

2015 Emerging Training Leaders – 20 Winners



RAYDIANCE C. DANGERFIELD
Senior Learning & Organizational Effectiveness Business Partner, Inovalon (2 direct reports)
BA, English Literature, and pursuing MA, Instructional Systems Development, University of Maryland
4 YEARS IN TRAINING

In the last year, Raydiance C. Dangerfield was promoted to a senior role on the Learning & Organizational Effectiveness team, which included taking on two direct reports and managing core training programs, including Compliance Training and Performance Management Training, for 2,700 associates across the U.S. and Puerto Rico. Her responsibilities span needs analysis, content creation, and instructional design and delivery. Dangerfield is the go-to subject matter expert for Inovalon's Change Management program. "Her adept teaching of the program has allowed us to touch more than 300 associates with the Change material across almost all of our locations," says nominator Chera Poulin, Ph.D., director, Learning & Organizational Effectiveness, Inovalon. "There is evidence that this work has created a strong shared lexicon regarding change and has provided a baseline for managers to communicate regarding change. The most direct impact was her creation of a Change Toolkit for managers during a major change effort (the closing of an office and redeployment of all associates to other offices). Raydiance's efforts allowed us to weather that office closure with close to 0 percent turnover among the affected associates, while the general turnover rate for these groups is closer to 20 percent."



BRENNAN DELL
Program Director, Dell, Inc. (8 direct reports or people managed/led)
BS, Mass Communications, Kansas State University
4 YEARS IN TRAINING

Brennan Dell leads the training function within Dell Inc.'s Marketing Talent department. Dell's team serves more than 5,000 marketers worldwide across five business units. "Training is not required at Dell, so the Training team has to 'sell' learning to our constituency and provide a high-quality experience to achieve good word of mouth and beneficial learning opportunities," explains nominator Tim Mixon, director of Marketing Talent & Capabilities, Dell, Inc. This year, Dell and his team introduced the Marketing Learning Framework, a concise set of learning recommendations for the worldwide team as supported by the Marketing Leadership Council. Dell and his team had to identify needs without a formal assessment due to budget constraints and deliver training to 3,000 marketers around the world. Focusing on critical knowledge areas of the business and Dell's operating principles, the Framework has five elements and follows the T-shaped talent profile. The Framework's learning recommendations change every six months with participation reported to leadership. Participants can check their progress on an online dashboard built by Dell and his team. Net Promoter Scores were above 70 percent, and participants both reported the training helps them do their jobs better and recommended it to colleagues.



PAUL FINDLAY
Managing Director Professional Development Training Pty Ltd (30 direct reports or people managed/led)
Bachelor's, Human Resources and E-commerce, Certificate IV in Training and Assessment, Griffith University
8 YEARS IN TRAINING

In 2014, Paul Findlay created, managed, and launched the "Connected Classroom" in Australia, New Zealand, and the U.S. Connected Classroom includes a custom-built mobile app and custom-built Android tablets (which participants can keep after the training), in association with customized written support materials and in-course personality profiling designed to help participants become better learners and have on-demand access to support materials. As a result, Professional Development (PD) Training Pty Ltd experienced a 17 percent increase in repeat business from clients who were using the Connected Classroom and also experienced a 15 percent reduction in help desk inquiries from students. Clients have experienced up to a 50 percent higher improvement in knowledge transfer than using standard training solutions or off-the-shelf courses. Findlay also was instrumental in launching Professional Development Training in nine countries in 2014, including Singapore, Malaysia, New Zealand, Philippines, Hong Kong, the UK and U.S., South Africa, and Nigeria. Says nominator Curtis Chappell, Marketing director, Professional Development Training Pty Ltd, "Due to Paul's tenacity, drive, and entrepreneurial spirit, I believe in three to five years, PD Training will be a global leader in professional development training in at least 10 different countries with annual revenues surpassing \$100 million."



GEORGINA HAVERS
Manager, Training, PPD (6 direct reports or people managed/led)
BS, Genetics and French, University of Wales, Swansea
9 YEARS IN TRAINING

In just the last year, Georgina Havers led the Learning Services' component of one of PPD's main project deliverables (Clinical Foundation Program revisions), effectively line managed not only her own team of six direct reports but also her colleague's team of four while she was absent for several months, and chaired the Chief Information Officers Advisory Committee (CAC). In addition, notes nominator PPD Senior Training Manager Alex Knibbs, "As soon as Georgina gained her own Yellow Belt Lean Six Sigma (LSS) accreditation in the second quarter, she was assisting with running LSS courses for others and quickly stepping up to mentor those who followed in her footsteps." Havers utilized her LSS skills in overhauling the Clinical Foundation Program to establish one singular Lean plan for training and onboarding the hundreds of new clinical research associates (CRAs) PPD hires each year. As a result, Knibbs says, PPD expects to see CRA new hires applying learning on the job in less than four weeks, a 15-day reduction in time to sign-off, and millions of dollars in process improvement savings.