

2017 Emerging Training Leaders TOP 5



TINA CLAIRE

Senior Learning Strategist and Curriculum Manager

Booz Allen Hamilton (managed team of 5 training professionals)

BA, Sociology with concentration in HR Management, University of Maryland

10 YEARS IN TRAINING

CHILDHOOD AMBITION: The first female NFL referee

FAVORITE PHRASE OR MOTTO: “I

value mistakes for their ability to teach me.”

FAMILY/PETS: “My handsome husband, Tyson Franz; adorable daughters, Maxeen Santana and Reyla Cyril; and wonderful extended family.”

OUTSIDE INTERESTS: “International travel to sporting events, including World Cup Germany 2006 and Brazil 2014, Winter Olympics Vancouver 2010, and English Premier League matches. Being immersed in fan experiences across cultures is electrifying. And I can’t leave out HGTV!”

ADVICE FOR THOSE ENTERING THE TRAINING FIELD: “Allow your creativity and imagination to run wild. My fondest work memories are brainstorming crazy ideas with my team that blossom into incredible learning solutions. We stretch the boundaries and take risks, which certainly inspires us, but more importantly, engages our learners.”

Tina Claire assumed an important and visible role last year as the Learning and Development Ethics and Compliance senior manager in addition to her role as senior manager of Core Learning Programs at Booz Allen Hamilton.

Claire worked with senior C-suite leaders across the firm to create the

Information Security at Booz Allen Ethics and Compliance Training, an online self-paced course, for nearly 23,000 employees. Claire’s team successfully took compliance-heavy content and streamlined it to 5 values-based key points. Claire also implemented a proficiency test-out option. In fall 2016, Claire helped launch a follow-up Ethics campaign called Ethics Moments, featuring real-life examples of key moments when Booz Allen employees have made choices that affected their careers. Level 1 evaluation scores have increased from 4.9 to 5.3 on a 6-point Likert Scale from the previous year’s course. Evaluation results to date show a 2% increase in the number of incidents reported.

Claire also worked to create personalized Ethics and Compliance Learning Plans in the firm’s learning management system (LMS) based on an employee’s role, making training easier to access and complete.

When the firm implemented a new LMS, all Core Learning (including ethics and compliance, business development, finance, and firmwide tools) training needed to be integrated into the new system. This involved different publishing standards, testing protocols, and nomenclature for items in the LMS. The transition was seamless as evidenced by a low number of help desk tickets related to this change for the courses in Claire’s curricula.

Claire meets with her direct reports weekly at a minimum to discuss project work, employee satisfaction, and items her employees feel they need help with. She assigned a mentor to an employee who had a particularly heavy workload. As a result, the employee reported having a 5% increase in productivity, as well as significantly higher morale.

“Tina has the passion and sense of purpose that enables her to be an authentic, well-respected, and impactful leader and business partner,” says nominator David Sylvester, Learning and Development director, Booz Allen Hamilton. “She has a leadership presence that inspires her people, creates a collaborative environment, and enables the team to achieve extraordinary results.”



ROBIN RIDENOUR

Training Manager, **Music & Arts** (2 direct reports; led 20 during training initiatives)

BA, Physics and Music, Rutgers University; MFA, Sound Design, Savannah College of Art and Design

8 YEARS IN TRAINING

CHILDHOOD AMBITION: Either an astrophysicist or a musician on a late-night talk show

FAVORITE PHRASE OR MOTTO:

“When you hit a wrong note, it’s the next note that makes it good or bad.” —Miles Davis

FAMILY/PETS: “My fiancée, Thomas; and two Catahoula Leopard Dogs, Siggie and Ruby.”

OUTSIDE INTERESTS: “I love singing and playing music, cooking and baking, and hiking with my family.”

ADVICE FOR THOSE ENTERING THE TRAINING FIELD: “Know your audience and prepare a solution that can be easily digested by that audience. Do your research to be sure you have all the necessary information, but don’t be afraid to weed out the unnecessary information. Translate technical speak into recognizable terms. Keep your design clean and consistent.”

2016 was the inaugural year of the Training department at Music & Arts. In her new role as Training manager, Robin Ridenour took on the responsibility of training more than 1,500 employees and 350+ affiliate dealers on the company’s new Enterprise Resource Planning (ERP) system, Microsoft Dynamics AX, in preparation for its implementation

in June 2016. Both the timing and quality of training was a critical component in Music & Arts’ ability to keep its business running during the transition and through its busiest season.

Ridenour proposed the design of the training program, which could be customized for the needs of each department, and then worked personally with each subject matter expert (SME) to develop the materials used within their departments. Training was delivered via live classroom training, on-demand Web-based e-learning, live Webinars, printed guides, e-mail newsletters, and practical lab sessions. In addition to the training curriculum, Ridenour instituted a companywide change management communication series that counted down to the implementation.

As a result, Music & Arts had an overall compliance rate of 99.57% on more than 22,000 training assignments, and 97.81% of all business processes were documented by go-live. Five months after the implementation, Music & Arts’ in-stock position had returned to pre-transition levels, and order fulfillment for in-stock items had returned to less than 1 business day.

Ridenour also introduced the use of video for e-learning; set up a month-long Webinar series for the sales team; learned how to use Adobe Dreamweaver to build and maintain the Website that hosts the digital training library and made it available to an additional 160 remote employees and 350+ affiliate dealers who didn’t have network access; and reformatted new hire training materials and procedural documents that reduced the use of printed manuals by more than 70%.

“Robin’s exceptional interpersonal skills, combined with her inspired approach to training, have made her successful in her role as Training manager,” says Allan Greenberg, senior vice president of Operations, Music & Arts. “In many cases, her materials and programs originally designed for the sales team have been adopted across the company, by our parent company, and even by our business consultants!”



JENNIFER SCHOBORG

Senior Manager, Client Service Quality & Learning Operations, *Paycor* (5 direct reports)

Bachelor's, French Language & Literature, University of Cincinnati

5.5 YEARS IN TRAINING

CHILDHOOD AMBITION: Child psychologist

FAVORITE PHRASE OR MOTTO:

"When all think alike, then no one is thinking." —Walter Lippman

FAMILY/PETS: Husband, David; children, Luke (4) and Lydia (2.5)

OUTSIDE INTERESTS: Spending time with family, outdoor activities, reading, art, cultural exchange

ADVICE FOR THOSE ENTERING THE TRAINING FIELD: "Make it meaningful. The best training not only introduces new knowledge but helps learners connect it to their own experience. Take the time to understand what they need to be successful."

Paycor has experienced tremendous growth recently—40% year over year. To support this growth, Jennifer Schoborg developed and now manages a team dedicated to graphic and instructional design. This group consists of 6 individuals who consult the business on learning initiatives, produce instructional media materials, administer the learning technologies, and report on metrics to evaluate the success of various learning initiatives. Centralizing this work stream has increased efficiency for Paycor's Learning organization, according to nominator Mark Wilson, senior director, Service Transformation, Paycor.

Schoborg is the senior manager of the Quality & Learning Operations team that supports Paycor's Client Service department. She spearheaded the Year End and S.E.R.V.E Training for 705 associates, spanning 3

geographical locations and 16+ functions. Year end presents special challenges for any payroll provider, as the volume of customer interactions typically increases by 40%.

The new training initiative was broken down into three segments:

1. All associates were provided with an interactive PDF that housed the 13 Year End topics. This PDF was hosted on a SharePoint site, so periodical updates could be made and released in real-time. Ten "huddle guides" were provided to Client Service managers each week to review time-sensitive topics and processes during their team meetings. The S.E.R.V.E. campaign consisted of 5 customer service principles, promoted through a job card, a video, a blog post, and a weekly challenge.

2. All associates who have client-facing positions were required to complete an e-learning course and assessment on service excellence. Once completed, associates attended a role-specific classroom training that comprised a role-playing session with specific and targeted questions they would receive from clients.

3. The associates who support Paycor's payroll solution were required to participate in a series of testing to ensure they had the appropriate technical knowledge to support their clients.

An increase in operational effectiveness and associate availability was demonstrated by 96.1% of Paycor's client interactions being resolved the same day; these results were 0.41% higher than Paycor's YTD average of 95.69%. Additionally, 7,117 proactive client calls were conducted by Paycor associates, in which they discussed pertinent Year End topics they learned via the huddle guides and training.

Schoborg and her direct reports meet one-on-one on a bi-weekly schedule. She hosts quarterly performance reviews with every team member. Currently, 40% of her team has advanced to higher job titles within the company.

"Jen's strategic thinking allows her to make smart decisions for the business," says Wilson. "And 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."



AARON SEARCY

Senior Consultant, Curriculum Design, *CVS Health* (oversaw up to 10 curriculum designers during a training initiative)

Associate of Arts, Pellissippi State

10 YEARS IN TRAINING

CHILDHOOD AMBITION: An astronaut

FAVORITE PHRASE OR MOTTO:

"Be the oil in the machine."

FAMILY/PETS: Daughter, Jaelyn (9);

son, Lucas (13); puggle, Lady (5); red-eared slider turtle, Dexter (8)

OUTSIDE INTERESTS: "Being a father. The healing arts (I actively practice as a Licensed Massage Therapist). Historic home renovation (I just bought one built in 1899)."

ADVICE FOR THOSE ENTERING THE TRAINING FIELD: "While it certainly helps, you must know that merely being a subject matter expert is not what makes one a good candidate for the world of training. Vision, empathy, the ability to manage people, and the ability to manage relationships are what makes one a good candidate for training."

Aaron Searcy played a crucial role in the development and deployment of not one, but two, large-scale virtual training programs at CVS Health in 2016. In addition to identifying opportunities for greater efficiency within both programs (Med D and Commercial Care), Searcy also worked collaboratively with multiple levels of the organization (instructional designers, business partners, SMEs, leaders) to ensure a smooth conversion to the new curriculum.

Searcy, who started his career at CVS Health in the call center—the very position he now creates training content for—led the creation of Virtual Training for the Commercial and Med D Care populations,

a total of 3,000+ learners. The initiative—which utilized a new technology tool for the company, meaning a steep learning curve—aimed to reduce overall duration of training time and produce cost savings due to delivering a blended learning curriculum virtually. The Med D curriculum consists of 70 modules, 33 of which are Web-based trainings. The Commercial Care curriculum consists of 54 modules, 18 of which are Web-based trainings. Each WBT has an accompanying set-up and debrief delivered by the trainer. To optimize the learner experience, Searcy coordinated the development of more than 15 simulations and 25 demonstrations.

In Care, the following improvements have been realized

- Commercial attrition was reduced over last year by 3%.
- Med D attrition was reduced by 1%.
- Commercial: Call Quality scores improved from 75.4 % to 82.86%.
- Med D: Call Quality scores improved from 87% to 88.13%.
- \$10,000 saved in trainer travel
- Overall, \$2.6 million savings in classroom seat time

When a business leader approached Searcy about a career pathing project, he quickly realized this project had the potential to have a much farther-reaching impact than the business leader originally planned. Searcy proceeded to explain how, with some creative collaboration, they could take something that was originally designed for only 1 level of business and apply it to the broader population. That program, Ascension to Excellence (or A2E), recently launched to enthusiastic response.

"Aaron is passionate about his work, his team, and our company," says Lisa Green-Rowe, manager, Training, CVS Health. "Leaders from within our organization have the utmost respect for his knowledge, work ethic, and professionalism. Aaron constantly challenges himself, and others on our team, to be creative while also being effective in our curriculum design and ensures that we are doing what is right for the learners and the business."

2017 Emerging Training Leaders TOP 5



SAMANTHA WILSON
Senior Manager, Training and Development, **Dollar General Corporation** (4 direct reports)
BA, Education, University of West Florida; MS, Human Resources, University of Maryland, University College
9 YEARS IN TRAINING

CHILDHOOD AMBITION: A veterinarian or marine biologist

FAMILY/PETS: "Happy pet parent to

1 dog, Ellie, and 3 cats, Ranger, Lily, and Misha."

FAVORITE PHRASE OR MOTTO: "If you don't like something, change it. If you can't change it, change your attitude." —Maya Angelou

OUTSIDE INTERESTS: Enjoying the vibrant food and music scene in Nashville, paddleboarding, traveling, and shopping

ADVICE FOR THOSE ENTERING THE TRAINING FIELD: "Don't be afraid to think outside the box and challenge the mindset of doing things the way they have always been done. Try to see things from the learner's perspective to guide your design. Treat people the way you want to be treated. You are often only as good as the relationships built with your subject matter experts (SMEs) and business partners."

Samantha Wilson manages the training that is delivered to more than 115,000 employees in Dollar General stores, at the corporate level, and in distribution centers. In partnership with senior leadership, Wilson was the strategic and tactical leader of Dollar General's most complex and comprehensive training program, Store Manager Training rebuild, which successfully launched in September 2016.

Wilson and her team leveraged the success of the District Manager

Training Program when developing the new Store Manager Training program (SMT). Changing the conversation from filling positions to building careers, Dollar General made the commitment and investment to provide a parallel learning experience to its store manager population of 13,000, developing stronger store leaders better able to serve their 100,000 employees and millions of customers. Wilson and her team studied and evaluated the current program and identified learning gaps and partnered with senior leaders and more than 25 subject matter experts to create and design an innovative and engaging program that will be budget neutral within 18 months of launch and reduce store manager turnover, while increasing leader-led training.

SMT started with certifying 1,100 Store Training Managers. Each one completed a 2-hour train-the-trainer online leadership program. As part of that, Wilson managed the design, development, and deployment of 8 custom computer-based learning (CBL) modules. The satisfaction scores on the new CBL modules range from 4.5 to 4.8 on a 5-point scale. The program is proving to reduce store manager turnover and increase leader-led training hours by 53% (equating to 216,000+ training hours).

In 2016, Dollar General implemented a new Recruiting Management System (RMS). Led by Wilson, the Training team partnered with the business owners to design, develop, and track training completion to ensure end-users were trained on system functionality to maximize utilization. Through utilization of the RMS and CBL completions, staffing across the organization increased at the store manager level to 97% compared to 96% the previous year, a 100-basis-point improvement.

"Samantha has changed perceptions of Training and Development and built strong partnerships along the way," notes Lori Bremer, senior director, Training and Development, Dollar General Corporation. "Her depth of knowledge, ambitious attitude, and servant leadership continue to play a key role in the successful outcome of many of Dollar General's training and development accomplishments."

2017 Emerging Training Leaders 20 WINNERS



BONNIE BIVENS
Business Performance Specialist
HCA
(led pool of 7-10 facilitators for annual business analyst training boot camp)
B.S., Murray State University
NEARLY 8 YEARS IN TRAINING

Bonnie Bivens supports an organization made up of 26 business analysts, 86 project managers, and 84 testing analysts, expanding her scope of influence from 26 people to 196 in 2016. Bivens manages the BA Boot Camp and Critical Thinking University programs that she created. In 2016, Bivens developed and launched a Power of Presence (Kristi Hedges) Self-Study training initiative to train 196 managers on the leadership skills methodology. Facing budget and logistical constraints, Bivens took a leadership book and created a robust, multimedia, bite-sized leadership training program that piloted the new methodology. Pre- and six-month post-assessment of the Feedback Essentials portion of the training reflects a 14% increase in good to excellent ratings and a 70% decrease in poor to failure ratings regarding the quality of feedback. Positive feedback frequency ratings improved 31%. "Bonnie is proactive, self-motivated, and organized. She proposes solutions versus merely fulfilling requests," says nominator Benton Tatum, Operations manager, HCA. "Bonnie is making great strides in migrating more from the developer of our training to a consultant who advises, proctors, guides, and manages efforts, which is critical for a Learning & Development leader."



MIKE BLAHNIK
Project Manager and Performance Consultant
Innovative Learning Group, Inc.
(managed/led 4 to 20 during a project)
Master's, Industrial and Organizational Psychology, and Bachelor's, Psychology, Western Michigan University
5.5 YEARS IN TRAINING

Mike Blahnik's roles range from account manager and project manager to lead performance consultant and lead instructional designer; he often takes on multiple roles at the same time on a project. He usually works with 2 to 4 accounts at a time; project teams range from 4 to 20 and include Innovative Learning Group, Inc. (ILG) team members (both on-staff and contractors) and client-side stakeholders. Blahnik led the training for Ford Engineering Design Environment (FEDE) Active Workspace, which focused on 20,000 learners' adoption and use of a new engineering design environment and tool kit. Successful adoption and effective use of the new technology has reduced the cycle time to engineer new products. Additionally, failure modes now are identified and addressed earlier in the product development process. Early in 2016, Blahnik was asked to take over a major client account on short notice. Throughout 2016, he managed the account to more than \$900,000 and identified and closed additional project work for 2017. "Mike understands business at a macro and micro level," notes nominator Lisa Toenniges, CEO and owner, ILG. "Mike pays attention to what is going on in the broader world and is skilled at understanding how this impacts our business."



RACHEL DAUBERT
Training Development Specialist
Concord Management
(managed 3-18 in in-person training sessions)
Bachelor's, Organizational Communication, Rollins College
6 YEARS IN TRAINING

Rachel Daubert has been the primary sales trainer at Concord Management since 2010. She provides classroom and one-on-one training to approximately 375 office team members who manage and lease the company's apartment homes. She was instrumental in developing several online courses for company initiatives in 2016, including PopCard training, Concord Café training, and the Housing Choice Voucher Program. Based on survey results, the Housing Choice Voucher Program has increased comprehension by an average of 52%, and 91.67% of the respondents have been able to apply the training to customer interactions. Delivered via recorded video, PowerPoint, and voiceover animation software, the Concord Café training aimed to train 205 learners on a consistent process and procedure for the new online application. Based on feedback from the department leader, there has been a 25% decrease in the number of calls from on-site team members to the Café team. "Based on Rachel's current level of knowledge and skills in the training and development functions, I have full confidence she could take on a leadership role within the next 1 to 3 years," says nominator Karen Brandell, VP, Educational Services, Concord Management. "Any organization would be grateful to have such an enthusiastic and talented individual on their team."



LUDOVIC FOURRAGE
Director, Digital Learning
Microsoft
(10 direct reports)
Master's, Computer Science and Economics, University of Bordeaux (France)
5 YEARS IN TRAINING

Ludovic Fourrage is the director of Digital Learning at Microsoft. In this capacity, he has built a team to develop new digital learning experiences at Microsoft (and beyond), as well as develop the underlying platforms to support them. Fourrage's organization serves as the core group that supports more than 14,000 global sellers across all continents around the globe. He spearheaded the creation of the Microsoft-INSEAD Online Business Strategy and Financial Acumen Program that has trained more than 7,200 global sellers on Microsoft's "Mobile First, Cloud First" selling strategy. In 2016, only a year after the first pilot program, a survey launched by a third party to approximately 200 European sellers who participated in the Massive Open Online Course (MOOC) reported a self-volunteered direct revenue of more than 53 million euros (U.S.\$56.3 million) from applying the INSEAD online course knowledge. "Ludo has truly broken new ground for Microsoft in the training space," says nominator Chengyi Lin, Global director of Online Programs and Innovations, INSEAD. "His organization has a promising future, and I look forward to seeing new and more innovations coming under his leadership."



HEATHER GEIGER
Learning & Talent Development Senior Manager, Accenture Strategy
Accenture *(managed 16, plus collaborated with 5 members of Partner University's team)*
Bachelor's of Commerce, Queen's University, Kingston, Ontario, Canada
11 YEARS IN TRAINING (10 AT TIME OF SUBMISSION)

In 2015, Accenture Strategy merged three uniquely skilled strategy workforces from business strategy, technology strategy, and operations strategy into 1 strategy consulting practice. Heather Geiger's mandate was to launch a program to train 4,000 of these strategists, forming more than 50% of the organization across 37 countries within 3 years. The solution: the Accenture-INSEAD Online Strategy Certification Program in partnership with global graduate business school INSEAD. The 24-week program aims to deliver the learning digitally while creating a learning community across all geographies, with a higher completion rate than the 10 percent usually achieved by Massive Open Online Courses (MOOCs). Current completion rates are at 90% across all 3 modules. In a survey of 750 Module 1 and 2 participants, 90% confirmed that Business Strategy content was relevant and useful to their job, and 85% recommended peers take the course. "Heather has the remarkable ability to lead the most complex of initiatives, collaborating with multiple stakeholders to achieve high results," says nominator Chengyi Lin, director, Strategic Innovation and Online Programs, INSEAD. "Her leadership style attracts high-performing individuals to come together in her team, and then she leads by example, inspiring them to perform beyond their potential."



HEATHER GRANT
Director, Corporate Training
Web.com *(8 direct reports)*
Bachelor's, Dalhousie University; Adult Education & Mentorship, St. Francis Xavier University
10 YEARS IN TRAINING

Web.com's Corporate Training Department recently increased its scope of responsibility to include the Operations Department, which includes all Customer Support agents. This was an increase of 800 internal customers. Heather Grant successfully applied instructional design to Customer Support New Hire training over 3 separate locations. She also integrated all other training of this department within the framework of Web.com's processes. Grant took over management of additional Training specialists and successfully educated them in instructional design and adult learning methods and coached them on how to apply those methods. She has successfully managed the increase of training requests from 62 in 2014 to 230 (projected) in 2016. Grant led the initiative to migrate 1,000 employees to a new customer relations management (CRM) system. This project helped reduce customer cancellations by 8%, and reduce executive escalations by 18%. "Heather is recognized company-wide as an innovator and subject matter expert, and has developed as a strategic thinker in the last year," says nominator Michael Finley, senior director, Corporate Training, Web.com. "She has become a role model for not only her direct reports but for others in the company."

2017 Emerging Training Leaders 20 WINNERS



SHANNON M. HARRIS
Corporate Training Manager
NRL Mortgage
(developed training for 163 new hires and 400 existing employees)
Served 4 years in the U.S. Army during Desert Storm
10 YEARS IN TRAINING

Shannon M. Harris joined NRL Mortgage in August 2015—the company did not have a Training department at the time. Today, she’s responsible for strategic development and deployment of all training initiatives for approximately 500 associates across the U.S. Harris developed a formalized New Hire Training Plan for 163 new hires and 400 existing employees who needed to be retrained on revamped software and the TRID launch. The program includes a 2-day in-person workshop, a follow-up post-survey, individual one-on-one instruction as needed, and daily reinforcement with “Did You Knows?” The company credits the program with decreasing overall employee turnover by 11%. Within her first 12 months as Corporate Training manager, Harris implemented and provided training for 2 different learning management systems (LMSs) that are used companywide, plus she created user guides, job aids, and iLearn videos. “Shannon is a results-oriented, strategically focused asset to our company,” says nominator Laura Basso, Onboarding manager, NRL Mortgage. “She has vision, is good at delegating to effectively get work done, and has effective and valuable decision-making skills.”



JACQUELINE HOUTEKIER
Experience Development Manager
Vibrant Credit Union
(2 direct reports)
Bachelor’s, Finance and Management, St. Ambrose University
8 YEARS IN TRAINING

Jacqueline Houtekier was promoted last year to a manager role in Vibrant Credit Union’s Training department after several years of service as a trainer. Her team—which expanded from 2 to 3—provides new employee training to every staff member, develops annual training and development opportunities for all staff, and collaborates with 10 back-office support and production departments. Within the last year, Houtekier led a major initiative that involved retraining the entire 175-employee organization on a new core financial system. The company did see a slight dip in member satisfaction immediately following conversion, as was expected. But with ongoing on-site training support in the first several weeks, these scores quickly corrected from an average of 3.75 to 4.26 on a 5-point Likert scale (with 5 indicating strongly satisfied). “Jacq is relatively new to formal leadership, but already has demonstrated a penchant and high aptitude for doing this work well,” says nominator Jon Sexton, chief culture officer, Vibrant Credit Union. “I believe she has the capacity to grow significantly in the next several years based on her drive to do great work, her desire to provide developmental opportunities to her team, and her commitment to creating quality training programs.”



LAIRAH LENT
Delivery Supervisor, OptumRx Learning Services
OptumRx, a UnitedHealthcare Group Company
(8 direct reports)
BA, Business Administration, Mid-America Nazarene University
9 YEARS IN TRAINING

Over the last year, Lairah Lent has taken on numerous new responsibilities as her role of Training supervisor continued to expand within the OptumRx Learning Services team. With the ongoing growth within OptumRx, Lent hired and onboarded 5 new team members during the year, including 1 remote employee at a new company location; these additions brought her team of direct reports to 8. Lent’s team helps to support approximately 1,100 on-site employees and another 2,900 employees virtually across 14 other locations. Lent spearheaded the training initiative for BriovaRx, an OptumRx product, as it transitioned to a new software platform, which affected 1,152 learners. After the first phase of the refresher training, Average Handle Time (AHT) of the entire line of business improved by 8%. Additionally, the Average Speed of Answer (ASA) improved by 76% and Service Level (a combination of AHT and ASA) improved by 31%. “Lairah has a passion for learning and leading,” says nominator Stephen Sangston, Training manager, OptumRx Learning Services. “She is a strong communicator, able to handle anything she takes on. She thinks creatively while managing large volumes of work.”



JOHN C. MARINARO
Divisional Training Manager
Optum
(led 2 managers, 8 full-time trainers, and 68 seasonal trainers)
BA, Ramapo College
10 YEARS IN TRAINING

John C. Marinaro leads a team of 2 managers, 8 full-time trainers, and 68 seasonal trainers. His team is responsible for training more than 1,400 call center agents. He began managing all training activities for Optum’s contact center’s largest client in 2016. That client recently expanded to 3 new locations with only 3 weeks of preparation. To support this growth in business, Marinaro’s team onboarded new employees in Atlanta, GA; Houston, TX; and Manila, Philippines. The trainers used a blend of self-study and instructor-led training, supported by videos, computer-based trainings, and role-play exercises followed by skill assessments to validate learning. Learners gave the course a Net Promoter score of 93.8 vs. a baseline of 55. “John has an innate ability to build trust and rapport at all levels of the company,” notes nominator Mary Beth Dondelinger, vice president, Optum Operations Training. “He builds trust by listening to his team, his customers, and his clients, and delivering on their needs. When John has an idea for process improvement, his clients are eager to hear about it because they know he understands them and their business.”



LESLIE A. MASON
*Enterprise Learning
 Operations Lead*
Biogen
(7 direct reports)
BS, Union College;
*MBA, Worcester Polytechnic
 Institute (WPI)*
5 YEARS IN TRAINING

In 2016, Leslie Mason was selected for the newly created role of director of Enterprise Learning Operations at Biogen. In this new role, she manages 7 direct reports and is responsible for ensuring learning standards are upheld; adherence to Biogen's governance model; and providing shared services for the entire Learning organization, including Global Commercial, Global Medical, R&D, Manufacturing & Operations, and Corporate Learning located in 6 sites across 4 countries. She was also responsible for managing the launch and hypercare of Biogen's new LMS. Mason led the relaunch of Biogen's Field Force Trainer program, a change initiative that in part aimed to expand and train field force teams, including providing leadership development opportunities for the field team. Some 45 people were trained as part of the program, which affects all Commercial sales force teams (more than 500 people in the U.S.). To date, 50% of field trainers have been promoted within the last year. "Leslie is technically proficient in learning and has solid business acumen," notes Chief Learning Officer Angela Justice, Ph.D., Biogen. "She can align stakeholders and generate followership. She cares deeply about her team and her colleagues, and actively works to support and develop everyone around her."



TESS MOELLER
*Leadership and Organizational
 Development Consultant*
Avera Health
*(led and trained 50 Care Coaches
 through a large training initiative)*
BA, Nursing, Augustana University;
MBA, University of Sioux Falls
2 YEARS IN TRAINING

In the last year, Tess Moeller led the CARE Camp project for onboarding Avera Health new hires and took over the management of the Continuing Medical Education (CME) and Clinical Nursing Education (CNE) accreditation process while an employee was out on medical leave. Moeller has a clinical background as a Registered Nurse and is on the Staff Development team. In her consultant role, she supports 6 regional facilities and 10 service lines across Avera, which has 16,000 staff and hires 2,500 new employees each year. CARE Camp was structured around a baseball training camp theme, which was incorporated throughout the entire program, starting with the employee invitation. More than 97% of the 740 employees who attended the program ranked the activities as excellent or above average. Employees also ranked the CARE Coaches more than 97% excellent or above average. "Tess has led large-scale initiatives in the short time she has been in our department and has demonstrated the skills to lead," says nominator Marla Dzedzic, director, Staff Development, Avera Health. "She is a critical thinker and a strategic planner. She has demonstrated the ability to gain senior leadership support for training initiatives and create leader buy-in."



JEN MULLIN
Organizational Change Director
Sonic Automotive
*(10 direct reports for
 companywide rollout of
 One Sonic One Experience)*
*BS, Economics, and BA, Marketing,
 West Virginia University*
10 YEARS IN TRAINING

Jen Mullin was a Regional Training director at Sonic Automotive in 2016. At the beginning of 2016, Sonic began a national rollout of a program called One Sonic One Experience (OSOE). The company began by rolling out this process—a huge change initiative comprising the launch of brand new, company-owned technology—at 16 dealerships across the U.S. Mullin stepped up to be the point person for the 16 trainers who were dedicated to each store. Mullin led team members to develop the training curriculum for the technology, which was a blended learning mix of instructor-led training and self-paced and e-learning modules, for 1,171 learners. She was a liaison between Training and IT, Data Management and Project Management. Google Reviews for dealerships increased from a 2.4 Google rating to a 4.5 Google rating, an increase of 53% because of customer satisfaction. Mullin was promoted to Organizational Change director with a specific focus on OSOE at the end of 2016. "Jen has a cross-functional mindset," says nominator Doug Bryant, VP, Talent Management, Training and Recruiting, Sonic Automotive. "She is supportive, mentors her team members, and is a positive role model. Jen is a leader, and others look to her for support and inspiration."



ALEX NEVELS
Learning Lead
Think Up Consulting
*(managed 5-10 during a
 training initiative)*
*BA, Political Science and Spanish,
 Furman University*
5 YEARS IN TRAINING

Alex Nevels was promoted to Learning lead at Think Up Consulting in January 2017. During his tenure, Nevels has become an integral member of the team that sets the learning strategy for the organization. Additionally, Nevels has become a key trainer to new team members, helping to understand the expertise they bring and shaping it to fit the needs of Think Up. In the last year, he successfully developed colleagues within product development and consulting, including helping 2 newer Think Up team members to expand their e-learning development skills so they now can take on projects independently. He also was instrumental in delivering a new internal employee feedback process to the organization. Nevels was selected by the president of the company to be an inaugural member of Think Up's Advisory Group, emerging leaders who work together to analyze business challenges and implement changes to improve the organization. "Alex's ability to link strategic vision and tactical delivery; build relationships at all levels; and lead projects, processes, and people make him an integral leader of the organization," says nominator Ron Doney, founder and CEO, Think Up Consulting. "Alex's value to Think Up is celebrated and will continue to grow in the future!"

2017 Emerging Training Leaders 20 WINNERS



SARAH SHYTLA
Learning & Organization Development Advisor, Mayo Clinic (managed/led 8 during a training initiative) Bachelor's of Business Administration, University of Wisconsin Green Bay; MS, Human Resources Development, Villanova University
6 YEARS IN TRAINING

Sarah Shtylla was promoted from specialist to advisor, Leadership and Organization Development (LOD), at Mayo Clinic in December 2015. She works as an internal consultant to assess, design, and deliver performance support solutions to enhance team and leadership effectiveness, drive results, and achieve strategic goals. Primarily supporting Employee Learning and Development, Shtylla is integrated in the annual planning and evaluation process of employee education and curriculum development for nearly 60,000 Allied Health Staff members. She also serves as a facilitator of Mayo Clinic Orientation and has been responsible for the orientation and onboarding of more than 1,000 employees in Arizona each year. Shtylla assumed leadership responsibility for an Aspiring Leaders program she co-designed and developed, as well as leadership oversight of newly developed Career Development resources for Mayo Clinic's Allied Health staff. In the category of Overall Satisfaction with Mayo Clinic, "Mayo Clinic provides resources to achieve career goals" shows a significant increase (+5) since late 2015. "Sarah's approachable yet direct style builds trust with her leaders and colleagues," says nominator Jennifer Allen, Academic Success advisor, Mayo Clinic. "She demonstrates a strong business sense, forward thinking, and drives results to meet strategic outcomes."



MEGAN TAYLOR
Research Associate University of Oklahoma/U.S. National Weather Service Training Center (collaborates with team of 8-12) BS, Geography/Broadcasting, Northwest Missouri State University; MS, Geosciences/Broadcast Meteorology, Mississippi State University
5 YEARS IN TRAINING

Megan Taylor is a contracted Research associate through the University of Oklahoma. She has been assigned to the National Weather Service Training Center to assist in research and training development. However, given her organizational skills and strengths in several training topics, her role has expanded to class facilitation, video creation, course/curriculum design, internal training, and project management. She also began stepping into "team lead" roles in national training efforts and internal office social media and technology teams. Taylor's efforts influence between 3,000 and 5,000 people directly through training, coaching, consulting, and leading by example. For the first time last year, Taylor began project managing the development of a large curriculum, which contains 3 tiers of training and ultimately will be a 2- to 6-year path of 150-200 hours of coursework. Those who complete the first tier of training will begin effectively providing weather, water, and climate information to decision-makers. "Megan seeks out development opportunities for herself and others and constantly is looking for ways to grow and improve," says nominator Hattie Wiley, instructional designer, U.S. National Weather Service Training Center. "She has an outgoing, charismatic, and direct personality, which helps others to trust her easily and follow her lead naturally."

Think Up Consulting congratulates **ALEX NEVELS** 2017 Emerging Training Leader

Alex's passion for developing customized and creative learning solutions makes him a leader in our organization, an inspiration to others and an invaluable asset to our clients.

Congratulations Alex!

Congratulations to all 2017 award winners!

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AMBER THOMPSON
Performance and Learning Consultant
Eaton Corporation, Plc
(managed learning project teams across Environmental Health and Safety, Manufacturing, and Supply Chain)
BA, Psychology and Human Services, Baldwin Wallace College; Master's, Education, specializing in Instructional Design for Online Learning and

Performance and Training Improvement, Capella University
3 YEARS IN TRAINING

In 2016, Amber Thompson led the development and deployment of a critical learning solution/organizational change initiative to train and certify 1,200 internal Manufacturing leaders to conduct operational assessments across Eaton Corporation, Plc's manufacturing facilities globally. The training program consists of 3 core blended learning experiences with final certification accomplished once the assessor demonstrates capability through participation in an assessment. Thompson also has primary responsibility for managing all aspects of learning for 3 global corporate functions—Manufacturing, Environmental Health and Safety (EHS), and Supply Chain—including aligning learning solutions that meet the function's key strategic objectives over a 3-year period. Many of the required learning solutions support global initiatives across 2 primary business sectors—electrical and industrial. These businesses each represent on average \$10 billion in revenue and 40,000 employees. Says nominator David Keifer, director, Eaton University, Eaton Corporation, Plc: "Amber's work on key strategic initiatives has helped her establish credibility with all levels of leadership and professionals at Eaton."



CHARLOTTE TRAN
Training & Development Coordinator
Calgary Real Estate Board (CREB)
(launched Web-based training for 5,000 learners)
2 YEARS IN TRAINING

Charlotte Tran moved into the Training & Development coordinator role at the Calgary Real Estate Board (CREB) on her return from maternity leave and immediately had a different and significantly more advanced set of responsibilities. In 2016, CREB moved significantly into the Web-based training (WBT) space. The company previously had contracted the content creation and LMS functions to a third party and had no previous organizational experience building and hosting its own content. Tran took as much online training as she could on the product to get to a level of proficiency to be able to produce and launch CREB's 2016 Mandatory Training content, Maximizing the MLS System, for 5,000 learners. This reduced the cost to deliver the training by 10% in 2016. Survey results from the WBT participants indicate that 95% found the training relevant to their job, 93% found the course materials useful, and 89% said the course will help them be successful in their job. "Charlotte is a talented woman who has demonstrated her ability to mature and grow," says nominator Gemma Beirback, manager, Member Practice, CREB. "She will one day make a profound impact either within our organization or another."

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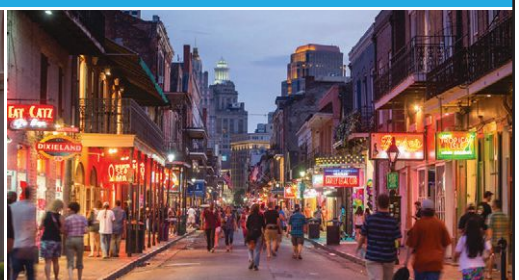
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2017 Emerging Training Leaders 20 WINNERS



ERIN E. VILLAGRA
AVP/Senior Corporate Trainer
Peapack-Gladstone Bank
(led 150 during a large training initiative)
Bachelor's, Education, Syracuse University
6 YEARS IN TRAINING

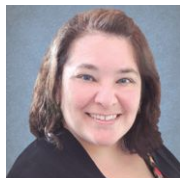
During the last year, Erin E. Villagra has taken on several new responsibilities at Peapack-Gladstone Bank. She became the administrator for the bank's Emerging Leaders program, took over the responsibility of applying for and managing educational grants through the state of New Jersey, and led the rollout of new domestic and international wire transfer processing software for 148 employees (nearly half the organization). Villagra facilitated all training sessions, and was the sole designer of the content and development of the materials and presentation. Now with minimal oversight from Finance, each department processes its own wire transfer transactions. Peapack-Gladstone Bank saw a 6-point increase in its Net Promoter Score, with the wire capabilities cited by some clients as a new benefit. "Erin is a tremendous asset to our organization," says nominator Laura Collura, SVP/director, Corporate Learning, Peapack-Gladstone Bank. "While being ambitious in pursuit of her career, she remains focused on working well with others. Erin understands her business and has built strong internal relationships with business managers. She is loyal and committed to the company and ensures training programs are tied to the company's vision, mission, and strategic initiatives."



KAYLEN WOOD
Former Training and Development Manager
PennWell Corporation
Currently Consultant
Hogan Assessments
(6 direct reports; 52 indirect reports—certified trainers and coaches)
BS, Psychology, University of Central Arkansas; MA, Industrial and Organizational Psychology, University of Tulsa
2 YEARS IN TRAINING

In a short period of time, Kaylen Wood was able to gain executive buy-in and accomplish the goal of developing and implementing not one, but two corporate initiatives at PennWell Corporation: PennWell Sales Academy and the Sales Training Program. The first created a structured training program to develop and maintain new talent. The second created the same level of training for the current sales staff through a similar structured training program. Wood took a blended approach, including classroom training, online courses, a flipped classroom, and boosted learning to train 150 salespeople. As a result, revenue increased 5% within the last fiscal year. "Kaylen is innovative, strategic, and motivating to those around her," says nominator Libby Powers, Client Success consultant, BizLibrary. "She not only has big ideas, but knows how to strategically align herself with various parts of the organization to accomplish her goals. I am impressed with her technical savvy and training passion."

2017 Emerging Training Leaders TO WATCH



ANGELA DAWSON
Training & Development Specialist
Event Network
(managed/led 100 during a training initiative)
BA, Organizational Communication, Xavier University; MA, Organizational and Multicultural Communication, DePaul University
2 YEARS IN TRAINING



ALANA SABIN
Manager, Training and Document Control
Blood Systems, Inc.
(5 direct reports, 3 indirect reports, and led/coordinated activities of nearly 100 during a large training initiative)
BA, Graphic Design, Art Institute of Phoenix
7 YEARS IN TRAINING



SARA MEADOWS, MA, RN
Nurse Residency Program Coordinator
Covenant Health
(managed/led 240 nurse residents)
BSN, University of Tennessee, Knoxville; MA, Talent Development, Tusculum College
5 YEARS IN TRAINING



NICOLE SHELEY
Learning and Development Specialist
CaSTRS
(managed/led 10)
BA, Communication Studies (emphasis in Public Relations), California State University, Sacramento
3.5 YEARS IN TRAINING



JACKIE MONROE WILSON
Staff Development Coordinator
Head Start of Greater Dallas
(managed/led approximately 90 for each subject area; 20 to 30 each training)
Bachelor's, Public Relations, University of Northern Iowa; Master's, Mass Communications, University of Northern Iowa
6 YEARS IN TRAINING