



FAST TRACK TO SUCCESS:
**TOP YOUNG
TRAINERS
2012**

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

By Lorri Freifeld

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upercharged. High-performers. Leaders of the pack. No, we aren't talking about the latest racecars. We're talking about *Training* magazine's 2012 Top Young Trainers—those high-potential training professionals who are on the fast track to success.

For the fifth year, *Training* magazine is pleased to recognize 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 in January 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 100 nominations were submitted.

To qualify, candidates were required to possess a minimum of three years' experience in the training field and manage one or more direct reports or lead a large-scale training/learning and development initiative. Nominees also were judged on criteria including:

- Leadership skills
- Demonstrated career progression in an accelerated timeframe
- Proven success in meeting a difficult training challenge or completing a training turnaround job
- Development of innovative training solutions or programs
- The ability to consistently produce training

THE JUDGES

Training Editorial Advisory Board

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

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

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.

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

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

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

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

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

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



BRUCE BAUMGARTEN, 39
AAA University Executive (5 direct reports; 24 indirect reports)
AAA NCNU Insurance Exchange
B.S. and M.S., University of Wisconsin
17 years in training

CHILDHOOD AMBITION: Astronomer
FAVORITE PHRASE OR MOTTO: "Be the best you can be, help others be the best they can be, and have fun."

FAMILY/PETS: Spouse, Amy; cats, Copper and Onyx

OUTSIDE INTERESTS: Traveling and reading

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

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

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

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

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



JOSH BODIFORD, 31
Manager, Learning Development
(11 direct reports; managed 48)
Cerner Corporation
B.S. and M.S., Florida State University

NUMBER OF YEARS IN TRAINING: 7
CHILDHOOD AMBITION: "I honestly don't remember. Didn't everyone want to be a doctor at some point?"

FAVORITE PHRASE OR MOTTO: "It's always OK to ask for help. It's never OK to miss on a commitment if you haven't."

FAMILY/PETS: Partnered, with 2 Corgis and 3 cats

OUTSIDE INTERESTS: Softball, hiking, tennis, and music

ADVICE FOR THOSE ENTERING THE TRAINING FIELD: "No matter how much pressure you receive from leadership, subject matter experts, and others, never move too far forward without giving front-end analysis due diligence. Our first job is to help the stakeholder understand what success looks like, so we can ensure we help them get there."

>> As Cerner Corporation's client-driven Learning Services business spiked over the last two years, Josh Bodiford created and executed a strategic plan for developing and shifting resources to focus on client-facing work. The intent was to support new learning models and innovate with Cerner clients, then bring that learning in-house for associate audiences. Bodiford and his team made a significant commitment to this—during a six-month period, the non-billable

members of his team logged more than 4,000 billable hours. This translated into more than \$500,000 in revenue generation from unanticipated sources. This performance continued through the end of 2011—Bodiford's team contributed an additional 500-plus billable hours per quarter from non-billable associates.

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

In partnership with the chief learning officer, Bodiford co-developed Learning Consulting Foundations, a required course for all learning-focused associates. Participants learn and practice elements of Cerner's internal learning development process known as ADAPT. As the creator and now instructor for the class, Bodiford directly influences the skill development for learning roles. He extended associate development by creating a library of training plans for the roles in his department. Some 100 percent of targeted associates are enrolled in the correct work-based plan. As of the end of 2011, 89 percent (against an 80 percent target) of the audience remains on track with their assigned role-development learning plan, prompting Jescavage to note, "Josh is a strong executor who makes timely decisions and delivers results of value."



MINETTE ALEXANDRA SY CHAN, 34
Former Training and Partner Enablement Manager (managed up to 25)
eMeter, A Siemens Business (currently Training Program Manager, Ooyala)
B.S., University of the Philippines; M.A., Stanford University
7 years in training

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

FAVORITE PHRASE OR MOTTO: "Goals are dreams with deadlines."

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

OUTSIDE INTERESTS: Reading, traveling, and trying out new things

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

>> Minette Alexandra Sy Chan stepped up from being a technical trainer within a slightly larger team to being the sole training survivor after a reduction in force three years ago. In doing so, she moved into a leadership role in driving the strategy and direction for the Training department

at eMeter. "She motivated cross-functional teams from Engineering, Product Management, Marketing, Support Services, and Sales to go beyond their core job functions to either contribute to curriculum and content development or help deliver training courses to customers," explains nominator Lisa Caswell, VP, Global Alliances, eMeter Corporation.

As a result, Chan built the Training business in eMeter from a \$15,000-a-year division in 2009 to a \$500,000-a-year division in 2011—3,300 percent growth over two years. One of Chan's biggest challenges was creating a revenue-generating Partner Boot Camp in less than 90 days, filling the class with people who are normally billable resources from eMeter partners to meet customer ramps 90 days after that. This became a cross-company, cross-departmental resource, juggling 20 software engineers, 12 delivery consultants, four Marketing resources, and three IT professionals. Chan not only delivered one but two of these month-long boot camps. This project alone generated \$150,000 of direct Training revenue (not counting indirect Professional Services revenue after the trainees deploy to customer sites, which can exceed \$1 million in quarterly revenue). Chan was able to expand eMeter's exposure through these partners exponentially; figure that every attendee (15 in each class) will touch three to five customers or prospects in the next year. For a company like eMeter with a sales force of seven direct sellers, this is a huge positive selling force, according to Caswell. "This will extend the company's reach to the EMEA and APAC regions, where most of the Boot Camp attendees operate."

In addition, Chan brainstormed the idea to move to a cloud-based LMS in 2011 that could integrate with eMeter's Salesforce system. She led the charge on the system selection and getting it implemented and deployed on an iterative basis to eMeter partners and customers.



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

CHILDHOOD AMBITION: Astronaut
FAVORITE PHRASE OR MOTTO: "Take pride in doing things right

the first time."

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

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

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

>> In November 2010, Stephen Evans was promoted from Training supervisor to Training manager. This move made him responsible for meeting the OSHA, EPA, DoD, and other regulatory and technical training requirements for more than 1,300 employees and subcontractors who are operating the Tooele Chemical Agent Disposal Facility, which currently is destroying an aging arsenal of lethal chemical agent weapons for the Department of the Army. The previous Training

manager had agreed to reduce the staff by 60 percent, meaning the department would lose eight of 11 training instructors and both training coordinators. When Evans took over as Training manager, he launched a campaign to convince upper management to increase 2012 staffing levels. In conjunction with this, he motivated and inspired the staff to take on new project work (mostly course revisions or conversions from instructor-led training to computer-based training) and to obtain results he could use to show management the value the Training department brings during off-platform time. After several months of denials, Evans obtained approval to only lose two instructors in January, and then an additional instructor and one coordinator in March. "This was a huge accomplishment that was inspirational and a great morale boost to our department," says nominator Richard M. Valdéz, Training supervisor, URS Federal Services, EG&G Defense Materials, Inc. "Steve is a strategic thinker and keeps the bigger picture in mind when finding solutions to problems or management challenges."

Evans was also instrumental in the development of an in-house training program that allowed the facility to save hundreds of thousands of dollars. As a federal contractor at a new, high-hazard facility, much of the training had to be completed off-site at a facility capable of training in the handling and control of hazardous materials. Evans spearheaded the return-on-investment analysis to show in-house training could bring significant financial savings to the federal government customer. Evans was an integral part of the team that took this idea from theory to practice. Valdéz adds that Evans "improved our department's effectiveness and increased both the quality and quantity of training while at the same time identifying and implementing cost-saving strategies totaling \$1.5 million during fiscal year 2011."



D'ANNA FLOWERS, 28
IT Training Manager (5 direct reports)
Accretive Health, Inc.
B.A. and Master's, Eastern Illinois University
6.5 years in training

CHILDHOOD AMBITION: Lawyer
FAVORITE PHRASE OR MOTTO: "To succeed, jump as quickly at opportunities as you do at conclusions." —Benjamin Franklin

FAMILY/PETS: Husband, Bill; daughter, Avery (1)

OUTSIDE INTERESTS: Spending time with family

ADVICE FOR THOSE ENTERING THE TRAINING FIELD: "'Dig a hole an inch wide and a mile deep.' This advice was given to me by one of my graduate school professors, Dr. Lance Hogan. The ability to discover your niche and become a subject matter expert will greatly influence your training ability and career path."

>> D'Anna Flowers manages Accretive Health's IT Training Team, which focuses on the Revenue Cycle line of business. The Revenue Cycle includes more than 900 internal Accretive Health employees, as well as the training of the client end-user population. In 2010, Flowers had several goals: decrease average end-user training time from 4.6 training hours per employee; slash the cost of delivery from \$111.37 per end-user; and figure out how to scale the 2010 training approach to larger clients acquired in 2011.

By the end of 2011, Flowers led her team—which did not have

instructional design experience—to develop Web-based training videos for each piece of the Accretive Health Technology suite and created curriculum and learning plans through the newly implemented LMS. The Accretive Health course catalog for Web-based videos now includes more than 50 custom courses over five lines of business. Testing and evaluation components have been built into every course to ensure the effective transfer of knowledge.

Flowers' team reduced training hours needed to onboard client end-users to less than two hours and cut delivery costs to less than \$20 per user for some clients by creating online catalogs for materials, utilizing e-learning when possible, and utilizing a train-the-trainer approach.

In addition, throughout 2011, Flowers designed, developed, and implemented Accretive Health's first certification program. Average pre-test scores were 64 to 70 percent, while post-test averages were 97 percent, an improvement of 38 to 52 percent. The executive team has recognized Flowers' efforts and vision by promoting her the last two years.

"D'Anna favors a democratic style of leadership and has been an effective, transformational leader," says nominator Dave Hansen, director of New Implementation & Training, Accretive Health, Inc. "She has motivated her team by identifying the type of enterprise training team we will become and having the members of her current IT training team plan the tasks and milestones needed to reach that goal. She celebrates our successes along the way and learns from mistakes made in the process."

Adds Elizabeth Hannon, IT Training lead: "Without D'Anna's leadership, it would be difficult to balance the different projects our team is responsible for handling. D'Anna understands the job, and when she sees room for improvement, she acts on it and makes our team better."



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

CHILDHOOD AMBITION: Fighter pilot
FAVORITE PHRASE OR MOTTO: "If I succeed or fail, it's all on me."

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

OUTSIDE INTERESTS: Reading, exercising, spending time with family

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

>> Most homebuilders view the sales presentation as a secondary part of their business. Jason Forrest, chief sales officer at the J Forrest Group, doesn't agree. One of his biggest challenges is demonstrating to clients that the sales process should be a primary focus of business and that when you understand that the sales professional, sales process, and sales presentation are just as important as the product produced, you will achieve the real business growth you desire. Forrest's Leadership Selling program starts by teaching 40 techniques from his book, "40-Day Sales Dare," that are required

for success. That foundation hits all elements of the sales process, giving relevant, tangible techniques. In addition to changing behaviors, Forrest incorporates cultural accountability by training leadership, thus ensuring culture change and long-term sustainability.

As a direct result of his efforts, J Forrest reached more than \$900,000 in revenue in 2011 and already has signed \$1.2 million of business for 2012. Over a 12-month period, Forrest provided training to Woodside Homes' 44 sales professionals and management coaching to eight regional sales managers and eight division presidents and other vice presidents in five states throughout the western U.S. When he started working with Woodside on February 1, 2011, the homebuilder was already 40 percent behind its sales goals/budget for the year. After nearly a year of Forrest's management coaching and salesperson training (which included a series of seminars, a Website e-learning component, and weekly salesforce goals and motivational calls), the Woodside budget margin was 17.8 percent. Senior Sales Coach Dana Spencer says Forrest's training also helped regional managers and division presidents transform the way they look at their sales professionals and how they are hired. Compensation plans were changed to better incentivize top performers. As a result of these changes, every person hired in the new system and trained under the new program Forrest led remained at the company throughout the year (as compared with a 25 percent turnover the year before).

"What differentiates Jason is that he sees more in people than they see in themselves and he has an exceptional ability to help them rise to the occasion," says nominator Laura Casciano, Client Relations, J Forrest Group. "His trainees' attitudes change 180 degrees from 'I have to do this' to 'I want to do this.'"



KATIE MULKA, 29
Director of Training
 (6 direct reports)
Quicken Loans
 5.5 years in training

CHILDHOOD AMBITION: “I started out wanting to be a mail lady, and then moved on to wanting to be an astronaut.”

FAVORITE PHRASE OR MOTTO: “Don’t let someone else’s idea of

what ‘successful’ means get in the way of what you are capable of achieving. It’s your job to figure that definition out, and then work to achieve that level of success...regardless of how much money or education you have. Hard work and a desire to learn can overcome just about anything.”

FAMILY/PETS: 20-lb cat named Chopper

OUTSIDE INTERESTS: “Reading, running, working out, playing catch...anything to keep me active.”

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

>>In 2011, Quicken Loan’s Mortgage Bankers failed 11,812 first-attempt state licensing exams, which added up to a total cost of

\$848,570. The overall pass rate was 78 percent. Promoted to director of Licensing Training in May 2011, Katie Mulka found this unacceptable and searched for a more effective way to train bankers to pass their exams. The solution: Replace an average of 120 live instructor-led classes per week with an average of 45 one-hour-and-15-minute state licensing Webinars per week. This format reaches more mortgage bankers and allows them more time with clients. Licensing trainers in every location no longer have to be a jack of all trades covering 50 states; instead they can narrow their focus to the states they are truly masters in. Since the switch to a Webinar training format, state licensing pass rates have increased to 87 percent in just three months while saving the company \$6,321.28 a month and \$75,855.36 a year.

Mulka also has spearheaded several other initiatives: She created a bonus system that rewards associate bankers for their performance on exams throughout Banker Greatness Training and Blueprint (the next step after initial training). She led the “Broken Windows” project where Training consultants presented ideas to help solve problems around lead conversion, banker coaching, and Enterprise Information Technology Services (EITS). She developed companywide training for FHA Suspense that immediately affected the clean loan submission rate. The average loan submission rate on FHA underwrites was hovering around 19 to 21 percent; after the training, the suspense rate dropped to 11 to 17 percent. Mulka also recently developed two direct reports for promotion into Training leadership positions.

“Katie is a pure leader at heart,” say nominators Bridget Moore and Wendell Robinson, technical writers, Quicken Loans. “She takes control of situations and trusts the strength of her skills and the abilities of those she’s trained. Her insight helps others grow as trainers.”

spread over four months included: a welcome DVD sent to new joiners prior to the joining day; welcome kit and handbook to new joiners on day 1 at the office; online guided tour and other mandatory e-learning courses; CPMF (Client Partnership Management Framework) and quality system training; mentoring system; mandatory two-day induction program that includes senior leadership interactions with all support units, integration into corporate values, and orientation to diversity; 120-day touch-points for new joiners culminating in a review meeting with the manager, as well as a career planning and development meeting; CGI 101 seminar for management; and executive integration and coaching for senior hires. Results: Overall effectiveness of the program was rated 4.86 out of 5. Attrition is less than 2 percent. ROI on cost is 500 percent. Some 70 percent of the members are at “good and above” proficiency levels on technical skills as rated by their managers. The average time taken to integrate into the project work is five weeks. Some 90 percent of managers are satisfied with the performance of members against the identified role expectations.

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

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



ANIL KUMAR SANTHAPURI, 31
CGI Information Systems and Management Consultant Private Limited
Assistant Manager, Human Resources (7 direct reports; 5 matrix reports)
Post Graduate Diploma in Business Administration; Bachelor of Engineering
 4 years 8 months in training

CHILDHOOD AMBITION: Doctor

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

FAMILY/PETS: Wife, Mamatha; son, Siddharth (3 months old)

OUTSIDE INTERESTS: Writing poetry; integrating Zen and Sufi approach to daily life; practicing Vipassana meditation

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

>>With 40 percent growth of headcount in the last 12 months and the addition of new lines of business, CGI Information Systems and Management Consultant Private Limited tapped Anil Kumar Santhapuri to create a new joiner integration initiative for pan India (all three locations) covering approximately 2,800 new hires from October 2010 to December 2011. Santhapuri managed the portfolio end to end, with responsibility for results, budgets, resources, and people aligned to this initiative. Key integration activities for lateral hires



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

CHILDHOOD AMBITION: Airline pilot or high school teacher

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

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

OUTSIDE INTERESTS: Motorcycling, jet skiing, physical fitness

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

>>Within the last 12 to 13 months, Jim Sokolowski has helped transform Savvis’ Learning and Development (L&D) team from an administrative focus with a limited budget to a strategic and trusted

advisor to the business units served by his department. Sokolowski grew the L&D team four-fold—from three to 12 full-time employees—and aligned instructional efforts to the company’s largest organizational strategic imperatives. As a result, Sokolowski led the L&D team to:

- Participate in strategic planning sessions to design and develop training programs in support of organization-wide initiatives such as Cloud Burst (a 2011 sales initiative for a new product), Global Process Alignment (a key productivity initiative), Consultative Foundations Methodology (to introduce consultancy skills to Savvis’ sales force), Sales Executive Competency Modeling, Fast Start Sales Enablement Program, and organizational curriculum mapping.
- Implement a global leadership development strategy.
- Create a new employee onboarding program. As a result, 2.5 months is the average time to work productivity for a new employee as opposed to 3.5 months prior to the program.
- Upgrade and implement an LMS with a branding campaign to drive user adoption and interest. Through Sokolowski’s dedicated involvement, the LMS was implemented and functioning within three months. This resulted in a 460 percent increase in e-learning usage within the first three months of system implementation.
- Increase total employee learning hours by 34 percent in 2010 and 33 percent in 2011.

Along the way, “Jim has worked diligently to grow and develop his employees,” says nominator Nick DeNardo, manager, Savvis University and Systems Training. “Through ongoing, one-on-one coaching and feedback sessions, and assignments aimed at growth and skills enhancement, several of Jim’s direct reports have moved from entry-level to senior Learning & Development positions.”



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

CHILDHOOD AMBITION: A doctor

FAVORITE PHRASE OR MOTTO: “If you asked my team, they would tell you I always say, ‘Make data-driven

decisions, take the emotion out of it, the data tells the whole story.”

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

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

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

model and an overhaul of the Training product development and launch process. Tomlinson worked on globally aligning the Training organization from a systems, process, people, and customer service experience while stabilizing margin and growing training revenue and bookings worldwide. From vendor selection and project implementation to managing the transition of employees and systems and owning the financials of the project, Tomlinson has been responsible for every aspect of the endeavor.

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

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

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

MORE 2012 WINNERS



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

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



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

In addition to coaching 30 underperforming hotel teams, Holly Battelle designed and took ownership of TownePlace Suites by Marriott's Overall Satisfaction initiative called BOOST (Building Outstanding Overall Satisfaction Together). BOOST focuses on the hotels' associate and guest experience utilizing their overall training and satisfaction scores as metrics. Battelle reviews all monthly performance numbers related to service and connects the needs to training opportunities. From that, she develops a personalized plan for each hotel. The designed prescription for success allows the hotels to improve and sustain better customer scores or experiences through a training lens. One property realized an increase of more than 16 percentage points in overall guest satisfaction year over year through this process. Battelle also managed and led the design, communication, launch, and deployment of Fairfield Inn and Suites' Rally to Serve community program. Through her efforts, Fairfield Inn and Suites associates joined together during the annual Rally to Serve month-long event, helping to build more than 100 homes in 44 states and Canada.



Kami Bond, 35
Director, Leadership Development
(indirectly managed 20)
GE Healthcare
B.S., University of Delaware;
M.S., Northwestern University
3 years in training; 13 years in HR

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



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

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



Andi Campbell, 33
VP, Learning & Development
(managed 6)
LPL Financial
B.A. and M.S., National University
12 years in training

Andi Campbell took on the design, development, and implementation of all training initiatives for LPL Financial's front-line, individual contributor workforce. Campbell led the team, aligned with her strategy, to launch more than 40 training courses targeted specifically to this group. She also led the process for building out a 90-day New Employee Orientation program. As a result of her leadership and experiences, LPL Financial released its LMS to more than 2,500 users in less than three months. This included vendor negotiations, detailed project planning, cross-functional team leadership, strategic executive presentations, and a realistic vision and strategy. Campbell's courage to step outside the box, solidify management support, and drive innovative communication strategies led to 90 percent user adoption in less than 12 months. In addition, more than 60,000 courses were completed, and results on the enterprise-wide engagement survey indicated a 7 percent increase in employees' perception about the firm's investment in learning and development.



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

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



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

Jon Dimalanta spearheaded the companywide endeavor that for the first time identified succession personnel for each of 21 CEO direct reports. Each of the 40-plus employees identified on the succession plan had a defined development strategy that utilized a developmental analysis to identify current strengths and weaknesses, an employee-specific developmental plan, and a timeline for training objectives and readiness for succession. Dimalanta also led the creation and implementation of branch and district manager success profile selection training. There are 110 branch/district managers who are ultimately responsible for the management of 90 percent of U.S. Security Associates' workforce. The training program provides a profile for ideal applicants, detailed information on the hiring process, and instructions on and exposure to the company's six selection tools (a prescreening scorecard, a CRS assessment, an emotional judgment inventory assessment, a general intelligence assessment, a customized structured interview, and a foundational compatibility heat map). Three of the six tools were in-house developments through Dimalanta's initiative. Thus far, this program has been utilized to process more than 500 applicants for four management openings.



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

Christopher Draven went from managing training for Customer Service and Telesales teams to supporting all departments within his business segment. This includes Customer Service, Claims, Utilization Management, Telesales, Eligibility, Business Operations, and other smaller groups/departments. He developed and launched a social media presence for the Training team. This included the AdvoCassie Advocacy Blog, an award-winning social media site that incorporates knowledge management, user interactivity, and micro-blogging as a means of promoting constant access to learning. The blog received more than 200,000 page views in the last year. Page views increased more than 170 percent. Draven also created a training curriculum designed to assist medical professionals and customer service employees working with hospice patients. His training provided skills and techniques on handling some of the most sensitive conversations someone will have with a member or patient: end-of-life discussions. This training has been delivered several times and has been picked up by other departments for training of their teams.

MORE 2012 WINNERS



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

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



Lora Edwards, 39
Lead Associate/Task Lead (managed 10)
Booz Allen Hamilton
B.S., University of Maryland at College Park
12 years in training

Lora Edwards led the Instructional Systems Design project team on the Department of Veterans Affairs (VA), Office of Information and Technology (OIT) Supervisory Training task. She was responsible for the financial management and resource planning for the \$1.4 million effort. Among other projects, the VA looked to Edwards to provide a comprehensive Federal Information Security Management Act (FISMA)-compliant training program. Edwards led the development of the annual awareness Web-based training course. This development effort required the coordination of multiple internal VA offices providing subject matter experts (SMEs) and a diverse team of content developers, instructional system designers, multimedia programmers, and Section 508 testers. Edwards used interactive scenario-based learning and full-motion video for the first time in this course and also led the development of the VA's first mobile version of it. As a result, Edwards' client decided to direct the creation of the annual training to Edwards and her Booz Allen development team. This creation of business value is worth \$500,000 to her firm.



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

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



Kristen Grenzebach, 33
Ethics & Compliance Manager
(led team of 14)
WellPoint Inc.
B.S., Southern Illinois University
Carbondale; M.A., Southern Illinois
University Edwardsville

5 years in training
As the new manager of WellPoint's Ethics and Compliance Training team, Kristen Grenzebach led WellPoint's development of its annual, mandatory "I Am... WellPoint Ethics & Compliance and Fraud & Abuse" curriculum. The training was created with the input of a cross-functional team, and reinforces WellPoint's core value of integrity. Overwhelmingly positive feedback by more than 35,000 WellPoint associates placed this curriculum in the top 10 Web-based WellPoint curricula (out of 500-plus courses). The curriculum met audit requirements, increased course relevancy, and improved associate engagement. It also reduced learning time, simplified management/administration, and was produced on time and within budget. This training's Key Performance Indicator metrics ranged 12 to 18 percent higher than WellPoint's goal and 3 to 7 percent higher than best-in-class scores from the training industry. By consolidating the curricula from different departments, Grenzebach and her team reduced training from more than three hours to approximately 45 to 60 minutes. Combining courseware and customizing content resulted in a cost avoidance of \$790,000.



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

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



Katherine Harrop, 38
Global Training Officer, SFS Operations
& Client Delivery (managed virtual team
of 26)
Citi, Global Transaction Services
B.A., York University, Toronto, Canada
13 years in training

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



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

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



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

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

MORE 2012 WINNERS



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

Last year, Darren Louie led the development and global rollout of an “experiential learning” approach for the 10,000-plus consultants at SAP. Louie led a cross-functional team of 20 indirect reports to design and develop a project-simulation-style of learning that would provide consultants with relevant problem-solving challenges and hands-on practice building a software solution using SAP products. The experiential learning approach included: cloud-based sandbox environments with instant access to enterprise software solutions; project scenario guides; and a learning and support infrastructure. By year end, the team had written 16 training scenarios to support all of SAP’s Business Analytics software solutions and rolled out a virtual machine infrastructure to 1,200-plus consultants globally spread across two lines of business. As a result, senior leadership asked the team to build the infrastructure and training scenarios to support an additional four lines of business.



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

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



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

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



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

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

MetLife congratulates **Kathy Tague** on being named a Top Young Trainer for the second consecutive year.



Through her dedication and leadership, Kathy is helping MetLife fulfill its commitment to the continuing personal and professional development of all our advisors and managers — keeping our company at the forefront of our industry.

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

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MORE 2012 WINNERS



Becky Pluth, 35
VP, Training and Development
(8 direct reports)
The Bob Pike Group
M.Ed., St. Mary's University
12 years in training

Some 24 months ago, training company The Bob Pike Group began an initiative to increase the number of international partners using its processes and materials. The original structure for qualifying an international partner and certifying it in BPG content and processes required multiple trips by a master trainer to international locations. Becky Pluth and her team updated training materials, developed leader's guides, and created a process that reduced the onboarding time for an international partner from two years to as little as six months. A series of videos were scripted, created, and edited that enabled international partners to drill down on key content on an as-needed basis. Pluth also developed a process for certifying practitioners as master trainers, allowing them to train others to lead BPG programs within their countries. As a result of Pluth's efforts, the company completed the certification process for two new licensees in the last year, with three more to be completed in 2012, and added more than \$400,000 of revenue.



Karen Price, 34
Director, Management Development
(led 6; 1 direct report)
Nuance Communications, Inc.
B.S. and B.A., Suffolk University;
M.B.A., Boston College
12 years in training

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



Kathryn M. Tague, 39
Assistant VP, Sales Training &
Development (9 direct reports)
MetLife
B.A., Rutgers University
13 years in training

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



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

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

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Tanya Pang,
Capability Development Manager



Crystal Zunker,
Organizational Development Manager

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MORE 2012 WINNERS



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

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



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

In the last year, Shane Verheyen reduced LMS help desk tickets by 50 percent, streamlined internal processes, implemented new LMS/LCMS/training environments, and brought on new team members. Verheyen and a co-worker found that more than 80 percent of curriculum content was business information, which the business already was updating in Word documents, Excel spreadsheets, etc. The Learning and Development function then created redundant information to utilize in curricula. Verheyen brainstormed the creation of a Business Information Owner (BIO) role, which is expected to save the company 8.5 FTE worth of labor in the recurring maintenance it spends on courses due to business changes. The Underwriting group, for example, maintains 53 different policy documents. The information has been ingested into the LCMS with content being reused within the business documents. If there is a change required in all 53 documents, the business owners now only need to change it once. During the quality check of the ingestion, the number of errors went from 55 errors in the first document to 15 by the sixth.



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

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



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

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

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 Meredith Armstrong & Holly Battelle
 as Top Trainers Under 40**

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

MORE 2012 WINNERS



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

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



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

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

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.



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



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



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



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



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



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



Mike Krause, 39
Chief Sales Architect
(managed 30)
Sales Sense Solutions, Inc.
B.B.A., St. Bonaventure
University, M.S.M., Roberts Wesleyan
20+ years in training



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



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



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

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