



**TOP YOU
TRAINER**



Training's fourth annual list of the rising stars in the training industry today.

By Lorri Freifeld

Their names belong on a marquee, surrounded by dazzling lights and adoring fans as they are the young stars of the training industry. They are the movers and shakers, the ones who think out of the box and get things done, the ones who lead by example and always have time to coach or mentor those around them. They have faced significant challenges and forged new paths. They are the 2011 Top Young Trainers.

For the fourth year, *Training* magazine recognizes the outstanding talents, accomplishments, and leadership exhibited by 40 learning professionals age 40 and under. The young leaders profiled here were nominated by their industry peers last December and selected for TYT honors by *Training's* editor-in-chief and an independent judging panel comprising members of *Training's* Editorial Advisory Board. Some 125 nominations were submitted. To qualify, candidates were required to possess a minimum of three years' experience in the training field and

manage one or more direct reports or lead a large-scale training/learning and development initiative. Nominees also were judged on criteria including:

- Leadership skills
- Demonstrated career progression in an accelerated timeframe
- Proven success in meeting a difficult training challenge or completing a training turnaround job
- Development of innovative training solutions or training programs
- The ability to consistently produce training results (as evaluated by the Kirkpatrick model)
- A demonstrated ability to design training programs that are strategically aligned with the business
- Technical competence

On these pages, you'll find in-depth profiles of the Top 10 Young Trainers (listed in alphabetical order), plus shorter profiles of the other 30 Top Young Trainers. And we continued our tradition of creating a "10 to Watch" list, which features up-and-coming leaders who didn't

receive an award this year, but who are well on their way to becoming future Top Young Trainers.

Notes TYT Judge Vince Gonzalez, "*Training* magazine continues to attract the best and the brightest in the Learning & Development industry. The 2011 Top Young Trainer awards presented the industry's best talent and leadership for the future of our industry and challenge us all to reach new levels of performance excellence."

"I am always impressed by the talent that is revealed in the Top Young Trainer nominations," says TYT Judge Mike Hamilton. "This year was no exception. Several of the nominations noted the extraordinary efforts undertaken by an individual to understand the details of the challenge being faced by the business and to propose a solution that was 'unexpected' by the business leader. Perseverance seemed to be an important component of success this year."

TYT Judge Nick Schacht says this is the strongest group of nominees he's had the privilege to review in years of judging. "The impact of their energy and their initiatives on their employers' business results is truly impressive, and clearly demonstrates the value and importance of a vibrant, energized, empowered training function in today's economy."

"*Training* magazine has always served as a dynamic catalyst for sharing best practices across our profession," notes TYT Judge Nancy Lewis. "This is one of the best ways to accelerate the development of our younger practitioners—to enable their building expertise off the shoulders of those exemplary practices. Our future is in good hands! There is a lot we can all learn from the collective expertise of our Top Young Trainers."

TYT Judge Bruce Jones says he loves this year's nominees' focus on weaving learning and development into the strategies and culture of their organizations, noting, "that's the ticket for long-term success in this field."

"The applications reflect not only the significant accomplishments of each individual and the values and leadership abilities they bring to their roles, but also the high regard of their nominators," says TYT Judge Cyndi Bruce. "Congratulations to all the well-deserving winners!"

Adds TYT Judge Rebecca Ray, "No profession can survive without a strong bench of emerging leaders. Given this year's crop of young trainers, the Learning & Development profession should do just fine."

THE JUDGES

Training Editorial Advisory Board

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

Cyndi Bruce, Executive Director, Center for Learning and Development, KPMG LLP

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

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Bruce I. Jones, Programming Director, Disney Institute

Nancy J. Lewis, former VP, Learning, IBM

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

Rebecca L. Ray, Managing Director, Human Capital, The Conference Board

Nick Schacht, President and CEO, Learning Tree International

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

TOP 10 YOUNG TRAINERS 2011



AMY STEWART ANNEÉ, 39
*Senior Director,
World Wide Sales Learning
(20 direct reports)
Automatic Data Processing (ADP)
B.A., Skidmore College UWW;
M.A., The Catholic University of
America
10 years in training*
CHILDHOOD AMBITION: Movie producer

FAVORITE PHRASE OR MOTTO: "There is always a way."

FAMILY/PETS: Son, Peter, 16

OUTSIDE INTERESTS: Travel, film, friends, family, surfing

ADVICE FOR THOSE ENTERING THE TRAINING FIELD: "Always start by focusing on the business goals and results your learners need to achieve. Make sure you are always challenging yourself, collaborating with people who can connect you with a wide variety of professional and personal perspectives, and keeping an open mind and fresh perspective. Above all, your content should meet people where they live and help them and the organization out-perform their goals."

>> Amy Stewart Anneé's many accomplishments led to two promotions in the last two years. Serving as director of ADP's SBS Leadership Academy in 2008, her efforts led to a 90 percent reduction in chronic management vacancies in the SBS sales field. She was promoted in 2009, expanding her existing responsibilities to include management of curriculum design and learning technology for the entire SBS sales force. As director of Sales Training and Program Design, she inspired her interdisciplinary team to collectively

re-imagine and redesign new hire onboarding. This new program utilized virtual classroom technology to deliver phased e-learning topics coordinated with field action learning assignments and weekly instructor-led sessions. As a result, new hire ramp-up time was reduced and new associate productivity increased by \$600,000. The program also realized a cost saving to the organization of \$3 million.

In late 2009, as ADP began implementing a six-month process of consolidating sales learning across the enterprise, senior sales training leaders were chosen to chair work teams that would shape the new organization in its new roles, structure, and procedures. As the only director-level leader chosen to head up one of these teams, Anneé was tasked with leading her peers and training associates from several business units in making recommendations for the evaluation, adaptation, and universal implementation of sales learning content throughout ADP. At the end of this six-month project, Anneé was promoted from the SBS business unit to ADP Corporate as the senior director of World Wide Sales Learning. She now manages an interdisciplinary team of project managers, instructional designers, developers, graphic designers, and learning technology specialists who serve an international sales force of 6,500-plus sales associates and leaders in 28 countries.

"Amy's ability to execute through others shows in her ability to leverage the strengths of her team," says nominator Monifi Jones, sales content developer, ADP. "She has an uncommon knack for promoting individual talents and instilling a sense of ownership of the work at hand. She strategically assigns work teams to balance her team's abilities, encouraging knowledge transfer and team interdependency in meeting goals. The result has been the development of a strong, diverse, and highly productive unit whose early successes have only increased their confidence and hunger for new challenges."



DANIEL S. COOPER, 34
*CEO
(5 direct reports)
ej4, LLC
B.A., University of Missouri-
Columbia
8 years in training*

CHILDHOOD AMBITION: "To be older, taller, and a rock star."

FAVORITE PHRASE OR MOTTO: "Hope is not a plan."

FAMILY/PETS: Wife, Alison; children, Owen, 5; Josie, 3; and a new arrival due in May

OUTSIDE INTERESTS: Soccer, snowboarding, good Cabernets, and The Avett Brothers

ADVICE FOR THOSE ENTERING THE TRAINING FIELD: "Focus on results. By giving people the focus to do something better and the know-how to get it done, you can get amazing results—for employees personally and the business needs of your organization."

>> Daniel S. Cooper has a strong strategic vision. He transformed ej4, LLC, from a custom project "job shop" into a leader in off-the-shelf, short-form training video content. He created and marketed a direct-to-consumer training site for ej4 off-the-shelf training programs (TrainingVOD.com) and then built the channel program to sell and distribute these programs worldwide; there currently are 29 resellers.

Cooper now is building ej4's business transformation consulting services, utilizing ej4's online content capabilities as the foundation for communicating about the initiative and building employee skills. This has the potential to double ej4's revenue.

The biggest challenge facing ej4—and Cooper—in the last year was the business environment. In a difficult economy, ej4 needed to quickly expand its inventory of training programs. And these programs had to be topics that organizations needed and that were value-differentiated from other offerings. Not only did he develop 500-plus programs, Cooper also created Instant Video Presenter PC software for subject matter experts (SMEs) to create green-screen training programs on the desktop (instantvideopresenter.com). He worked with internal ej4 programmers and outsourced programmers in the U.S., Romania, and India. There were difficulties with code efficiency and performance, human interface design, feature selection, and systems compatibilities. But Cooper never lost sight of the end-goal, says nominator Paul Russell, ej4 partner. "He kept the internal staff enthused about the project. He provided the calm during the storm, working through each problem as it occurred. He managed the project well, setting goals and deadlines, and making trade-offs when needed in terms of the features trainers needed. He got barriers out of the way, and made timely decisions to keep the project moving forward. Bottom line, with a small staff and limited budget, he essentially invented a new type of PC software and successfully brought it to market."

Results: ej4 revenue was up 20 percent in 2009, to an all-time high. Sales in 2010 were projected to be up 40 percent, another record.

TOP 10 YOUNG TRAINERS 2011



LISA GREEN, 38
Training Manager
(6 direct reports)
Paychex, Inc.
B.A., Birmingham-Southern College; M.A., University of Richmond
14 years in training

CHILDHOOD AMBITION: Veterinarian
FAVORITE PHRASE OR MOTTO: "It's all good."

FAMILY/PETS: Partner, Terri; two cats and a Boston Terrier

OUTSIDE INTERESTS: Hiking, camping, fly-fishing

ADVICE FOR THOSE ENTERING THE TRAINING FIELD: "Never lose your sense of curiosity. Asking good questions leads to great ideas."

>> Lisa Green saw an opportunity to address an organizational need that so many face in the training industry: too many training needs and not enough resources. She led a cross-functional team of top performers from across the University of Paychex to analyze this issue and design a new approach to address it. The result is the Paychex Train-the-Trainer Partnership Program, which aims to build training competencies and create partnerships with the Training Center to better meet training needs. This program is designed for employees who support their teams or clients in a training capacity. Participants leave with enhanced needs analysis and training skills to better support their teams and departments. The program requires an approximate

85-hour time commitment over a three-month period and includes: an application and selection process, five days of instructor-led training, mentoring by a Training and Development Center trainer, group facilitation practice, and a final one-hour training session evaluated for official certification.

The program was piloted to a limited audience of 12 participants from critical product areas such as 401(k) Recordkeeping, HR Online Services, and Time and Attendance. Course evaluations were conducted with both participants and their managers. Results include:

- 87.5 percent of the participants' managers reported increased team productivity as a result of this program.
- 75 percent of the participants' managers believe this program could result in reduced employee turnover on their team.
- 100 percent of the managers/supervisors of participants surveyed said they would recommend this program to others.

Green also led her team to build a new channel of delivery for professional development sessions. The result is the Paychex Personal Development Library, a collection of online training resources that can be utilized by more than 10,000 Paychex employees who are not based at the Rochester, NY, corporate headquarters. In addition, senior management selected Green to lead a cross-functional team of high-potential employees to discover and pilot the next generation of training technology at Paychex. "Lisa has facilitated the team's research and learning and designed success criteria," says nominator Susan M. Berg, senior Training manager. "The team is inspired and excited by the course Lisa has set for them and the development they are gaining along the way."



TINA K. HALL, 36
Former Vice President,
Organizational Development,
Chief Human Resource Officer
(3 direct reports)
Verity Credit Union
(now President/Chief Catalyst with
Kirsi Consultancy)
B.A., University of Washington
14 years in training

CHILDHOOD AMBITION: An Olympic gold medalist in swimming

FAVORITE PHRASE OR MOTTO: "Fall down seven times, get up eight."

FAMILY/PETS: "I'm lucky to live near my family in the Seattle area."

OUTSIDE INTERESTS: "Adventure activities (jumping off waterfalls, out of airplanes), exploring art and beauty, traveling to new areas, and using the word 'awesome' way too much."

ADVICE FOR THOSE ENTERING THE TRAINING FIELD: "You must love what you do passionately and purposefully. Seek out as many ways as possible to learn and grow from as many people as possible who can help you learn and grow. Learn how to give really good compliments and do so every day. Laugh."

>> After nine years at Verity Credit Union, Tina Hall wanted to create a different kind of training program—one that promoted work/life transcendence and encouraged individuals to thrive in all areas of their life. Hall piloted a new program with individuals across nine functional areas. The components included: a three-day small group experience in which personal values were explored; seven weeks of follow-up "homework" for the group to develop on their own; a one-day

follow-up class that did a "deep dive" into relationships and showing up authentically; and eight weeks of one-hour one-on-one life and sales coaching with individuals.

For those who volunteered, Hall did an assessment at the end in which teammates and managers were asked about attendees' development. Nominator Danielle Johnson, Member Services manager, Verity Credit Union, says 90 percent of her team said they saw a change in how she was leading the group. "They said I was more engaged and passionate about results. This program was different because it was so personal and empowering. It was about my values and the commitments that were most important to me. I brought my own agenda every week to the coaching, and we would discuss anything that related to how I wanted to show up in the world."

Verity has greenlit the program to be modified and delivered again to other groups. And as a result of this program, Hall was named the winner of the Next Top Credit Union Executive competition. When she won, she was awarded \$20,000 to attend two education events. She donated half of her winnings so the runner-up could attend, as well, and put out a call to action in the industry to raise money so the other four finalists also could attend. To date, approximately \$16,000 had been raised for other finalists.

Hall also initiated, facilitated, or participated in the development of several other organization-wide initiatives including: a formalized onboarding plan segregated by title, a new morale plan, a customized benefits education plan to increase corporate acumen, a scenario planning analysis to optimize staff resources, a redesign of Verity's internal university, and a new staff development plan customized by person and department. She also was selected as the United States representative/ambassador to co-facilitate an International Credit Union program in the Philippines.

TOP 10 YOUNG TRAINERS 2011



ELISSA HOEHN, 40
*Executive Professional
Development Trainer, Skill
Enhancement & Development
(8 direct reports)
Merck (a subsidiary of Merck
Sharp and Dohme)
B.S., Millersville University
12-plus years in training*

CHILDHOOD AMBITION: "As a really young child, I wanted to

be a doctor or veterinarian. However, when I got to college as a 'teenaged-child,' I decided I wanted to save the rainforest and actually had the opportunity to do research in the Brazilian Amazon Rain Forest for 13 months as an undergrad. (Yes, I lived in a little hut on stilts, with no plumbing and no electricity, for 13 months!)"

FAVORITE PHRASE OR MOTTO: "It's OK not to do it all! (this is something we trainers always need to remind ourselves)."

FAMILY/PETS: "I have an amazing, and very patient, husband named Justin, a beautiful 10-month-old daughter named Katarina (the light of my life), and a fun-loving Great Dane/Lab/Weimaraner mix dog who was a Hurricane Katrina rescue named Rascal (he was a puppy when the storm hit)."

OUTSIDE INTERESTS: "I love to SCUBA. I also enjoy reading (though not much time for that, other than 'Brown Bear, Brown Bear' and 'Goodnight Moon' lately), painting, spending time with family, and traveling."

ADVICE FOR THOSE ENTERING THE TRAINING FIELD: "Do not forget to continue to educate yourself. Not only do we get new skills ourselves, but we also have the opportunity to be reminded of what our customers, the learners, experience."

>> Elissa Hoehn has a reputation at Merck for seeing the big picture. "In every project she works on, Elissa identifies ancillary departments that can contribute in a positive way to further enhance the impact of the performance improvement solution," notes nominator Kelly DeTommaso, manager, Global Customer Interactions Curriculum Team. "The impact is a more holistic solution that enhances on-the-job performance."

A case in point: A senior vice president of Sales identified the need for a learning solution to address a critical skills deficiency given a new commercial model that would affect 5,000 sales representatives. Hoehn participated in the front-end analysis and needs assessment, making sure to engage with the sales reps. She then designed the solution that included three parts: systems enhancements; a process improvement; and a blended learning solution that included Web-based training, a simulation, job aids, classroom training, on-the-job resources, and follow-up tools. She managed a cross-functional team during the development of these three solutions.

The outcome: Increased trust with customers, increased access for sales discussions, and access to new customers. The initiative is expected to save an estimated \$77 million due to an increase in sales rep job effectiveness. The project was nominated for Merck's global Six Sigma Award, and Hoehn received two special achievement awards for managing this year-long project, which is now a global initiative.



SCOTT KAPLAN, 36
*Former Director,
Staffing and Training
(14 direct reports)
SuperMedia LLC
(currently Director of Sales-
West Coast for Myxer)
M.B.A., Loyola Marymount
University
10 years in training*

CHILDHOOD AMBITION: "A fourth-grade teacher or a psychologist...little did I know at the time that is exactly what a corporate trainer does every day."

FAVORITE PHRASE OR MOTTO: "I LOVE getting up in the morning. I clap my hands and say, 'This is going to be a great day!' (by Dicky Fox)."

FAMILY/PETS: "Married to my muse with three wonderful kids who make sure I always keep being a kid."

OUTSIDE INTERESTS: "Sports, travel, playing with my kids, swing dancing with the wife, going to concerts, and really good wine!"

ADVICE FOR THOSE ENTERING THE TRAINING FIELD: "Training is the place where change starts, so be bold, strong, and courageous. Then back it up with practical application and hands-on support!"

>> Scott Kaplan embraced several new opportunities to lead in the last year—one example is his sponsorship and development of SuperMedia LLC's upgraded initial sales training and onboarding. Through Kaplan's efforts, the emphasis on "real-life" training from day one led the onboarding to include: daily, structured role-play using established call lyrics, the Super Pitch, and the sales call process in

weeks 3 and 4 of the four-week centralized classroom training; Field Day where new hires report locally for a day to get familiar with their office, crew, and managers; daily instruction via Live Meeting during the second phase of local training (weeks 5 through 8); addition of formalized local Sales Management-led training twice monthly during weeks 9 through 16; and survey and face-to-face meetings between new hires and a sales trainer at six months to identify areas of concern and gaps to be addressed. As a result of the training, sales new hires have increased their "percent to target incentive" by more than 20 percent year over year and are tracking more than 90 percent of their target incentive in their first four to six months of employment.

With SuperNova, Kaplan led the design and implementation of a comprehensive training program for more than 3,000 salespeople in the organization across the country. This initiative focused on restructuring the sales day to improve productivity and on creating a "management operating system" to guide the company's sales management team to top performance. The program required Kaplan to cultivate partnerships and form diverse alliances across a variety of departments, including Marketing, Account Management, and IT. Nominator Mary Anne Polson, manager, Sales Training, West Coast, says Kaplan worked tirelessly to train, teach, and coach his peers toward seeing the benefits. "I cannot say enough about Scott Kaplan and the impact he has had on our training organization and the overall company." Adds nominator Sean Ogar, region vice president-Northwest, "We have seen direct improvement in our key sales metrics (client presentations, new client sales, and sales net dollars). In my region alone, we saw improvements of between 5 and 10 percent in productivity and sales results."

Kaplan also took the lead in moving SuperMedia to a true online learning company. 2009 saw more than 144,000 completed online classes as a company, compared with 44,000 in 2008.

TOP 10 YOUNG TRAINERS 2011



NATE KELLY, 34
Senior Learning and Education Manager—Tiger Institute for Health Innovation (4 direct reports)
Cerner Corporation
B.S., University of Minnesota; M.B.A., University of Missouri
5 years in training

CHILDHOOD AMBITION: “I wanted to be a professional baseball player,

in particular a Minnesota Twin.”

FAVORITE PHRASE OR MOTTO: “You do not lead by hitting people over the head—that’s assault, not leadership.” —Dwight D. Eisenhower

FAMILY/PETS: “I am engaged to an extraordinary woman, Sarah.”

OUTSIDE INTERESTS: “I am an outdoorsman. I love to hike, camp, fish, and explore. I also like to cook, attend sporting and live music events, and travel (domestic or abroad) whenever I get the chance.”

ADVICE FOR THOSE ENTERING THE TRAINING FIELD: “I would pass along advice I have received from other training professionals:

· Whenever possible, learning should occur in a manner that is just enough, just in time, and at the point of need.

· Training should address not only the skills being taught, but also the learners’ will to make the desired behavior change.”

>> Nate Kelly was named the Learning and Education manager for the Tiger Institute for Health Innovation, a strategic relationship between the Cerner Corporation and University of Missouri Health System, in

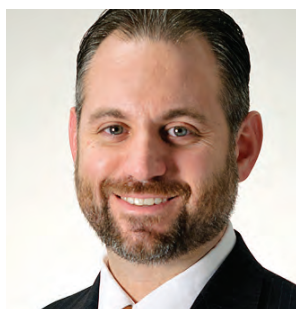
January 2010. At that time, MU Health Care planned two aggressive technology implementations that would dramatically change the clinical workflow of 1,350 nurses; 800 resident and attending physicians; and 800 other clinicians. Kelly was responsible for all change management and training efforts for the two implementations.

One of these was the implementation of computerized provider order entry (CPOE). Kelly worked directly with the Chief Medical Officer (CMO), Chief Information Officer (CIO), and other executive leadership to formulate a plan for education that would be acceptable to them. MU Health Care has always used instructor-led training for large technology events. The average time for CPOE instructor-led training across Cerner clients is six to eight hours. Physician leadership advised it would not endorse required training for physicians unless that timeframe could be shortened—without sacrificing quality.

Kelly’s solution included a communication campaign, e-learning, coaching/mentoring and pre-go-live collaborative training opportunities, on-the-job and collaborative learning (including portal LearningLIVE that delivers customized learning content such as videos at time of need), and reports showing how physicians were using the system.

Results: All physicians affected by this technology implementation were trained. Some 93 percent of the 295 survey respondents claimed to finish in four hours or less, while 79 percent said they finished in three hours or less. The CMO asked Kelly to repeat the process for a new technology he is sponsoring for implementation this year.

Says nominator Robert Campbell, VP and CLO, Cerner, “Nate has a rare combination of leadership skills in that he is able to look at the environment and conceive of an aggressive, yet reachable vision and communicate that vision in a manner that gets others on board.”



JAMES P. ORLANDO, 37
Director, Medical Education and Student Affairs, Assistant Professor of Education, University of South Florida College of Medicine (6 direct reports)
Lehigh Valley Health Network
B.A., Moravian College; M.S., University of Pennsylvania, Graduate School of Education; M.Ed., Temple University, School

of Education; Ed.D., University of Pennsylvania, Graduate School of Education and Wharton Business School

15 years in training

CHILDHOOD AMBITION: Astronaut

FAVORITE PHRASE OR MOTTO: “A ship at harbor is safe, but that’s not what ships were built for.”

FAMILY/PETS: Wife, Missy; son, Alex, and twin girls, Madison and Natalie; Italian Greyhound, Cozette; and Chiweenie, Bella

OUTSIDE INTERESTS: “Coaching my son’s football and basketball teams, road trips with my wife, reading science fiction and research journals, golf, spending time with family and friends, watching re-runs of *Star Trek*, various community service activities.”

ADVICE FOR THOSE ENTERING THE TRAINING FIELD: “Strive for knowledge, gain experience, cultivate networks, journal your thoughts (when moved to), seek collaboration with others, acknowledge the contributions of others frequently, and take a Dale Carnegie course.”

>> Along with his current responsibilities overseeing Lehigh Valley Health Network’s accredited undergraduate (550 students) and graduate (270 students) medical education programs and youth programs (300 students), in the last two years James P. Orlando took on the lead project engineer role for the new regional medical school campus.

Orlando also initiated and executed the “Reducing Central Lines-Related Infections and Improved Patient Safety through Central Lines Simulation and Education Program.” In the prior year, a multidisciplinary group had assessed current practice and evidence from the literature to update current hospital protocols related to line insertion and maintenance. To achieve higher levels of performance on central lines, Orlando led collaboration between the Division of Education and the Department of Quality and Patient Safety. Time series analysis suggests that the introduction of the central lines course and checklist, along with other changes in hospital policies and practices, have significantly reduced the hospital’s central line-associated infection (CLAB) rate since April 2005 when controlling for changes in acuity levels. Cost/benefit estimates show an annualized savings of more than \$700,000 associated with the central lines simulation training program.

In addition, Orlando initiated inclusion of an introduction IV workshop for all graduate nurses as part of their onboarding process. Education on the Central Lines Bundle was included to prepare nurses for their roles and responsibilities before, during, and after the procedure. A pre/post-test was included to assess the initial 42 graduate nurses’ level of knowledge as a result of the learning intervention. A six-month check-in followed to identify areas for improvement.

Says nominator Alexander J. Lemheney, hospital administrator, Lehigh Valley Health Network, “JP has many strong leadership competencies, consistently meets expectations, and produces exceptional results.”



JESSICA PARISI, 34
Partner
(4 direct reports)
BTS USA
B.A., University of Minnesota
12 years in training

CHILDHOOD AMBITION: U.S. Ambassador

FAVORITE PHRASE OR MOTTO:
 "Stay hungry and humble or you will become both."

FAMILY/PETS: Husband, Dan; and two children: Roman, 4, and Elle, 3

OUTSIDE INTERESTS: "Spending time with my family, skiing, and hiking."

ADVICE FOR THOSE ENTERING THE TRAINING FIELD: "A passionate focus on driving real business results for your clients and co-creating solutions with client executive teams is extremely rewarding. Not only do you get to learn from the best but you experience real, material results from your work, close relationships that last a lifetime, and it's fun."

>> With 20 offices around the world, BTS provides its simulations in 16 different languages. Looking to grow revenues from its global accounts, BTS asked Jessica Parisi to lead its Global Accounts Initiative. Parisi collaborated with the BTS global heads of offices (HOOs) and the CEO to define: what Global Account Management is to BTS; how decisions are made; compensation and cross-office

commission structures; tools and best practices for BTS account managers; global pricing guidelines; how success will be measured; and coaching standards with the BTS global account managers. She then provided quarterly summaries to all BTS offices on the progress made within global accounts and any specific recognition merited. Since the initiative started, Global Account revenue growth has increased fourfold, and leads and referrals from one BTS office to another have increased 50 percent per year.

Typically the BTS account team leads the "after-action" review with its clients to discuss the simulation experience. Last year, Parisi pioneered an initiative where BTS has Executive Sponsors who meet one-on-one with the client, sans BTS account team, to get specific feedback on each person of the three- to five-member BTS team and the details around the experience of co-creating a simulation with BTS. The results of these meetings have proven valuable in terms of coachable moments for the BTS consultants, as a reinforcement vehicle for BTS' values and co-creation process, and a source of innovative ideas for improvement. This process now is being replicated across BTS global offices.

Parisi also realized BTS' business model is shifting and as a result recreated the global BTS career path for all her employees, emphasizing new skills that would drive exceptional quality, employee engagement, growth, and profitability for the next few years. "Jessica has built a reputation as a leader whose goal is to accelerate her team's careers. She has an exceptional track record of developing BTS 'Stars' (top talent) in the company," says nominator Jonas Akerman, CEO, BTS USA. "Jessica's efforts have proven to be an important part of BTS' success as the company experienced continued growth in 2009 and saw 20 percent growth in the first three quarters of 2010."

Some people dream about being a hero. This Top Young Trainer has made it a reality for many.



Carol Cheney

Banner Health would like to congratulate Carol Cheney for being named one of the nation's Top Young Trainers. The work she has done to improve the skills of our nurses truly helps make them heroes in the eyes of our patients. Her individual actions help make our mission of making a difference in people's lives a reality. For that, she is our hero and deserves our recognition and thanks.



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Banner Health is one of the nation's leading nonprofit health care providers.

TOP 10 YOUNG TRAINERS 2011



SARAH REED, 34
*Learning & Development Specialist
Sacramento Municipal Utility
District (SMUD)*
(managed 25)
*B.A., San Diego State University;
M.S., Pepperdine University*
10 years in training

CHILDHOOD AMBITION: "I wanted to be an astronaut and a lawyer (both!)."

FAVORITE PHRASE OR MOTTO: "Be the author of your own experience." —Peter Block

FAMILY/PETS: Husband, Dan; daughter, Isabella; two dogs and a cat

OUTSIDE INTERESTS: Running, boating, traveling, gardening, and most anything outdoors

ADVICE FOR THOSE ENTERING THE TRAINING FIELD: "Take the time to really understand your clients' business and needs. Ask questions, observe as much as you can. Get to understand how things work, who your influencers are, and what life is like for your client. Get in the trenches with them and lead them out, rather than calling them over from the mountaintop."

>> Sarah Reed took on the role of program manager for SMUD's Distribution Services Leadership Series, leading the division-wide launch of the 12-month field leadership development program. The program includes two full-day, offsite sessions; peer coaching among participants; action planning; and management panel discussions.

More than 600 people attended the program.

As program manager, Reed gained leadership support for the rollout; linked training to the organization's values, mission, and vision; built relationships across workgroups; managed a cross-functional committee of volunteers who helped to design and provide input into content, identified potential barriers, and facilitated pieces of the training; marketed the program; negotiated the use of offsite facilities; facilitated the training itself for 54 full-day customized sessions; equipped committee members to mentor program participants; and conducted a program evaluation.

After this program initially was piloted in SMUD's field forces, the Distribution Services leadership team requested its expansion division-wide, to all employees, including supervisors. After the training, 94 percent of participants said they would be able to apply what they learned on the job. Some 93 percent of participants said the facilitators were able to link the content of the training to their job. And 91 percent of participants agreed that they were satisfied overall with the training.

In addition to leading a new alignment effort for Corporate Learning & Development, Reed took on the project lead role for a new Performance Alignment initiative, spanning the business unit of field employees. As a result of Reed's efforts, leadership and the IBEW Union ultimately approved a common set of evaluations and process changes to be used by foremen and supervisors across the field organization. "Sarah demonstrated collaboration, initiative, persistence, patience, influence, and leadership throughout this project," says nominator Krishna Khalsa, area head, SMUD. "As a result of this project, SMUD has asked to use the new model in Distribution Services as standard approach for any and all Apprentice-level employees across the enterprise."

MORE 2011 WINNERS



Robert Archambeault, 34
Dir., Strat. Operations (9 direct reports)
Center for Leadership Studies
*B.S., Cameron University; M.S.,
H. Wayne Huizenga School of Business
and Entrepreneurship*
3 years in training

Robert Archambeault advised the CEO of the Center for Leadership Studies on a new path to achieve the company vision based on promoting learning versus training, moving from a single product offering to a solution-based focus to ensure continued educational offerings for clients to manage their learning development needs on an ongoing basis. He identified the internal and external resources necessary to make this change and helped develop interchangeable training elements, identifying competencies and skills and serving as the architect of a variety of delivery systems. Archambeault also revamped the Center for Leadership Studies' \$250,000 paper-based surveys and assessments process into an electronic format. He took this product from a self-assessment to a multi-rater feedback system with four versions of reports. Clients now can collect macro data and provide managers "a times two" report to measure change in leadership style usage. This resulted in improved participation from customers, increasing sales to more than \$1 million for the new Learning Management System.



Mark Boccia, 34
Senior Director, Global Operations
Deployment Training (7 direct reports)
Marriott International
*B.S. and M.Ed., Pennsylvania State
Univ.; M.B.A., Saint Joseph's University*
6 years in training

Mark Boccia built an entire new training organization to effectively lead the design and development of all Operational training for Marriott's global brands (18 hotel brands) in more than 72 countries and totaling 3,400-plus hotels. In particular, he motivated a discipline in Marriott's Operations group—Engineering—where training had remained relatively untouched for more than 20 years. The existing preventive maintenance (PM) program was undocumented and little training effort had been conducted company-wide to ensure consistency on a global scale among a multitude of Marriott brands impacted (including an estimated 5,000 Engineering associates). Boccia's new Rooms Preventive Maintenance (RPM) program revised the series of operational tasks to ensure efficiency without sacrificing quality, enhanced the Engineering department's workforce skills within the hourly and supervisory level, and introduced multimedia training and documentation efforts that apply to a global audience. Senior leadership recognized Boccia's accomplishments, and he was invited to share his planning and strategy with the CEO at his December staff meeting.



Carol Noe Cheney, 39
*Director, Simulation & Innovation,
 Banner Simulation Medical
 (9 direct reports)
 Banner Health
 B.S. and M.S., Arizona State University
 5 years in training*

The vision was turning 55,000 square feet in a vacated hospital into the largest dedicated simulation medical center in the U.S. and the largest nurse onboarding and training center in the world. Carol Noe Cheney met the challenges of transforming the space, and developing, building, and initiating curricula within a year. Up to 2009, each of the nine Arizona Region Banner medical centers had its own RN onboarding process. Cheney built consensus among the various stakeholders to develop a standard two-week RN onboarding program. She also hired and trained a team of RN Clinical Development Professionals, most of whom had no experience with simulation. Under her guidance, the resulting onboarding curriculum blends classroom training with experiential practice; competency testing is both written and experiential. In its first year, from December 2009 through November 2010, the RN onboarding program reduced time for new nurse onboarding by one full week, a change that will save Banner approximately \$10 million over four years.



Kelli Dedlow, 30
*Director, Training & Communications
 (8 direct reports)
 First National Bank of Omaha
 B.A. and M.B.A., University of Nebraska
 6 years in training*

Prior to 2009, First National Bank of Omaha had outsourced the development of all sales and service training courses. Feeling the impact of the economic downturn, Kelli Dedlow challenged her team to create a customer service class to replace those purchased from a vendor. Under her leadership, the team created a course called The Customer Experience. The outcome: Customer loyalty scores increased 3 percent during the rollout. Initially, this new course was set to train approximately 500 employees. As more divisions learned about the course, many divisional training teams also adopted this course, and it now is facilitated to more than 1,500 employees and growing throughout the organization. The team duplicated the service class success with its sales class, Customer Conversations. With Dedlow's leadership, the Retail Training & Development team achieved a \$160,000 annual reduction in vendor expense by utilizing the talent and skills of internal employees.



At Cerner, we are working to create high-performing healthcare workforces, beginning with our own. It gives us great pleasure to congratulate Nate Kelly and Erin Matyak, part of Cerner's learning organization, and all of Training Magazine's Top Young Training Award honorees.



Nate Kelly
 Top Young Trainer
 2011



Erin Matyak
 Top Young Trainer to Watch
 2011

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TOP YOUNG TRAINERS 2011

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Sue DeLazaro, 37
Director of Programs
(managed 6)
TalentSmart, Inc.
B.A., Lehigh University; M.S.,
National University
5 years in training

Under Sue DeLazaro's direct leadership, the TalentSmart's Programs area has seen a 26 percent growth in attendance and revenue, and the demand for EQ (Emotional Intelligence) training materials and assessments has grown 222 percent. Her team has had to mobilize a new system for materials production to meet the demand on inventory. DeLazaro also doubled the growth of the Certification Program in just two years, with more than 100 trainers added to the already 400 certified professionals worldwide. She came up with the idea of unbundling the Certification Program Training curriculum (both the agendas and the learning kits) to appeal to a global customer base characterized by widely varying training and budget constraints. DeLazaro designed an a la cart approach to delivering two-hour modules, without compromising the learning that could take place within each module. As a result, she successfully broadened the appeal of the program and increased training materials revenue by \$300,000.



Julie Demo, 37
Training and Development Specialist
(collaborated with 10 subject
matter experts)
ESL Federal Credit Union
B.S., Ithaca College
10 years in training

Julie Demo was the training lead for a new lending system conversion project at ESL. She was responsible for working with the conversion team, subject matter experts, IT professionals, and the training staff to create the needed training and the training database for the conversion training for the entire organization. Demo juggled the needs of the various parties to keep them engaged in the development process. The conversion was successful and the transition smooth, in part, because of her participant-centered training design that incorporated real-life examples and ample hands-on exercises to assess and reinforce critical learning objectives. The interactive two-day classroom experience effectively prepared nearly 350 employees on ESL's lending team and front line before the system go-live date. ESL recognized Demo's efforts in the successful implementation of the new lending system with a Departmental Honor, one of the top honors an employee can receive at the organization.



Sue Donnelly, 38
Learning and Development Consultant
(led teams of 5 to 25 course developers)
PathFinder Solutions
B.B.A., Wilfrid Laurier University;
M.Ed., OISE-University of Toronto
14 years in training

An independent learning consultant working with KPMG's Global Audit Learning & Development, Sue Donnelly is responsible for IFRS curriculum design and development in collaboration with KPMG's International Standards Group. The flagship course is the IFRS Advanced Application classroom course, which is required for accreditation for KPMG's professional audit practice that numbers upward of 50,000. The curriculum initially is delivered at a global conference each year; attendees then facilitate these IFRS accounting modules back in their own regions. In the span of seven weeks, Donnelly collaborated with subject matter experts to develop 24 individual modules complete with measurable learning objectives. During the conference, Donnelly audited each session and provided specific feedback to the facilitators and SMEs, which resulted in further improvements to each module. Under her leadership, the overall course average went from 3.9 (out of 5) in 2009 to 4.15 in 2010, and overall facilitation average went from 4.0 in 2009 to 4.35 in 2010.



Peter Glowacki, 39
Midwest Director, Training and
Development (3 direct reports)
Sidley Austin LLP
B.A., Marquette University;
J.D.L., The John Marshall Law School
15 years in training

Peter Glowacki introduced a budget structure for training and development at global law firm Sidley Austin and implemented subsequent expenditure controls. For example, Sidley Austin recently developed a series of offerings to assist partners and associates with their practice development. To keep costs down, Glowacki designed the series so select partners were recorded across the firm and a panel was flown to Chicago. There, he arranged a studio-like set-up in one of the conference centers. The videos were assembled and edited by Sidley Austin teams in New York and Chicago and were used as part of live local discussion sessions in all the domestic offices. For the international perspective, Glowacki coordinated with the firm's IT groups across the world to record short audio interviews of global partners. He then edited and made the international recordings available online for lawyers to access at their discretion. As a result, Glowacki's custom solution helped save the firm approximately \$50,000 to \$60,000 in production expenses.



Bjorn Gustafsson, 32
 Leader, *BTS Brussels NV*
 (managed 20-plus direct reports,
 contract facilitators, and client
 facilitators in 10-plus engagements)
 BTS
 B.S., *Dalarna University*; M.S.,
Chalmers Institute of Technology; M.B.A., *Gothenburg School of*
Economic and Commercial Law
 5 years in training

Over the last two years, Bjorn Gustafsson took on the responsibility for helping to transform and then lead the BTS Brussels organization. He also assumed the leadership role as the global chairman of BTS Telecom Industry Practice. In 2010, Gustafsson led 10-plus training engagements, directly or indirectly training more than 2,500 client employees. For a state-owned Belgian company, Gustafsson and his team designed and helped to implement a large-scale transformation initiative (from a product orientation to a customer-centric one). Under Gustafsson's leadership, BTS customized three "Strategy Alignment & Business Acumen Learning Initiative" programs for top leaders, middle managers, and new hires. For the delivery of the top leader and middle manager programs, Gustafsson led and coordinated the delivery team of eight facilitators. After 100 top leaders and middle managers went through the program, the company's client satisfaction scores rose 4 to 6 percentage points.



Michael Hughes, 31
 Training Specialist
 (3 direct reports)
InterContinental Hotels Group
 (Charleston)
 B.A., *University of Maryland*
 4 years in training

Named Interim Training Manager last year, Michael Hughes was tasked with rolling out a global initiative to realign the selling strategy in InterContinental Hotels Group's call center. The new sales process included several key pieces, from agent training to a manager certification process. Hughes worked closely with IHG's global training content developers, and then personally trained more than 300 sales agents during a three- to four-month period on this five-hour class content. For manager certification, he worked closely with the Operations teams, and implemented key steps that helped 100 percent of the managers achieve the first two levels of their certification. Hughes developed and delivered a Phase 1 refresher class where 15 out of 16 managers certified immediately following the class. Likewise, for Phase 2, his follow-up and guidance with the managers resulted in 100 percent certification for this level. As a result of this initiative, the confirmation rate in the call center increased in 2010 over 2009.



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Lockheed Martin salutes Deb Tees, named one of *Training Magazine's* Top Young Trainers. We're proud of Deb's achievement and grateful for her outstanding leadership, innovation and the difference she makes every day to make Lockheed Martin a great place for learning.

Deb, from all of us at Lockheed Martin, we salute and thank you.

DEB TEES
 Director of Learning and Capability Development
 Lockheed Martin

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TOP YOUNG TRAINERS 2011

MORE 2011 WINNERS



Margie Johnson, 36
*Former Technology Integration
Coordinator (6 direct reports)
Metropolitan Nashville Public Schools
(now Instructional Technology Program
Specialist with Edvantia, Inc.)
B.A. and M.A., Western Kentucky*

*University; M.A., Trevecca Nazarene University
7 years in training*

Margie Johnson had a vision: to create an online professional development video-on-demand portal for Metropolitan Nashville Public Schools. When she began the journey of creating the portal, few people within the organization understood the concept. By continually meeting with stakeholders and seeking to understand their needs, Johnson helped to create MNPSTube as a support tool for all professional development occurring throughout the district, including Balanced Literacy, Balanced Math, Comprehensive Literacy, and PLC (Professional Learning Communities). Using open-source software, MNPSTube provides a collaborative online community for sustaining training initiatives happening throughout the district. The site launched in August 2009. As of November 2010, there were 683 videos uploaded, and the site had 31,365 views. Johnson also championed leading the district in the direction of peer coaching and e-learning, both new concepts for MNPS at the time. Her vision and strategic efforts brought both of these concepts to fruition.



Jennifer Lolli, 35
*Enterprise Training and Development
Manager (5 direct reports)
Sierra Nevada Corporation
B.S., University of Nevada Reno;
M.S., San Jose State University
9 years in training*

Within the last two years, Jennifer Lolli has justified a 125 percent increase in Sierra Nevada Corporation's staff. With the additional personnel, she has been given the opportunity to enhance the learning opportunity to more than 2,500 employees across 30 locations in seven business areas. In 2010, Lolli initiated enterprise training and development quarterly metrics. She created a training balanced scorecard summarizing 11 key result areas based on the departmental goals. Lolli focused on the performance results, leading her team to concentrate training efforts on areas needing improvement. In first quarter 2010, six business areas had a new employee e-learning completion rate below 69 percent. In the second quarter after the training, all but one business area increased its new employee e-learning completion rate to more than 80 percent. Other 2010 accomplishments include organizing a pilot mentoring program, revamping program manager and director/VP of Programs certifications, and developing an implementation plan to significantly upgrade SNC's LMS.



Rebecca Maddox, 34
*Training Specialist
(managed 70 service champions)
University Health System
B.S., Baylor University
5 years in training*

University Health System chose Rebecca Maddox to lead its new Customer Service Institute, which consists of 70 representatives (Service Champions) from departments that provide direct patient care. She was responsible for all aspects of the institute's implementation, including: designing the content of the classes; promoting the program throughout the Health System; evaluating the Service Champion nominations; communicating with directors about their nominations; recruiting instructors; facilitating classes; arranging for classrooms and catering; coordinating the production of handouts; tracking attendance; coaching and mentoring Champions; updating the Customer Service portal; evaluating Champion course feedback; creating program reports; and arranging the graduation celebration. Each Champion attended more than 20 hours of training, and then trained and coached in his or her own department, touching more than 1,000 additional employees. This train-the-trainer model saved the Health System thousands of dollars in direct training costs.



Steve Marcero, 34
*Projects Director (Mortgage Banker
Training)
(7 direct reports)
Quicken Loans
6.5 years in training*

Beginning August 1, 2010, the mortgage industry began requiring every mortgage banker to pass both a Federal Mortgage Licensing exam, as well as a State exam for each individual state that banker wanted to be qualified to originate loans in. To prepare for this tremendous change, which would impact all 1,200 of Quicken Loans' Mortgage Bankers, Steve Marcero led the creation of the Banker Licensing Training Team. Through instructor-led training, online self-paced modules, practice tests, crossword puzzles, and one-on-one "lockdown" sessions, the Banker Licensing Training Team is committed to simplifying laws and regulations. Under Marcero's guidance, since the Licensing Training Team's inception, exam pass rates for Mortgage Bankers across the company have gone up from 52 percent (April 2010) to 80 percent (current). Marcero also created and implemented the "Quicken's Got Talent" initiative, designed to increase mortgage banker phone skills, encourage best practice sharing, and reward the best talent in the company (\$1,000 annual award). Participation is tracked through the LMS, and recorded best practices are accessible via the Call Clip Library.



Shawn Martinez, 38
Group Manager, Global Learning and Development
(2 direct reports)
 Avanade
B.B.A., University of Hawaii
4 years in training

In fiscal 2010, Shawn Martinez managed the Avanade INSPIRE Onboarding Program. He interacted with senior leadership team members in the Americas, Europe, and Asia-Pacific to define the program's scope, vision, objectives, goals, and metrics. He led or oversaw the development of 25 projects that involved 100-plus HR and consultancy resources. INSPIRE components include: a QuickStart self-study course; new employee portal, tool kit, community, and monthly Webinar; skill family onboarding training road maps; and an onboarding buddy. Some 1,000-plus new hires received INSPIRE onboarding training in 2010. New hires' satisfaction with Avanade onboarding in months 2 to 12 increased from 72 percent in FY'09 to 87 percent in FY'10, and in months 7 to 12 increased from 62 percent to 92 percent. Some 88 percent of career managers reported that the onboarding process was "significantly better" or "better" in FY'10. The EVP of HR highlighted INSPIRE as one of the top 10 HR program successes of 2010.



TSgt. Joseph McQueen
477th Fighter Group Assistant Chief of Education & Training (5 direct reports)
Air Force Reserve Command, 477th Fighter Group, Joint Base Elmendorf-Richardson, Alaska
A.A.S., Community College of the Air Force; B.S., Colorado Technical University
6-plus years in training

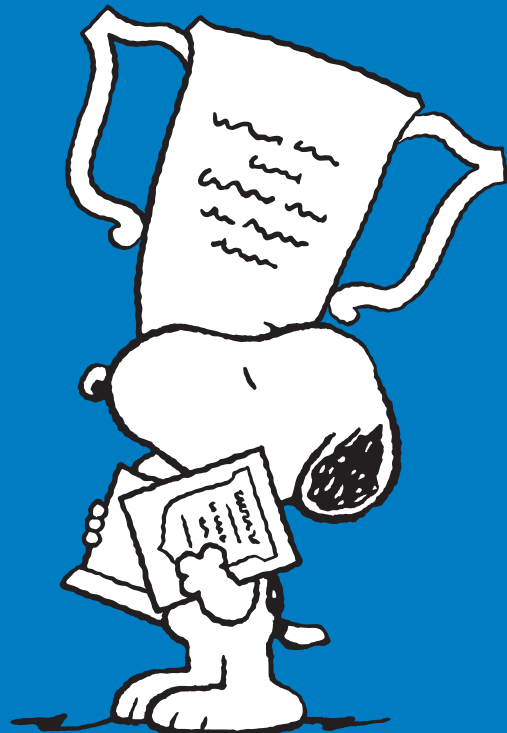
TSgt. Joseph McQueen led a newly developed Air Force training program called the Seasoning Training Program. The Air Force Reserve Command developed this program to build a ready force by allowing recent 3-Skill Level and Initial Mission Qualification aircrew formal school graduates to voluntarily remain on Active Duty for Training (ADT) orders until they have been trained via on-the-job (OTJ) training. TSgt. McQueen managed and administered the 477th Fighter Group's Seasoning Training Program for 31 participants, ensuring a seamless transition from school to home-station training, maximizing benefits for members and training time for the Air Force. Airmen spent a total of \$720,000 totaling more than 3,000 training days. TSgt. McQueen also streamlined the Career Development Course and AF Form 2096 process, which decreased upgrade time by 35 percent. He constructed and processed more than 114 school requests and secured more than \$681,000 in mission-critical training for 477th Fighter Group Airmen.



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 on being named a
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Kimberly Moore, 37
*Senior Vice President
(8 direct reports)*
BB&T
*B.S., University of North Carolina
at Charlotte*
11 years in training

New hire relationship bankers at BB&T sometimes had to wait weeks before attending their classroom onboarding training, requiring Kimberly Moore to offer upward of 168 sessions a year. She redesigned the program, creating the RB Academy, which is delivered via multiple media. Each day of the program includes at least one instructor-led Webinar followed by hands-on individual practice, online simulations, and/or on-the-job training. Participants demonstrate application via online scenario-based assessments and individual e-coaching sessions with instructors. Participants in this program have achieved average assessment scores that are five points higher than participants in the previous program. Classroom time has been reduced from two weeks to seven days, and online classes were reduced to four. BB&T conservatively estimates that this program has resulted in \$1.7 million in savings due to reduced expenditures on travel, administration, materials, etc. Sales of bundled product groups are 9.03 percent higher. After only three months in the role, academy graduates produced 15 percent higher overall sales results.



Amy Murphy, 40
*Director, Corporate &
Community Services (7 full-time and
8 part-time direct reports)*
Joliet Junior College
*A.A., Joliet Junior College; B.S.,
E. Illinois Univ.; M.S., S. Illinois Univ.*
18 years in training

Under Amy Murphy's leadership, the Corporate and Community Services division of Joliet Junior College (JJC) grew from earning \$500,000-plus in revenue per year to more than \$2 million in revenue per year. In fact, the department broke a revenue record her first year as director. Murphy is known as a successful leader among the leaders in government, including politicians and administrators of the various state and federal programs that interface with her department. Under Murphy's direction, the Illinois Small Business Development Center at the college has become a significant resource for potential and existing business owners hoping to expand their entrepreneur dream. Since she hired three new people for the center last year, there has been an increase in seminar enrollment, client visits, and small business successes in the community. With Murphy's support and involvement, the JJC Small Business Center is recognized as a leader in the state and was asked to host a statewide seminar on Google marketing.



Cevin L. R. Owens, 37
*Director, Learning Solutions
(managed 18 U.S. personnel and 35
offshore personnel)*
Expertus, Inc.
B.S., Southeast Missouri State Univ.
13 years in training

Cevin Owens directs Expertus' content practice that supports more than 15 major corporate clients and diverse projects ranging from document conversion to creation of interactive, rich media e-learning programs. In 2010, Owens led her team to implement a learning platform for a major international energy company that added significant functionality and changed the company's entire learning management structure and delivery technology system. The learning platform required significant customization, and the engagement necessitated that Owens and her content team develop and deliver a curriculum comprising instructor-led training (ILT) and virtual instructor-led training (VILT) courses for 400-plus corporate-wide learning administrators. In addition, Owens and her team created a curriculum that included a series of e-learning courses and integrated tutorials for 30,000-plus platform users. All of the content was developed for easy translation and localization. And while the curriculum was delivered during the implementation of a customized software program that was changing constantly, Owens and her team delivered quality programs on time and within budget.



Ann Flanagan Peters, 30
*Corporate Learning Coordinator,
(managed 3 teams, each with more
than 20 members)*
Perkins+Will
*B.S., The University of Illinois at Urbana
Champaign*
4 years in training

Ann Flanagan Peters accepted the challenge of implementing and managing the Perkins+Will Learning Center, which delivers Web-based continuing education hours through the use of in-house subject matter experts across the geographically diverse architecture firm. Requirements included:

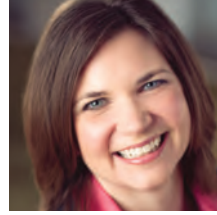
- 600 Architects for AIA at 32 hours every 2 years, or 19,200 CEUs
- 800 Architects for State Licensure at 24 to 60 hours every 2 years, or 19,200 to 48,000 CEUs
- 1,000 LEED APs at 30 hours every 2 years, or 30,000 CEUs

Through Peters' initiative, Perkins+Will now offers enough hours of continuing education for its entire staff to maintain licenses and certifications without leaving the firm's offerings. At an industry average of \$40 per CEU, this equals a savings of \$2 million to \$3 million annually—which pays for the bulk of the firm's L&D budget. Peters also developed and helped deliver the firm's Performance Management System's software training program. This was a three-part training program, resulting in approximately eight hours of training via live Webcast for 1,500-plus employees.



John Robertson, 40
Director, Training
(managed 17 independent training contractors)
SENetwork of Youth and Family Services
B.A. and M.S., Florida State University
12 years in training

A trainer of youth work practitioners, SENetwork is a nonprofit association of 88 youth and family services agencies in 15 states. John Robertson initiated the implementation of a new, federated approach to providing cost-efficient and practice-effective training. To do this, he took on many roles. He led the effort to refashion the SENetwork Website so it functions as a content management system and features an LMS called SENConnect. He led the effort to convert training curricula and modules to e-learning formats, and enabled a diverse group of trainers to become proficient in this delivery mechanism. He expanded the cadre of training contractors by identifying and training talented people within the SENetwork member agencies. And he did this within a budget of \$27,000. During the last two years, Robertson also has utilized both onsite and distance learning resources to lead a regional effort on anti-human trafficking training, providing training resources to approximately 400 runaway and homeless youth centers throughout the country.



Katie Schelp, 32
Manager, U.S. Training Learning & Development (2 direct reports)
McDonald's USA
B.A. and M.Ed., University of Missouri-Columbia
8 years in training

McDonald's USA charged Katie Schelp with determining how and when the company would deploy its new curriculum for shift managers and with gaining alignment from senior leadership. The impact of this transition will be felt by all 14,000 U.S. restaurants, which typically train five to 10 managers per year—that's 70,000 to 140,000 managers put through this curriculum each year. Schelp assembled a cross-functional team and developed a strategy, but went beyond the initial assignment, formulating the needed communication, training, and support to ensure the strategy could be successfully executed. Schelp also formulated a holistic approach to assessing all the training needs for McDonald's key initiatives over a one-, two-, and five-year period. She and a teammate prioritized the initiatives based on time allotted and focused on the ones that would provide the biggest impact to the systems. They also identified \$1.2 million in savings that could be realized through more efficient sequencing.



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Scott Schmoldt, 29
Manager, Training
(20 direct reports)
UMR (a United Healthcare company)
B.S., University of Wisconsin
Stevens Point
7 years in training

Scott Schmoldt recognized an organizational need to bridge the learning that occurs within a training session to application of those skills on the job. As a result, he created and implemented the Performance Improvement program within the UMR team. UMR's Performance Improvement Consultants (PICs) provide question-and-answer support for front-line employees during classroom training and on the job. PICs also utilize quality and productivity metrics to determine individual skill gaps, as well as other defects such as system issues and process flaws. Armed with this knowledge, Schmoldt leads the PICs to create action plans to address the gaps. The reporting tools/metrics he's developed for this program have been adopted as benchmarks and help drive future initiatives of UMR's business segment. The PICs' efforts have resulted in decreased inappropriate auxiliary time by 30 percent; decreased escalated supervisor calls from 20 per week to two to five per week; and increased Customer Service associate and supervisor morale and production.



Jenny Schroer, 38
Instructional Designer
(managed team of 11 associates)
Western & Southern Life
B.A., Miami University;
M.A., Ohio University
10 years in training

Western & Southern Life chose Jenny Schroer to be the lead instructional designer for a critical goal for 2010: to design, develop, and pilot an innovative approach to training new sales managers. She successfully did so, conducting two pilots of the Quick Start program in 2010. Schroer managed a team of 11 people whose roles ranged from ad hoc subject matter experts to full-time instructional designer and project manager. She co-chaired the Curriculum Review Board (CRB), which guided the overall content of the training solution to ensure that it met strategic and tactical business requirements. The 125-hour curriculum is a blended approach of on-the-job training, coaching from the district sales manager, milestone checkpoints and tests, and two 40-hour skills-based workshops. The culmination of the program is an individual development plan (IDP). Some 110 hours of the training hours are fully customized to the Western & Southern Life best practices for new sales managers. The difference in Level 1 evaluations was 2.9 before and 4.6 after.



Renee Stevens, 39
Vice President,
Global Talent Development
(3 direct reports)
InterContinental Hotels Group (Atlanta)
B.A., Bowling Green State University
11 years in training

Renee Stevens spearheaded several major initiatives in 2010, including development and implementation of a three-year strategic Talent Development plan, transitioning InterContinental Hotels Group's onboarding program from regional to global, and the development and launch of a Career Insight Development Center for training hotel general managers. To date, four Career Insight sessions have been conducted in China, one in EMEA, and one in the Americas. Some 66 individuals have gone through one of the three-day Career Insight sessions; of these, 62 are considered to be on track to become general managers. In addition, Stevens and her team have certified 20 multi-unit operators to serve as assessors for the Career Insight program. As a result, senior management has given the go-ahead to develop three new property-level development centers, to open within the next year, for individuals aspiring to the hotel-level No. 2 role; high-potential, hotel-level individuals who aim to become members of the Hotel Executive Committee; and current single-property general managers who aspire to become multi-unit leaders.



Kathryn M. Tague, 38
Assistant Vice President,
Sales Training + Development
(3 direct reports)
MetLife
B.A., Rutgers University
12 years in training

Under Kathryn Tague's leadership, her team developed and executed MetLife's new Top Advisor Business Coaching Program. The program is offered to a segmented group of Top Advisors based upon core qualification and production levels. To date, more than 20 percent of advisors eligible for the program are engaged with an industry productivity increase versus the previous year. For those advisors who have been working with their coach for at least four months, the average change in production growth for Week 45 in 2010 vs. 2009 was trending at 23 percent. Tague also led the implementation of an LMS (which she named MAX for "Maximize" as in helping learners maximize best practices, development, and business results) that directly ties development to performance results and will work with MetLife's "datamart" to produced Level 4 evaluation results. Finally, Tague led the development and implementation of a segmented sales development strategy for 8,000 U.S.-based financial advisors.



Pavan Kumar Tallapragada, 35
Former Head, Learning and Development (4 direct reports)
Infotech Enterprises Limited (currently Senior Consultant, Human Capital, Deloitte Consulting)
9.5 years in training

A niche service provider in the engineering design services area with more than 7,500 worldwide employees across the globe, Infotech needed Learning & Development to play a critical role in the integration of associates with the organizational culture. After studying the CSAT (Customer Satisfaction) and ASAT (Associate Satisfaction) reports, and meeting with associates/managers and leaders, Pavan Kumar Tallapragada devised, shared, and implemented a single-platform strategy for the L&D team, focusing on: Foundation Skills (for team members and team leaders), Management Skills (for middle management), and Leadership Skills (for senior management). Some 17,944 hours of learning were delivered through the focused programs launched internally, covering 1,425 associates across all locations in India and facilitated by Tallapragada and a team member. Average participant feedback was 4.8 on a scale of 5. The organization now was able to position L&D as a key partner for talent attraction/retention. This resulted in high visibility/impact and an estimated savings of INR 1 million.



Debra Tees, 36
Director, Learning and Capability Development (8 direct reports)
Lockheed Martin Corporation
M.S. and Ed.S., Indiana University; Ed.D., University of Pennsylvania
12 years in training

Debra Tees is leading a culture change in how Lockheed Martin approaches learning and capability development. One key example has been her guiding the organization to a performance consulting-type of role at the beginning of problem identification. Before, there was a lot of “solving every problem with a required training solution” type of approach. Tees has shown key members of the organization how to diagnose a problem’s root cause and consider performance improvement solutions beyond just training that will lead to better business results. This has extended not only to her interactions with subject matter experts, but flowing the concept of performance consulting down to the people out in the field who are developing learning solutions. Tees also is leading the development of an Instructional Design Practitioners’ Network for continuing education and knowledge sharing in a Community of Practice-type of format. And she is leading Next Generation Learning Management (ngLM), broadening the organization’s horizon to see that learning goes beyond the formal courseware that is loaded onto an LMS.



PEOPLE ARE OUR BUSINESS

Marriott International Congratulates Mark Boccia as a Top Trainer Under 40

We applaud Mark Boccia in continuously finding innovative ways to meet the training needs of our global and diverse workforce. He instills a sense of purpose in every learning opportunity, ultimately ensuring our brands deliver a better guest experience.



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TOP YOUNG TRAINERS 2011

MORE 2011 WINNERS



Brian Washburn, 35
Former Training Director
(supervised 2)
National CASA Association
(now Global Training & Development
Manager with SightLife)
B.A., The George Washington

University; M.A., Antioch University
7-plus years in training

Brian Washburn led a \$1.6 million training curriculum pilot project spread across 16 sites in the U.S. intended to improve outcomes for the estimated 20,000 young people who age out of the foster care system each year. After the sudden departure of the project leader, Washburn assumed responsibility for the project. He completed the curriculum in just three weeks—in time for its presentation at the National CASA Association's annual training conference—and he redirected contractors to complete the evaluation phase and provide continual technical assistance to 16 designated pilot sites. In the last six months, 698 advocates have been trained in the Fostering Futures curriculum. Washburn also restructured a core train-the-trainer program by blending e-learning technology with classroom learning, decreasing in-person class time by 33 percent and travel expenses by 20 percent.



Gary Whitney, 37
Vice President, Global Hotel Learning
(5 direct reports)
InterContinental Hotels Group (Atlanta)
12 years in training

Gary Whitney directed the implementation of Stay Real, a worldwide reinvention of the service platform at all 3,200 Holiday Inn hotels worldwide. Developing and deploying this training effort required Whitney to collaborate with various company functions across regions (Americas, Europe/Middle East/Africa, Asia-Pacific), most notably, IHG's global and regional Holiday Inn brand teams and the hotel operational teams worldwide. Stay Real consisted of a series of week-long Regional Learning Events (more than 250), led by a team of internal, field-based consultants, followed by a second, sustaining phase in which the consulting teams provide ongoing coaching and mentoring, helping hotels translate "brand learning" into daily operations and deepening leadership skills and experiences for the hotels' leadership. Since the Stay Real initiative began, overall guest satisfaction scores at comparable hotels have improved by 1.34 points. This improvement translates into a potential annual revenue increase of more than \$82 million in the Americas region alone.

YOUNG TRAINERS TO WATCH

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



Christina Cleveland, 32
Director, Design &
Development
(5 direct reports)
Canadian Management Centre
(American Mgmt. Association)
B.Ed. and B.A., York University
10 years in training



Jill Curran, 27
AVP, Professional Development &
Communications
(3 direct reports)
AllianceBernstein
B.A., Cansius College
3.5 years in training



Christopher Draven, 28
Training Delivery Supervisor
(17 direct reports)
Prescription Solutions
10 years in training



Bill Finegan, 37
Vice President
(5 direct reports)
General Physics
B.B.A., Loyola College;
MBA, University of Baltimore
11 years in training



Susan Gifford, 35
Director, Training
(4 direct reports)
NCO Financial Systems, Inc.
B.S., Franklin University
14 years in training



Christina Kuhn, 32
Training Manager
(2 direct reports)
Montecito Bank & Trust
B.A., University of California
5 years in training



Erin Matyak, 31
Manager, Learning Services
(11 direct reports)
Cerner Corporation
B.S., Kansas State University;
M.H.R.D., Clemson University
6 years in training



Joe Ringer, 33
Global Lead, Sales
Learning & Talent Development
Center of Excellence
(22 people managed / led)
B.A., Wollongong University
7 years in training



Hyla Vick, 37
Regional Training Director
(managed 3 regional
training consultants)
PAETEC Holding Corp.
B.A., California State University
7 years in training



Kevin Weafer, 37
Manager, Learning and
Development
(1 direct report)
KLA-Tencor
B.S., Excelsior College;
M.B.A., National University
3 years in training