

BEACONS

A lighthouse with a red and white body, shining a beam of light against a starry night sky. The lighthouse is white with a red base and a red band near the top. The beam of light is bright and extends across the sky.

The 2020 Emerging Training Leaders are guiding lights as they continue to help their organizations face and conquer the challenges of the COVID-19 pandemic and economic uncertainty.

BY LORRI FREIFELD

OF LIGHT

The winners of *Training* magazine's Emerging Training Leaders Awards named in fall 2020 serve as beacons of hope and light as they guide their organizations to success in the face of the COVID-19 pandemic and economic uncertainty. They created innovative solutions for remote learning; communicated with teams and employees suddenly working from home; and managed and trained with trust, empathy, and transparency.

These 25 Training professionals have been in the industry for 2 to 10 years and have inspired and engaged their organizations with their exceptional leadership skills, business acumen, 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 nearly 50 nominations and 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 specific leadership qualities (such as acts as a mentor/coach; adopts new technology; collaborates; embraces and adapts to change; empowers employees; innovates; and thinks strategically)
- Has the potential to lead the Training or Learning and Development (L&D) function at an organization in the next 1 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 5 up-and-coming professionals who are well on their way to becoming future Emerging Training Leaders.

2020 ETL JUDGES

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

Cecelia Chott, former Executive Director, Content Services, Leading Real Estate Companies of the World

Tina Claire, Senior Learning Strategist and Curriculum Manager, Booz Allen Hamilton

Daniel J. Goepp, Managing Director, Learning & Development, PwC

Vicente Gonzalez, Vice President, Global Learning & Employee Development, MAXIMUS

Quin Harward, Manager, Learning & Development, CHG Healthcare

Jim Harwood, former VP, University of Farmers, Farmers Insurance

Graham Johnston, Leader, Talent Development Strategy & Innovation, Deloitte LP

Bruce I. Jones, former Senior Cast Development and QA Director, Disney Institute

Mary Kay LaBrie, Professional Development Specialist, SCC Soft Computer

Meredith Maples, Director, Training, Keller Williams Realty, Inc.

Robin Renschen, Director, Learning and Development, McCarthy Building Companies, Inc.

Ross Tartell, Ph.D., former Manager, Learning & Development – North America, GE Capital Real Estate

Lou Tedrick, Vice President, Global Learning & Development, Verizon

Helen Walsh, Learning Experience, Incubation and Design, Americas Learning, EY

Lauren Westerdale, Training Coordinator, Human Performance, Blue Cross Blue Shield of Michigan

Lorri Freifeld, Editor-in-Chief, *Training* magazine

TOP 5 2020 EMERGING TRAINING LEADERS



RITA BRAGADESTO

Principal Learning Specialist

PPD

(led 9 people directly working on the SiteCoach project and 18 providing expertise and consultation)

BS, Biology and Geology, Universidade Nova de Lisboa

8 YEARS IN TRAINING

CHILDHOOD AMBITION: Veterinarian

FAVORITE PHRASE OR MOTTO: "Sometimes you win, sometimes you learn."

FAMILY/PETS: Husband, Bernardo; mother of 2 girls (ages 10 and 8); animals: 2 beagles, 2 tortoises, 2 frogs, 2 fish, and 2 guinea pigs

OUTSIDE INTERESTS: Sketching, gardening, and doing crafts with the girls

ADVICE FOR THOSE ENTERING THE TRAINING FIELD: "Stay curious, stay eager to learn (learn new ideas, new approaches, and even from your own mistakes), keep your mind open to constructive feedback. And when it gets tough, just remember that this is your passion, and that what you do will help others grow and succeed."

In 2019, Rita Bragadesto was tapped to serve as the architect/program manager of a new training called "SiteCoach," which supports PPD's clinical operations and project delivery teams (approximately 4,000) by preparing them to work with sites new to clinical research, as well as allowing them to offer solutions for accessing more patients to PPD's external clients.

Bragadesto used a stakeholder approach to build the training competencies based on 6 knowledge areas by using a spiral learning methodol-

ogy where learners build knowledge anchored to the concepts previously learned. In addition to training and supervising all 8 trainers involved in the delivery of the training, Bragadesto led the creation of the SiteCoach Participant Portal, a user-friendly online interface, where participants can access the learner community forum and the ToolBOX, which features resources such as performance support tools, pre- and post-training assessments, templates, forms, regional regulations, and guidance documents.

One goal for the training was to increase the pipeline of new sites by 5% in the first 12 months of launch. After 7 months, 150 learners were trained from 12 sites that will be enrolled as new studies come into PPD—a 6% increase. 90% of respondents post-event stated training encouraged their repeat participation in Clinical Trials, 10% above goal. And 86% of respondents said training increased their confidence in conducting clinical trials, above the goal of 80%.

In 2019, Bragadesto transformed the whole training strategy for a 2-year-long software training project, making it just-in-time instead of assigned across the job role even if employees did not use the knowledge right away. That reduced the number of people needing to be trained by 50%. The estimated performance improvement due to training is 8714%.

Under Bragadesto's leadership, Therapeutic Area Training usage increased 2.5 times from 2013-2019, a 243% increase in the number of modules completed, with about 7,000 employees finishing the trainings.

Bragadesto took on additional mentoring responsibilities in the last year, supporting 3 Enterprise Learning personnel. As a result, 1 mentee was awarded more complex projects to manage.

"Rita is an incredible asset to the Enterprise Learning department," says nominator Alisha Talley, principal Learning specialist, PPD. "She successfully manages large-scale projects with grace and confidence, ensuring our mission is met, the client leaves with quality work, and her team is supported."



ANDREW HEIFETZ

Senior Manager, Global

Technical Enablement

Akamai Technologies

(managed 12)

BS, Business, Indiana University

10 YEARS IN TRAINING

CHILDHOOD AMBITION: "To be tall."

FAVORITE PHRASE OR MOTTO:

"What is your perspective?"

FAMILY/PETS: "Wonderful wife and 2 great kids; dog, Dude the Boxer"

OUTSIDE INTERESTS: White water rafting, hiking, carpentry, everything do-it-yourself (DIY)

ADVICE FOR THOSE ENTERING THE TRAINING FIELD: "You cannot expect to train others effectively, unless you are willing to learn yourself. Be curious. Pay attention to the latest learning trends and adopt those that make sense for your learners, stakeholders, and organization. Think big, always with your students' needs, wants, and preferences and your stakeholders' success metrics in mind."

Andrew Heifetz has had primary responsibility for training and enablement of Akamai Technologies' internal Global Services and Support (GSS) organizations for the last 18+ months. In 2020, he was asked to assume responsibility for Akamai University—the company's customer-facing technical product training program—as well as the launch of Akamai's Advanced Partner Training, which focuses on enabling partners to service and support Akamai products. With these additional training programs, he is now responsible for creating, maintaining, updating, and delivering nearly every means of customer and partner training and education for Akamai's services organization of 2,000+.

Over a period of 7+ months, Heifetz assembled and program managed 250+ content creators, instructional designers, program developers, and class presenters, none of whom directly reported to him. Content development included: 43 live classes, 7 hands-on labs (e-learning), 2 game shows (including a virtual escape room), and conversion of 25 live classes to e-learning. As a result of Akamai University, GSS saw a 101% increase in attendees demonstrating Akamai product and technical knowledge, and an 89% increase in job fluency (ability to perform one's job).

As a result of Heifetz's leadership, he has grown his team from 3 direct reports in 2014 to 13 in 2019. 2 of his direct reports have been recognized for their accomplishments and promoted to principal positions and 2 to senior positions on the team. He constantly looks to recognize and reward his team members. For example, Heifetz instituted the MVP award at GSS Academy events to provide visibility and reward team members for their efforts in delivering world-class, in-person training events for an audience of 400+ people.

His business acumen continues to serve the company well. "Andrew is able to execute GSS Academy, a program that hosts the same number of attendees as our large Sales enablement event, for roughly half the budget," notes nominator Dave Warner, senior security architect II, Akamai Technologies. "Additionally, he manages the Education budget for all of GSS. To ensure the budget continues to impact the greatest number of employees, he's migrated his approach to preparing employees for professional and technical certifications from live and virtual instructor-led training to e-learning. He has been able to provide 100% of the organization with seats to such learning opportunities, with significant annual savings.

"Andrew combines a deep knowledge of instructional best practices for diverse audiences with a business and management acumen, which allows his team to flourish and grow personally and professionally," Warner continues. "He willingly takes on new challenges and overdelivers results, demonstrating positive ROI to the business."

**KEITH LILICO***eLearning Manager***Karmak Inc.***(4 direct reports)**BA, Instructional Design, Ashford University; M.Ed, Instructional Design, and MBA, IT Project Management, Western Governors University***5 YEARS IN TRAINING****CHILDHOOD AMBITION:** Politician**FAVORITE PHRASE OR MOTTO:** "Know your worth and add tax."**FAMILY/PETS:** 2 boys, Blake, 13, and Noah, 5; dog, Molly (American Bulldog)**OUTSIDE INTERESTS:** 3-D printing, hiking, long walks on the beach at sunset**ADVICE FOR THOSE ENTERING THE TRAINING FIELD:** "In the training field, you will receive a lot of feedback. Don't be afraid to take a risk and do something new because feedback is uncomfortable. If you always stay with what you, your company, or the industry is comfortable with, you will never grow."

Last year, Keith Lillico took on the role of eLearning manager at Karmak Inc. He was placed in charge of overseeing a team of 3 instructional designers and 1 learning management system (LMS) administrator. This role includes the responsibility of setting the long-term training strategy for the team, managing the training budget, sourcing and approving vendors, and managing the day-to-day operations of the team. His training oversight reaches 275 Karmak employees and 25,000+ external LMS users in North America.

In his first few months, Lillico took action to upgrade all of Karmak's

design software, as well as began the process of migrating to a new LMS that would allow functionality such as allowing customers to manage their own training, gamification, and xAPI.

Before Lillico joined Karmak, much of the company's online training was basic simulations or "click Next to continue." He pushed the training to the next level by making the simulations more immersive and adding elements of gamification into all of Karmak's training processes. Lillico managed the conversion of 480+ eLearnings from Flash to HTML5 for 25,000 users. Karmak has implemented a blended learning approach where every new customer and employee first go through eLearning to set a baseline knowledge of the Karmak Fusion software. Then learners are transitioned to live Webinars. After the remote training, trainers go on-site for hands-on training.

Lillico also ensured that all courses are intuitive, provide an improved learning experience, and include both audio narrations and transcripts to ensure they are more accessible to anyone with disabilities. As a result, the Training department saw an increase in its customer satisfaction scores and reduced requests for support by 48% from year to year.

In addition to mentoring his Karmak team, Lillico mentors outside of the workplace. He uses his large social media presence to share advice and mentor those who are new to the industry. He also developed one of the only gamification certifications designed specifically for K-12 education, which launched last August. He also volunteers his time working with Designers for Learning, which partners experienced designers with new designers to build projects for nonprofit organizations.

"Keith's willingness to help others and his commitment to educating adult learners are unequalled," says nominator Deepak Uniyal, instructional designer, Karmak Inc. "Keith works with leadership to set a long-term vision and strategy for the company that not only aligns with the organization's goals but also prepares the company for the ever-changing future."

**JAIME ALEXIS SNELGROVE***Consultant, Notion Navigator***Think Up Consulting***(1 direct report and led 6-10 project teams of 2-10 thinkers)**BS, Health Science: Health Promotion and Health Education, Clemson University; Master of Holistic Arts curriculum, Georgian Court University***8 YEARS IN TRAINING****CHILDHOOD AMBITION:** Archeologist**FAVORITE PHRASE OR MOTTO:** "We can do hard things."

—Glenn Doyle

FAMILY/PETS: Husband, Billy Snelgrove; son, Sylar Snelgrove; English Bulldog, Sully**OUTSIDE INTERESTS:** Hiking, dancing, reading, running an occasional Disney half-marathon**ADVICE FOR THOSE ENTERING THE TRAINING FIELD:** "Be humble. Be curious. Stay hungry."

Jaime Alexis Snelgrove is a consultant who is always in high demand from Think Up Consulting's internal teams and asked for by name by clients, in large part because of her skills and commitment to excellence, according to nominator Ron Doney, CEO, creator of WOW, Think Up Consulting.

Snelgrove is a key player on the account team that led Think Up in revenue and profitability goals for 2019. The team achieved a profit of 29.8%, exceeding the company's target of 20% in 2019, and had achieved a goal of 30.3% through the first half of 2020.

Snelgrove expanded her responsibilities within the last year in 2 key areas:

1. Helping Think Up Consulting establish a new account and serving as

a lead member of the project team, where she produced a conference in Dubai and oversaw video production for Central and South America, Europe, and Asia.

2. Leading the redesign of a key existing client's Leadership Conference.

The client's Leadership Conference had been focused primarily on recognition and networking. In 2018, the client's top business priority was to launch a complex strategic initiative and new operating model. However, the project team had not adequately communicated the change. So Snelgrove proposed a new approach to the conference, creating a cohesive experience by aligning content at all touchpoints, including mainstage, breakouts, panel discussions, and booths. The 600+ attendees received specific Activation Checklists, outlining the steps they should take in the weeks after the conference to prepare for the initiative launch. The conference culminated in an Action Planning Session with their market VP.

After the conference, 95+% of all business units completed a change plan to activate. In post-conference surveys, 97% of participants reported the conference allowed them to align with 2019 business objectives. The client's adoption of the centralized content development model led to an 88% increase in the year-over-year project scope and recurring incremental consulting revenue for Think Up.

In 2020, as clients' priorities changed overnight due to COVID-19, Snelgrove worked with a client's clinical team to create short videos to train team members to properly use personal protective equipment (PPE). Snelgrove helped to develop the script and coached one of the client's nurses to film the videos in her home using a smartphone. In just 4 days, Snelgrove and her team created 16 instructional videos and launched them to 300+ communities.

"Jaime is a champion of people," Doney says. "She inspires others and is supportive of those she leads, formally or informally, encouraging them to perform at their best."

TOP 5 2020 EMERGING TRAINING LEADERS



ALICIA WILLIAMSON

*Organizational Designer
AAA Northeast
BA and M.Ed, University of
Rhode Island*

8 YEARS IN TRAINING

CHILDHOOD AMBITION: "Ha ha, I was always envious of veterinarians who I thought were petting dogs all day."

FAMILY/PETS: "My fiancé, John,

and I have two perfect pups, Beatrice and Molly."

OUTSIDE INTERESTS: "I love horses! I typically spend most evenings and weekends in the barn with my horse, Milo."

ADVICE FOR THOSE ENTERING THE TRAINING FIELD: "Find mentors, look for the people you admire—even if they aren't exactly like you—and take notes. It's OK to ask for help. Be teachable!"

Over the last year, Alicia Williamson's role at AAA Northeast has been both enlarged and enriched. Her new responsibilities include assuming the supervision of a direct report and formally mentoring and coaching an employee on a COVID-19 Special Assignment role within the Learning & Development department. She also took on direct alignment as the L&D partner to a specific business line, AAA Driver Training.

Historically at AAA Northeast, instructional designers remained "in their lane" and focused solely on course design. With the enrichment assignment, Williamson serves as a performance consultant, designer, and facilitator for AAA Driving School employees for professional and supervisory development workshops. She planned, organized, and executed a Learning Summit (the first of its kind) for the 75 Driving School instructors. It was so successful that a commitment was made on the very same day to continue with an annual Driving School Instructor Learning Summit.

Williamson's scope spans the organization, which means she needs to be fluent in many different industries, including: roadside assistance, fleet operations, financial services, insurance, travel, retail operations, and driver training. Additionally, Williamson supports all back-office departments, including Finance, Marketing, and HR. Williamson's collaboration with the HR Benefits team, and her design of educational and awareness materials on out-of-network medical services, increased the use of in-network providers by 3.3%.

One of AAA Northeast's recent strategic initiatives was to build cross-departmental awareness and educate all AAA employees about all of the company's business line products and services. Williamson led the design of the educational component for this initiative and supported the communication plan to deploy the AAA Ambassador program.

Following the initial self-paced asynchronous training of 3,535 learners in 6 states, Williamson captured stories from employees explaining how they served as AAA Ambassadors or specific stories about how they referred products and accomplished a sale. Employees then were turned into "cartoons" using authoring tool Vyond to create their story. The employee's own voice telling his or her story was paired as the audio script. Monthly contests were held, and prizes awarded for Ambassador story submissions and sales referrals (using the internally designed AAA Ambassador app). A weekly communication was sent to all employees highlighting a different product, service, or benefit, along with an infographic with examples of conversation starters, pivoting messages, or objection-handling suggestions.

Employee referral training using the AAA Ambassador app yielded a 37% increase in the number of employee referrals from the baseline to 4 months following training.

"Alicia never tires of helping others be successful," says nominator Keri Borba, director, Employee Learning and Development, AAA Northeast. "She has proven her ability to influence decisions by her actions, sound advice, and portfolio of work. She truly works to further our chosen field of Learning and Talent Development."

20 WINNERS 2020 EMERGING TRAINING LEADERS



JONATHAN ARTEZA-ACOSTA

*Enterprise Learning and Personal
Development Manager,
Clinical Systems & Services
SCL Health
(6 direct reports)
BBA, Marketing, Stetson University;
MBA, Human Resources Management,
University of Phoenix*

7 YEARS IN TRAINING

Jonathan Arteza-Acosta took on the role of Clinical Training project manager for the Epic Beaker Implementation for approximately 550 laboratory staff; 6,000 non-lab clinical staff; and 25 consultants at SCL Health. Epic is the electronic health record (EHR) system SCL Health utilizes for patient charting and documentation, and Beaker is the laboratory module within Epic. Proficiency assessment total scores averaged 91.2%. When all healthcare organizations were mandated to become compliant in monitoring opioid prescriptions and usage, Arteza-Acosta managed SCL Health's "Opioid MEDD Display" training and communication strategy, which led to initial prescriptions dropping from 20% to 9% at hospitals and 39% to 22% at clinics in 2018. Says nominator Yvonne L. Johnson, director, Enterprise Learning and Personal Development, Clinical Systems and Services, SCL Health, "Jonathan's every fiber reflects a personal drive for excellence—yet, without fail, he humbly puts the needs of others before himself as only a servant leader is capable."



JULIA MARIA BAYONA

*Associate Director,
Learning & Development
Neo Media World
BS, Communications,
New York University*

3 YEARS IN TRAINING

Julia Maria Bayona shifted her career from media planning to Learning and Development just 3 years ago. She partnered with Neo Media World's CEO and HR business and team leads to create Neo University, a centralized training hub that launched in May 2019. As a result of this centralized team site that houses all trainings, Neo Media World has seen employee engagement increase by 20%. Employees are spending an average of 3 hours reviewing content per week compared to just 30 minutes previously. "Julia is a team player and leans into collaboration both professionally and personally," notes nominator Richetta Teal, senior partner, director, Human Resources, Neo Media World. Bayona partnered with subject matter experts to develop a 6-week professional skills training program for junior-level employees as they move up into managerial roles. She also co-leads both the Culture Advisory Board and the Mindshare Balance teams, which help raise awareness of employees as individuals and emphasize mental/emotional/physical health.

**CHRISTINE BEDNARZ**

Senior Associate Instructional Designer
KPMG Business School – Advisory,
KPMG LLP

(managed 7 during Information Risk Management (IRM) curriculum; managed 3 during Advisory Associate Foundations/Consulting Bootcamp program)
 BA, Ramapo College of New Jersey
3 YEARS IN TRAINING

Promoted in January 2020 to senior associate instructional designer, Christine Bednarz shifted from being a support instructional designer (ID) on projects to spearheading and leading large training initiatives for KPMG Advisory professionals. This included overseeing the virtualization of 2 large instructor-led training projects ("Advisory Associate Foundations/Consulting Bootcamp" and the Information Risk Management (IRM) curriculum) due to COVID-19. For Advisory Associate Foundations, Bednarz collaborated with 10+ representatives from different groups to agree on a design strategy fit for all of their new members (800+). She also developed a series of templates and improved processes for rapid development to be used by KPMG's ID team. These templates have reduced project development and formatting timelines by as much as 2 days on some projects. "Christine's positive attitude, thoughtfulness, ability to adapt to change, and creative thinking make her stand out on all of her projects," says nominator Maria Carollo, director, Learning and Development, KPMG LLP. "Her openness to receive feedback, eagerness to innovate, and dedication to develop her team members make her a great leader and role model in the L&D field."

**JOELLEN CLICK**

Client Education Manager
FIS

(10 direct reports)
 BA, English Literature, Florida State University
6 YEARS IN TRAINING

When JoEllen Click was promoted to Client Education manager from Learning Solutions specialist at FIS, she moved from individual contributor to managing a team of 10. Under her leadership, one of her team members moved to a team lead role; 2 took on new roles as Learning strategists; and 5 trainers are cross-training on different cores or topics. Click started a bi-weekly Education Roundtable including all of the FIS Learning Solutions team in which someone from each area volunteers to present on current projects, tools, and innovations. She also oversaw the development of a blended training program for 32,084 learners around one of FIS' next-generation banking solution core offerings called "HORIZON XE." Embracing a flipped classroom model, the training included 37 e-learning/microlearning sessions, 24 Webinars, and 6 classroom sessions. As a result of the training, Learning Solutions enrollments increased 43% over the previous year. "JoEllen is knowledgeable and passionate about learning and strives to deliver world-class training solutions," says nominator Shelley Stanley, director, Learning Solutions, FIS. "She delivers those solutions with a helpful and encouraging attitude that allows everyone to grow and collaborate around her."

**DANIEL GESKE**

President, Learning & Organizational Development Consultant
DGC Training

(7 direct reports)
 BS, Government, University of Central Texas; MBA, Tarleton State University; MA, Webster University; MS and Ph.D., I/O Psychology, Capella University
10 YEARS IN TRAINING

As president of DGC Training, Daniel Geske drives large-scale cultural transformation through enablement of human capital management, leadership development, sales enablement, and diagnosis and resolution of complex organizational issues. He designed and manages the Leadership Academy for CECO Environmental. Some 20% of Leadership Academy graduates were promoted within 12 months, and 50% of recommendations from team-based action projects were implemented or planned to be implemented within 18 months. In addition, Geske developed a new Employee Training Program for CECO's entry-level engineers. The rotational program helps engage engineers with different co-workers and leaders. To date, CECO reports there has been no turnover from either the new employees or their hiring managers. Geske also built and manages training platform CECO University. "Dan is a true leader and represents and instills organizational goals through his positive demeanor and understanding of corporate culture," shares nominator Sherri Malanga, director, Talent Acquisition, CECO Environmental. "His knowledge and implementation of effective and interactive training programs and engaging employees is exceptional."

**AMANDA HARPER**

Training Instructor
Sierra Army Depot, U.S. Army Tank-Automotive and Armaments Command, U.S. Army Materiel Command

(led 56 supervisors during a training initiative)
 BA, Psychology, Mills College
2 YEARS IN TRAINING

Amanda Harper spearheaded several key leadership initiatives at the Sierra Army Depot over the last year-plus. She took on the responsibility of managing the Leadership Development Program (LDP) and redesigned the curriculum for the Sierra Army Depot (SIAD) Leadership Academy (LA), a 6-month component of the LDP. Harper coaches and mentors each supervisor through the program, to include completing an academic assessment outlining achievable benchmarks and deadlines for completion. Harper also was named to lead the development of a mentorship program for the Depot. She mentored 14 Depot supervisors through work-site Organization Improvement Projects, and coordinated with the Depot Continuous Process Improvement (CPI) team in support of 41 supervisor-led CPI projects, some of which saved the Depot thousands of dollars. "Amanda proves her dedication and commitment to her work and the organization, time and time again, by stepping up to take on additional leadership roles and Depot initiatives," notes nominator Barbara Evans, Training assistant, Sierra Army Depot – Department of Defense. "She strives for excellence in herself and her colleagues, and is always looking for ways to advance in personal, professional, and team development."

20 WINNERS 2020 EMERGING TRAINING LEADERS



KRISTINA JOHNSON
Divisional Training Manager
Dollar General Corporation
(led 2,224 field managers)
5 YEARS IN TRAINING

In the last year, Kristina Johnson created and implemented a new training program for all store managers across Dollar General Corporation. With content taught by an in-person store training manager instead of in a classroom setting, the new program reduced store manager turnover by 25% in the first 2 quarters of 2020. Based on her ability to offer feedback, training, and encouragement, Johnson's leadership has helped 20 store managers move to the position of store training manager, 4 store training managers move to district manager roles, and 2 district managers move to regional directors. Johnson also supported the launch of an online learning platform for "District Manager Training"; facilitated a new version of "Situation Leadership" to Dollar General Distribution Center leaders; and created a communication platform for all store training managers to utilize for content questions, recognition, and support. "Kristina uses her knowledge to convince others of why understanding leads to success," notes nominator Jacqueline Robinson, senior Divisional Training manager, Dollar General. "She is a leader among her peers and higher-level leadership. She speaks her mind and is candid with all those she supports."



KEVIN CORY LEVINE
Instructional Design Manager
Arizona Department of Economic Security
(5 direct reports)
BA, Anthropology, California State University, Northridge; MA and Ph.D., Ethnomusicology, University of California, Los Angeles
8 YEARS IN TRAINING

Kevin Cory Levine was promoted to Instructional Design manager and assigned a unit that oversees several large divisions of the Arizona Department of Economic Security, including the Office of the Director, Office of Continuous Improvement, and Office of the Inspector General. Levine led or co-led several projects, such as the revision of the Office of Professional Development Design Certification Program and development of the Employee Recognition Page. Following the rollout of Levine's safety training series to all Arizona Adult Protective Service (APS) personnel, the average number of unusual incident reports per year per investigator decreased by 13% in less than 6 months following the training launch. The series has been adopted as part of the national certification for APS. "Kevin inspires all the staff—not just his team—and goes above and beyond to recognize them in creative ways," says Donna Gintz, instructional designer, State of Arizona/Department of Economic Security/Office of Professional Development (OPD). "Kevin always strives for the best and challenges his team and all OPD to do the same each and every day."



ANA MANSO
Trainer/Coach
Kiwi.com
(managed 58 participants in Mentoring Program)
Law degree, Universidade Catolica Portuguesa
2.5 YEARS IN TRAINING

After almost all of her original development team was let go due to the COVID-19 pandemic, Ana Manso focused on developing impactful projects at Kiwi.com. She expanded the Mentoring Program by opening the program companywide to remote sites, including 100+ global employees, during phase 2. Some 57% of the mentors said the program helped them facilitate growth with decision-making skills, while 42% of the mentees stated they had reached their initial goals. After becoming a certified coach, Manso overhauled the coaching program for all employees. As a result of her coaching, 2 employees were promoted. She also is the lead trainer for remote leadership training as part of Kiwi.com's Leader Onboarding program. In response to COVID-19, Manso and her team created a 4-stage strategy of online handbooks, e-learning, smaller workshops, group discussions, Webinars, coaching, and mentoring. "Ana is able to translate theory and planning into a workable plan that delivers the desired results," says nominator Karen Tharrington, Ph.D., senior Learning specialist, Kiwi.com. "She is a 'people person' who garners the respect of everyone who meets her."



DOMINIC MENTOR
Former Director, Employee Training & Client Learning
Mezocliq
(managed 100+ multiple contract workers, consultants, and client staff in international cities)
BA and Honors Post-Graduate Degree, English Literary Theory and Practice, University of the Western Cape; M.Phil, Computer-Assisted Hypermedia for Learning, Stellenbosch University; Masters, Communication, Media, and Learning Technologies Design, and Ed.D. Doctorate, Instructional Technology and Media, Columbia University
5 YEARS IN TRAINING

While at Mezocliq, Dominic Mentor created a training and learning ecosystem that he aptly dubbed "Mezocliq TLC," for Teaching and Learning Content. Under Mentor's leadership, Mezocliq adopted a multi-context training approach that could be self-directed or flipped for pre-, synchronous, or post-training engagement. It also accommodated blended, mobile, and facilitated training for in-person or remote delivery, which was crucial as the company opened a new office in India and grew from 60 employees to 150. The training resulted in faster understanding and adoption of the company's data governance app by new employees—from 6-9 months down to 4-8 weeks. "Dominic lives his last name of Mentor," says Mezocliq software engineer Pavel Maslov. "He welcomes new employees, and acts as a mentor coach." Adds nominator Manoj Jain, head of Quality Assurance, Mezocliq, "Dominic's collaborative spirit, positive approach, and openness to new ideas is commendable."

**WENDY MOORE**

Team Lead, Underwriting Training
United Wholesale Mortgage
(17 direct reports)
1 YEAR IN TRAINING

In 2019, Wendy Moore was promoted to Training leader for United Wholesale Mortgage's (UWM) busiest Training team: Underwriting Training. That team is responsible for initial Underwriting training (UWX), ongoing training (Senior Underwriting Training and Mentoring), and Continuous Improvement Training for 1,727 team members. Moore took the reins of that team as the company decided to increase the number of Underwriting hires by 300% in 2019. A strategic business goal for Underwriting was to increase the number of underwriters able to complete 6 loans per day from 400 to 1,000 by December 2019. By that time, 1,297 underwriters graduated UWX and Mentoring and averaged the 6 loans per day necessary to graduate (129% to goal). "Wendy knows more about training than many chief learning officers I've met at Fortune 500 companies," says nominator Jessica Ferhadson, AVP, Underwriting Division leader, UWM. "On top of that, Wendy cares about making people better. To her, it's all about the people first, creating a great learning experience, and ensuring their education expectations (and our high standards) are met."

**MICHAELA MURAJDOVÁ**

Learning Programs Team Manager
Kiwi.com
(5 direct reports)
MA, Literary and Cultural Studies
of Anglophone Countries, Masaryk
University, Brno, Czech Republic
5 YEARS IN TRAINING

Michaela Murajdová became team lead for a new team within the Learning and Development department at Kiwi.com after a reorganization. The Learning Programs team is the first in Kiwi.com's L&D history to support the Engineering department, cooperating directly with the VP for Engineering and CTO. In her new role, Murajdová spearheaded the "Leadership Essentials Program," which onboarded 53 new leaders via remote training. Developing this training program in-house resulted in a 32% year-on-year cost savings. Murajdová also led her team to collaborate with other HR teams on a diversity and inclusion e-learning to promote the company's core values and improve company culture and communication. Values training covered topics such as feedback, conflict management, communication skills/active listening/empathy, diversity in the workplace, and motivation. "In less than a year, Michaela has fostered a diverse team who feel supported by their leader," notes nominator Karen Tharrington, Ph.D., senior Learning specialist, Kiwi.com. "Her team members say she adapts her managerial style to each individual, is always ready to stand by her team, and encourages her team to explore new paths and ideas for projects."

**LAURA SAYERS**

Senior Learning and Development
Specialist
Spectrum Health
(informally led 3 team members
in the daily operations of program
management training)
Bachelors, Health Care Administration,
Ferris State University
6 YEARS IN TRAINING

In addition to assuming responsibility for the Spectrum Health Executive MBA (EMBA), Laura Sayers jumped in as a co-lead of a team focused on redeploying nurses and other clinical workers through a central staffing office during the COVID-19 pandemic. EMBA is a 2-year, fully accredited program, developed in partnership with Grand Valley State University (GVSU). For fiscal year 2019, it helped to reduce entry-level turnover rates by 10% in the environmental and nutrition services departments. Additionally, over the year, 671 employees were promoted within the departments and to other areas of the organization. Sayers is also the program manager for the "Futures" leadership readiness program and culture-shaping program "At Our Best." Her efforts on At Our Best led to an increase of 5-10% in the engagement scores of leaders who recently completed training as compared with those who had not. Says nominator Tim VanderLaan, manager, Spectrum Health University, "Laura is a natural leader with the ability to engage others and connect in a manner that focuses on building and maintaining relationships while still being aware of business needs among a shifting healthcare landscape."

**EZZY SCHESVOLD**

Senior Instructional Designer
Karmak, Inc.
(led 8 during an initiative)
BA, Art, Blackburn College
7 YEARS IN TRAINING

Ezzy Schesvold took on the role of interim eLearning manager for 5 months in addition to her responsibilities as a senior instructional designer at Karmak, Inc. She spearheaded several large-scale projects over the last year, including redesigning the customer training program Karmak offers to new employees, new customers, and new employees of existing customers. This entailed converting the training from predominantly instructor-led to a blended approach for 10,000+ learners. This enabled the company to increase the number of implementations from less than 30 to 54 in 1 year. And it decreased onsite training days from 5 to 3. Additionally, Schesvold designed the first 3 levels of the Karmak Parts Academy and the Karmak Support University. She also is responsible for mentoring 3 junior instructional designers (1 remote and 2 onsite). "Ezzy's ability to create a strategy, and make sure it's implemented accurately and quickly, contributed immensely to the recent successes in her department," says nominator Monica Cornetti, president, Sentient Gamification, Inc. "She repeatedly demonstrates leadership and a level of maturity to handle the responsibility of growing into a leadership role in the organization."

20 WINNERS 2020 EMERGING TRAINING LEADERS



COREY SELF

Director, Operational Excellence

Hayes Locums

(4 direct reports)

Bachelors, Exercise Science, and Masters, Exercise Physiology, Eastern Illinois University

3 YEARS IN TRAINING

Promoted to director of Operational Excellence in January 2020, Corey Self oversees all learning and development programs at Hayes Locums and has overall responsibility for directing the design, planning, and implementation of corporate training initiatives. Self took the initiative to create a mentoring program called the "Hayes Buddy Program," which is a 4-week learning partner program where experienced consultants/subject matter experts and new employees come together to support each other through self-directed learning. Due to COVID-19, Self revamped the Hayes Buddy Program from an in-person model to a virtual/online program. As a result of the program, mentees increased their sourcing efforts by 60%. Self took on the additional responsibility as project manager for the company's 2 major technology initiatives: Salesforce implementation and Credentialing Software implementation. "Corey is flexible and easily adapts to change," says nominator Sonya Hinds, chief people officer, Hayes Locums. "While many companies were in a hiring freeze during the pandemic, Corey implemented new interview strategies to hire the right talent, and Hayes Locums successfully hired 6 sales consultants over a 3-month period."



CARLA SMITH

Quality Monitoring Specialist

Arlington Community Federal Credit Union

(led up to 100 participants during a training initiative)

BA, Psychology (concentration in Work and Organizational Psychology), George Mason University

6 YEARS IN TRAINING

Carla Smith transitioned from a Learning and Development specialist role to a newly created role, Quality Monitoring specialist, at Arlington Community Federal Credit Union (ACFCU). In this role, she monitors, coaches, and trains on the federal credit union's member service program, "Remarkable Member Service Training." Since the start of this instructor-led program—which features 2 6-hour classes, held over 2 weeks—member satisfaction scores have increased 2 percentage points, and ACFCU now has the highest scores since the credit union started tracking the measure. Over the last year, ACFCU has had a 20% increase in quality monitoring scores. "During her 6 years at ACFCU, Carla has shown herself to be a leader among her peers," says nominator Jamie Frogale, director, Learning and Development, ACFCU. "She is a go-to person for front-line staff, she is a leader on the L&D team, and she has gained the respect of the executive team. Carla has great urgency and dedication to making the Quality Monitoring and service program a success because she knows how it strategically ties into the bigger picture."

Congratulations



Jonathan Arteza-Acosta

Manager, Clinical Systems and Services

Enterprise Learning & Personal Development (EL&PD)

2020 Emerging Training Leader

We are so proud of you and all you do to support associate growth and development at SCL Health!

This accomplishment truly demonstrates your passion for lifelong learning and helping others realize their full potential.

Congratulations to you and all the 2020 award winners!





WHITNEY SMITH
Training and Learning Manager
G Squared Wireless
(led 50 people transitioning from in-office to working from home)
BS, Middle Tennessee State University
4 YEARS IN TRAINING

Whitney Smith took on the role of virtualizing content in fall 2019, and then virtualizing all training in early March 2020 when G Squared Wireless (G2) initiated its work-from-home (WFH) model as a part of its Pandemic Business Continuity Plan. She got the training to a point where G2 has been able to hire and train new employees 100% remotely. This helped the company retain 100% of its customer base and grow by 8% in a time when other businesses in the industry shrank because they could not maintain volume and quality. "Whitney faced the virtualization of training with zeal and determination and completed the conversion on a very short timeline," notes nominator Charlie Yielding, CEO, G Squared Wireless. "There was little room for error, and she did a splendid job of building a strategic framework and bringing in the stakeholders necessary to accomplish her goal." Smith also was responsible for the training of 75% of G2's middle management. Over the last 2 years, 10 of her trainees were promoted to positions of higher pay and responsibility.



TREY STANFILL
Lead Corporate Trainer
ArcBest
(led training across 3 sales groups)
University of Arkansas – Fort Smith
3 YEARS IN TRAINING

Trey Stanfill took on several new responsibilities at ArcBest in the last year. When ArcBest created a new transportation management system (TMS) named Omega, Stanfill was part of a focus group of leaders who created change management and training plans for deployment of this new customer tool to the ArcBest sales team (500+). The results for November and December 2019 more than tripled the expectations of activating 200 new customer participants and booking 3,000 orders per month. Stanfill also led a major initiative to retrain the ArcBest sales team on its customer relationship management (CRM) system, PACE. And he became the lead sales trainer for foundational ArcBest sales classes "Applying Sales Essentials" and "ArcBest Solutions Bootcamp." "Trey has great interpersonal skills that build strong relationships with the members of our L&D team and business partners across ArcBest," says nominator Michael Alexander, senior manager, Campus Training, ArcBest. "Trey's ability to stay in tune with our business goals and objectives and think creatively about the best L&D approaches to build skills in others clarifies our learning objectives with each project."

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BOB TEDESCHI
Staff VP, Learning
CareMore and Aspire Health
(14 direct reports)
BA, English Literature, and BA,
Political Science, Hobart College;
MS, Journalism, Columbia University
Graduate School of Journalism
2.5 YEARS IN TRAINING

Bob Tedeschi embarked on a career in Learning and Development nearly 3 years ago as a mid-career transition from nearly 20 years in journalism. In the last year, he launched a new 2-day onboarding experience for CareMore Health called "The CareMore Aspire Experience," restructured monthly "Grand Rounds" training sessions for the medical community, and developed weekly COVID-19 update training for clinicians across the organization. As of June 2020, turnover for participants who hired in with The CareMore Aspire Experience program was 1.8%, compared to an overall company turnover of approximately 4%. Tedeschi also oversees the CareMore Academy and Aspire Institute, a team of approximately 6 Learning professionals and 10 clinical trainers. "Bob encourages and empowers each team member to identify challenges in the organization, reach out to key voices on that initiative, and figure out a way to make it happen," say nominators James Farmer and Deborah Decker, Learning program managers, CareMore Health. "And he goes out of his way to ensure team members are recognized for their contributions and a job well done."



SCOTT TREMAINE
Team Lead, IT Training
United Wholesale Mortgage
(led 25-40 team members during a training initiative)
2 YEARS IN TRAINING

Scott Tremaine orchestrated the overhaul of United Wholesale Mortgage's (UWM) combined 20-week Developer Introduction ("DEV-I") and Developer Experience ("DEV X") programs to train people with no technical background on how to be software developers. This required creating multiple pieces of training and 3,100+ hours of training content. The training resulted in 30% growth of the software developer population at UWM, and the graduate retention rate increased by 15% since he took over leadership of the program. It also reduced associate developer ramp-up time by increasing hands-on code writing by 600% from the previous program. Tremaine also led a team to design 60+ hours of Continuous Improvement training content for UWM's 800-person IT team on very technical subjects. And under his direction, his team of instructional designers increased e-learning blend rates by leveraging SCORM-compliant learning modules and a flipped-classroom approach. "Scott's a game changer," says nominator Matt Boschi, vice president, Training, UWM. "He has incredible initiative to always do better and be better, and through this, he motivates his team—and others throughout IT and the company—to do the same."

EMERGING TRAINING LEADERS TO WATCH



ADAM COLLINS
Talent Development
Team Leader
EPB (Electric Powerboard of Chattanooga)
(13 direct reports)
10 YEARS IN TRAINING
(at time of nomination)



DOROTHY DEMING
Director, Education, Content & Operations
American Management Association International (AMA)
(7 direct reports)
BA, Psychology, University at Albany, State University of New York; MS, Industrial/Organizational Psychology, Baruch College, City University of New York
8 YEARS IN TRAINING



ANITA HURST
Technical Training Consultant
Midcontinent Independent System Operator (MISO)
(led a cohort of 14 during career development program "Ignite")
BA, Communications, Bowling Green State University
8 YEARS IN TRAINING



TOM ROCHEFORT
Head, Learning Solutions
HRdownloads
(managed 4)
HBA and MBA, Ivey Business School at Western University
5 YEARS IN TRAINING



BEN SCHNEIDER
Director, Sales Training & Development
Badger Liquor
(led 450 during a training initiative)
Bachelors, Finance, and Bachelors, Marketing, University of Wisconsin – Milwaukee
5.5 YEARS IN TRAINING