certification Program. "Michael instituted a 'Challenge the Why' process for the entire Training team, where everyone has the ability to get the reasoning behind any decision, process, or leadership style the team has," Boschi says. "This is empowering and builds trust among the team and in their leader."



**JESSICA LOPEZ**  
*Consultant*  
**Dell Inc.**  
 (managed 15)  
 BS, Business Administration, with a  
 focus on Management Science and  
 Information Systems, University of  
 Rhode Island; MBA, with a focus on  
 High Tech, Northeastern University  
**8 YEARS IN TRAINING**

Jessica Lopez led an Agile Transformation Training initiative at Dell EMC Education that ultimately translated to more efficient time to market for new content, more effective prioritization of work, and transparent communication between teams. She delivered classes through virtual instructor-led sessions to accommodate a geographically dispersed team, allowing learners to actively participate through open discussion, on-screen visuals, and chat-based dialogue. But her most important accomplishment with respect to the training initiative, says nominator, Tom McGowan, director, Dell EMC Education Services, was "opening her colleagues' minds and shifting the team culture from a waterfall-minded atmosphere to one capable of agile training development." Lopez's training creation and delivery, and her ongoing coaching, have enabled 140 people across 14 teams throughout Dell EMC Education Services to adopt agile training development methodologies. "Jessica has the unique ability to balance big picture thinking with hands-on action, which allows her to consider both individual contributor and management perspectives," McGowan says. "Her cross-functional mindset, experience, creativity, and ability to perform discrete tasks while focusing on the big picture allow her to think strategically and to identify connection points across tools, processes, roles, and responsibilities."



**AMY MARTINEZ**  
*Project Manager*  
**Medica**  
 (led 45-50)  
 BS, Psychology, North Central  
 University; MS, Psychology,  
 Purdue University Global  
**3 YEARS IN TRAINING**

Amy Martinez took on several new responsibilities at Medica in the last year. These included serving as the Customer Service project manager for a company-wide Pharmacy Benefit Manager (PBM) implementation and developing and delivering training for 2 new health insurance products. Medica switched from a pharmacy benefit manager vendor it used for 15+ years to a new vendor. Martinez served as the training project manager for learning and development, compliance policy, procedure documentation updates, and train-the-trainer sessions, and provided on-the-ground support to the team during go-live. Training for 250 learners was provided in instructor-led sessions held in a computer training lab, followed by hands-on practice. As a result of the training, the audit pass rate increased 15%, and documentation rates went from 40% to 80% over the course of 2 years. "Amy is destined for great things," believes nominator Karen Hanson, Sales Training & Program manager, Medica. "She is not afraid of having difficult conversations, and she takes risks when necessary. Amy thrives on developing others and is a natural trainer."



**CHRISTINE MENARD**  
*VP, Learning & Development*  
**OppenheimerFunds**  
*(3 direct reports)*  
*Dual Bachelor's in Organizational Development & Human Resources; MBA, The University of Toledo*  
**2 YEARS IN TRAINING**

In 2017, Christine Menard was promoted to vice president, Learning & Development, at OppenheimerFunds. She leads the function for Technology and Global Operations, which comprise almost half of the firm's employees. She partnered in the creation and eventually led Career 2.0, OppenheimerFunds' initial future of work program. Delivered via blended learning, this transformational change initiative aimed to: raise awareness about ongoing disruption in the financial services industry, highlight the role of continuous learning and career agility in these uncertain times, assess talent readiness, and help employees take ownership of their career and skills development. As a result, almost 30% of Technology and Global Operations employees have used career development hours [6 full career development days to incentivize owning their career]; the business units are on target for a 12% increase in talent mobility; and the program has now expanded enterprise-wide. "Christine clears the path for others and provides critical feedback to empower others. She consistently invites others to step up and shine their light," notes nominator Nate Thompson, VP, Strategy and Innovation, OppenheimerFunds Inc. "Christine has proven time and time again that she is one of our best and brightest leaders at OppenheimerFunds."



**LAUREEN PALMISANO RANZ**  
*Director, Content Development*  
**Vector Solutions**  
*(7 direct reports)*  
*English Lit, University of Cincinnati*  
**3 YEARS IN TRAINING**

Laureen Palmisano Ranz was promoted to director of Content Development for the Education business unit within Vector Solutions in May 2017, where she now leads several teams that include writers, editors/instructional designers, course and graphic designers, and an audio/video team. Palmisano Ranz helped define and launch Vector Solutions' Education business unit's gold-level course initiative, which aims to elevate the quality and engagement of courses on topics with particular emotive appeal, such as bullying and child abuse. "Bullying: Recognition and Response" is a 50-minute national video-based online course for K-12 teachers and staff. Real students were interviewed and speak on their experiences with bullying, how it affected them, and what they think schools could do to help them. The SafeSchools Bullying gold-level course integrates new and diverse styles of engagement and video techniques; to date, there have been 178,843 completions. "Laureen inherently has the skills and competencies to drive our business forward in a scalable way," says nominator Michael Schreiner, senior director of Content, Vector Solutions. "Her commitment to her employees, her customer focus, and her ability to emotionally connect learners to our content are the key ingredients for leading the L&D function at Vector's Education business unit."



**JUSTIN ROSCOE**  
*Assistant Vice President,*  
*Talent Development Partner*  
**California Bank & Trust**  
*(led training of 500 associates for sales training initiatives)*  
*BBA, University of San Diego*  
**6 YEARS IN TRAINING**

In an organization with approximately 1,100 associates, Justin Roscoe is known as a positive change agent and regularly sought out to lead company-wide projects at California Bank & Trust (CB&T). In 2017, Roscoe was tasked with expanding the skill sets of the bank's operational-focused associates to create a consistent alignment of CB&T's cultural emphasis on relationship-based banking with the customer's experience. Roscoe took a blended learning approach, including partnering in the classroom, virtual sessions, e-learning, and in-the-field action assignments. He also created a Level 3 evaluation so he could track the transfer of learning on-the-job. Some of the 500 learners trained had transitioned from operations to sales as an alternative to job elimination. Many of them were not initially successful in their new role, but after the training, their success was measured again, and the result was a 43% success rate. "It is truly a combination of Justin's aptitude, attitude, and drive that makes him a standout Emerging Leader," say nominators Lori Poole, executive vice president and Human Resources director, and Deborah LaRocque, senior vice president, Training & Development manager, California Bank & Trust. "Time and again, he proves his ability and dedication to help others succeed."



**JUAN SARCONE**  
*Learning Experience Senior Manager,*  
*TenarisUniversity*  
**Tenaris**  
*(7 direct reports)*  
*Bachelor's in Labor Relations, University of Buenos Aires; MBA, with HR specialization, UADE Business School*  
**10 YEARS IN TRAINING**

Juan Sarcone was promoted from coordinator in the TenarisUniversity School of Management to manager of the TenarisUniversity Learning Experiences area in July 2017. He is in charge of digital content design, research of new methodologies, and implementation of the TenarisUniversity Learning Model redesign. Targeting 7,000 learners, the Learning Model redesign shifted from a curriculum-based model to a learning model centered on the employee that promotes self-learning and a culture of continuous learning. It utilizes the Degreed platform to connect all of the learning resources and libraries while enabling social interactions and self-learning features. TenarisUniversity now has 227 Pathways filled with 3,800 learning resources. The onboarding process also was redesigned for the model, including adding onboarding for rotations; the platform helped 556 people onboard and adjust faster to the new challenges of their position. "As the project manager of the TU model, Juan demonstrated the ability to work with—and successfully lead—interdisciplinary and multi-departmental diverse teams," says nominator Rolando Lange, TenarisUniversity senior director. "He understands the impact of training on the organization as a whole and on each individual's growth and development."



# 20 WINNERS



**NAOMI SHOWL**  
*Lead Asset-Light Trainer*  
**ArcBest**  
*(supported 350 employees  
 across 4 geographic locations)*  
 BBA, University of Arkansas  
**3 YEARS IN TRAINING**

In the last year, Naomi Showl took on the responsibility of planning, coordinating, and executing the initial training and reinforcement elements in support of a new IT system at ArcBest. The instructor-led program aimed to train 350 Customer Solutions employees to cross-sell 6 ArcBest Services through the IQS Quotation system. The initiative has resulted in 85% of new quotes being created within IQS and has resulted in 1,300+ quotes being provided to customers by employees who could not have provided such a quote prior to training. Ultimately, this training has resulted in more than 450 service bookings by ArcBest customers. "Naomi's holistic approach in working with the IT programming developing team, test users, department leaders, end-users, and their management ensured the success of this training initiative," says nominator Michael Alexander, manager, Campus Based Training, ArcBest. "Naomi has designed, developed, conducted, and reinforced training for new employees, orientations, and other job skills-based training our company provides. Such experience has allowed her to build trust-based relationships with multiple directors and vice presidents within our company, and she has developed a reputation of not only being a gifted trainer, but an individual willing to serve others humbly."



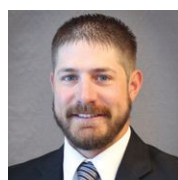
**AMBER WESTBROOK**  
*Manager, Learning Effectiveness*  
**Buckman**  
*(4 direct reports)*  
 BA, Criminology and  
 Criminal Justice, and MBA,  
 with a concentration in Marketing,  
 University of Memphis  
**4 YEARS IN TRAINING**

Amber Westbrook was promoted to manager of 4 L&D professionals in 2016, creating the first Learning Effectiveness team at Buckman, a global specialty chemical manufacturer that does business in 90+ countries, supporting 1,750 associates. She currently is a lead change agent for a new selling program called "Insight Selling." Westbrook also manages a global curriculum of sales training and enablement and was instrumental in improving Buckman's foundational sales training, "Account Management Program" (AMP), by eliminating duplicate and extraneous information; utilizing new approaches to selling; and employing discussions, role-plays, and structured experiences. As a result, the training can be delivered in 2 days instead of 3, resulting in cost savings and sales associates spending more time in the field. "Amber is a natural-born leader, showing the same focus, passion, and charisma in her dealings with her direct reports and colleagues as she does with the C-suite," says nominator Lauren Warren, Learning Effectiveness analyst, Buckman. "She reaches out and inspires others, which is a hallmark quality of anyone in an influential training function. Amber balances creativity with business strategy, a beautiful mix that ensures her Learning team is at the forefront of being trusted advisors in the business."

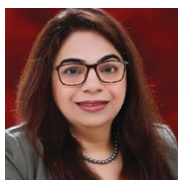
## 2018 EMERGING TRAINING LEADERS TO WATCH



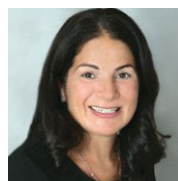
**MICHAEL S. COUSINS**  
*IT Training Lead*  
**Micron Technology, Inc.**  
*(led 3-15 during a  
 training initiative)*  
 BS, Sociology, Brigham  
 Young University;  
 MBA, Northwest Nazarene University  
**5 YEARS IN TRAINING**



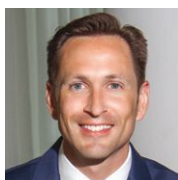
**ADAM NECKLASON**  
*Training Specialist*  
**Mountain West Farm Bureau**  
*Mutual Insurance Company*  
*(led 100+ during a training initiative)*  
 Bachelor's, Marketing, and BAA,  
 University of Wyoming  
**2 YEARS IN TRAINING**



**ANJU DHAWAN**  
*Senior Learning &  
 Development Manager*  
**MERCER**  
*(1 direct report; indirect developmental  
 influence over 1,000+ Technology  
 and Digital colleagues)*  
 Post Graduation (Mathematics), Delhi  
 University, Advanced Systems  
 Management India; MBA, PMP  
**2.5 YEARS**



**KATHERINE TOBIN**  
*Senior Manager, Learning &  
 Development*  
**Commvault**  
*(indirectly managed 4 on  
 past training initiative)*  
 BA, Fairfield University;  
 MA, Organization Psychology,  
 Columbia University  
**10 YEARS IN TRAINING**



**PATRICK HENNESSEY JR.**  
*National Training Director*  
**Ally**  
*(4 direct reports/project  
 managed team of 12)*  
 BBA, Northwood University  
**2 YEARS IN TRAINING**