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HUMAN RESOURCES & LEARNING EXECUTIVE

Hands-on professional with over 40 years of increasingly responsible experience in Human Resources, learning program design, learning program evaluation, leadership development, succession planning, change management, organization development, and executive coaching. Served as Adjunct Faculty for eight Universities, designing and delivering 22 courses at both the Undergraduate and Graduate levels. Inaugurated Chief Learning Officer/Chief People Officer role in four organizations and served, for over 18 years, as a member of C-level executive teams in both HR and OD/Learning roles. Recognized thought leader and panelist/presenter at numerous national conferences, including ASTD, OD Network, Linkage, IQPC, Corporate University Exchange, Corporate Leadership Council, and *Training Magazine*.

ADJUNCT FACULTY EXPERIENCE

- **George Washington University, Washington, DC (2012-2015):** Graduate courses in Strategic Human Resources, Organizational Learning, Change Management, Consulting Skills
- **UCLA, Los Angeles, CA (1980-1988):** Undergraduate and Certificate courses in Organizational Behavior, Introduction to Organization Development, Organization Design, Organizational Assessment, Change Management
- **University of San Francisco, San Francisco, CA (1982-1987):** Graduate courses in Organization Development, Organizational Behavior, Group Dynamics, Organization Design
- **University of Phoenix, Los Angeles, CA (1982-1985):** Undergraduate courses in Management, Business Statistics
- **University of Redlands, Redlands, CA (1981-1984):** Graduate and Undergraduate courses in Management Theory, Organizational Behavior, Introduction to Business, Business Statistics
- **The Claremont Colleges, Claremont, CA (1984):** Undergraduate course in Principles of Leadership Development
- **University of California, Berkeley, CA (1976-1977):** Graduate courses in Group Dynamics and Leadership
- **University of Oklahoma, Norman OK (1974):** Graduate courses in Group Dynamics and Organization Development

EDUCATION

Ph.D. Education/Organizational Behavior, University of California, Berkeley
MA Human Relations, University of Oklahoma
BA Psychology/Speech Communication, University of Kansas

CONTRIBUTION HIGHLIGHTS

- Adjunct Faculty member for over 10 years at eight Universities (developed and/or taught Undergraduate and Graduate courses).
- Generated over \$40M through cost saving, time to mastery and process improvement initiatives.

- Honored as one of the top three Chief Learning Officers in the US.
- Created world class HR and Learning functions, resulting in the following awards:
 - *Training Magazine's* "100 Best Training Departments" (3rd, 4th, 18th)
 - *Fortune Magazine's* "100 Best Companies to Work For" (43rd)
 - *ASTD's* "BEST Training Departments" (8th)
 - *Forbes Magazine's* "Small Giants" in 2018

RELEVANT EXPERIENCE

THE REDALY GROUP, LIBERTY, MO

2019 - PRESENT

Principal

- Opened a new consulting practice, focusing on Strategy Formulation, Organization Development, and Organizational Learning.

MISSOURI STAR QUILT COMPANY, HAMILTON, MO

2015 - 2019

Chief People Officer

- Inaugurated Chief People Officer role for this mid-size-eCommerce business; responsible for all Human Resources functions, managing a staff of four, plus outside resources.
- Ran Strategic Planning function; designed new Performance Appraisal and Compensation systems; upgraded Benefits program; inaugurated new Leadership, Employee Development and Executive Coaching programs; revised Employee Policies; introduced new Employee Apprentice program; secured \$110,000 in state educational Training grants.

LOCKHEED-MARTIN, FT. WORTH, TX

2013 - 2015

Senior Training & Organizational Capability Representative

- Designed and delivered 24 courses, accounting for over 26,000 hours of training, for a population of 500+ managers; courses delivered in Instructor-Led and Virtual formats.
- Courses were driven by an in-house survey-based competency model which was validated through 300 interviews.
- Learning outcomes were superb, as measured by Kirkpatrick Level 1 (participant reaction), Level 2 (knowledge acquisition), and Level 3 (behavior change) metrics.

THE REDALY GROUP, FT. WORTH, TX

2008 - 2013

Principal

- Developed and delivered over 200 hours of instructional content (both eLearning and ILT); coached 15 executives (9 at C-level); developed four learning strategies; developed two new business entry strategies; conducted nine executive team development interventions. Other services include metrics and measurement strategy design; design and delivery of competency modeling, adoption and sustainability initiatives; merger & acquisition integration.
- Major clients include AT&T, Doctor Pepper Snapple Group, Ensco, FMC, Lockheed Martin, Missouri Star Quilt, Nestle, Pitney-Bowes, PPG, Ricoh, SealedAir, Toshiba, and Vopak International.

MORGAN STANLEY HOME LOANS, FT. WORTH, TX

2007 - 2008

Executive Director & Global Head, Talent Management (Chief Learning Officer)

- Recruited to lead Talent Management function for new division of Wall Street Firm; businesses in US, Great Britain, Japan, Italy and Russia. Managed staff of 35 with a \$7M budget.
- Designed and ran process to identify corporate values and culture; co-led corporate strategy formulation process; developed organizational learning strategy; instituted talent

identification/retention and succession planning programs; redesigned operational training programs; redesigned operational sales curriculum and trained 350 new-hire AEs.

FREMONT INVESTMENT & LOAN, BREA, CA **2005 - 2007**

Vice President, Chief Learning Officer

- Led all leadership and executive development, operational training, process improvement and distance learning activities for this national business; designed and delivered executive and leadership development programs. Managed a staff of 5 with a \$5M budget.
- Designed and developed a customer service and collections training program that generated a 12:1 ROI; dollars collected increased by \$1,825 daily and promise to pay metrics increased by over 800%. Secured over \$1M in federal & state training grants. Headed corporate-wide task force that focused on reducing losses due to fraud and employee error; work credited with reducing loan fallout by over 22% within 6 months, a \$15M net ROI.

FUSION4, LTD., FT. WORTH, TX **2003 - 2005**

Managing Partner

- Projects included development of HR and HRD strategies; design of blended leadership program delivered on five continents; custom-design of 360 competency assessment program for senior executives.
- Major clients included Baylor Health Care, Dell, FedEx, Omni Hotels, Raytheon, SAP.

AMERICREDIT FINANCIAL SERVICES, FT. WORTH, TX **2000 - 2003**

Executive Vice President, Chief Learning Officer

- Led all leadership development, operational and technical training, succession planning, executive development, OD activities. Managed a staff of 65 with a \$10M budget.
- Provided operational training for two new Call Centers; implemented a new Sales training initiative for 252 branches in US and Canada; initiated process improvement efforts identifying \$14M in savings; implemented employee retention program to generate savings of over \$11M.

HUMANEX, INC., COLUMBUS, OH **1995 - 2000**

Principal

VERIZON COMMUNICATIONS, COLUMBUS, OH **1991 - 1995**

Senior Vice President, Human Resources

MANAGEMENT SYSTEMS CONSULTING, LOS ANGELES, CA **1989 - 1991**

Senior Consultant

ALLERGAN PHARMACEUTICALS, IRVINE, CA **1983 - 1989**

Vice President, Human Resources (1986 - 1989)

Director, US Human Resources (1985 - 1986)

Director, Organization & Management Development (1983 - 1985)

ADDITIONAL C.V. INFORMATION

PUBLICATIONS

- Engineered Learning Sourcebook: A Nuts and Bolts Approach to Optimizing Training Outcomes, Gary J. Salton and Richard E. Daly, *OE Institute*, 2004
- “The CLO’s Role: Balancing the Learning Mix in Outsourced Environments”, interview in *CLO Magazine*, 2002
- “An Introduction to Engineered Learning”, *OE Institute*, 2002
- “Using Learning Styles”, interview in *Training Magazine*, 2002
- “High Level Organizational Engineering”, *OE Institute*, 2001
- “Human Resources”, authored a series of six articles focusing on basic HR concepts for *Wireless Design* magazine, 1998-1999
- “Improving Communication”, *International Engineering Consortium*, 1998
- “Accelerating Team Development”, *OD Practitioner*, 1997
- “PCS: Making it Happen”, *Annual Review of Communications*, 1997
- “Formulating HR Strategy”, *Personnel Journal*, 1991
- “Avoiding Team Burnout”, *Journal of Applied Behavioral Science*, 1987
- “Leadership, Trust, and Structure”, *Institute for the Development of Educational Activities*, 1982

NATIONAL CONFERENCE PRESENTATIONS

- “The Chief Learning Officer Role: Lessons Learned”, *ASTD* national conference, 2004
- “Engineered Learning”, *Linkage* HR Masters conference, 2003
- “Applying Learning Styles to Improve Development”, *Training Magazine’s* Training Director’s Forum, 2003
- “The Quest: A New Model for Assessing and Building Organizational Learning Strategy”, *Training Magazine’s* Training Director’s Forum, 2003
- “The Quest: Developing Corporate Learning Strategy”, *Corporate Leadership Council* special symposium, 2003
- “Learning Your Way: Personalizing Learning Delivery”, *Training Magazine* annual conference, 2002
- “The Consultant’s Dilemma: Building Internal and External Partnerships”, *ASTD* national conference, 1999
- “Accelerating Team Development”, *Linkage* OD conference, 1998
- “Workspace Design”, *OD Network* national conference, 1998
- “Developing and Retaining Telecom Professionals”, *SuperCom* conference, 1997
- “HR Strategies”, *Cellular Telephone Industry Association* national conference, 1997
- “Learning to Learn: Redesigning the Organizational Learning Process”, *ASTD* national conference, 1996
- “Jumpstarting Your Career: Learning to Learn”, *Personnel Journal* annual conference, 1995
- “Wireless: Next Phases and Implications for HR”, *Wireless World* conference, 1995

- “Selling and Keeping Your People”, *Wireless Cable* conference, 1995
- “Succession Planning: Implications for Development”, *Human Resources Planning Society* annual conference, 1988
- “Successful Succession Planning”, *Business Week* conferences, 1987-1988

MAJOR PROFESSIONAL AWARDS

- *Forbes Magazine*: “Small Giants: Best Small Companies”, 2018
- *Training Magazine*: “100 Best Training Departments: 18th”, 2004
- *Fortune Magazine*: “100 Best Companies to Work For: 43rd”, 2003
- *Training Magazine*: “100 Best Training Departments: 4th”, 2003
- *Executive Excellence Magazine*: “Top Leadership Programs: 8th”, 2003
- *ASTD*: “BEST Award: 8th”, 2003
- *Corporate University Exchange*: “CLO of the Year Awards: 3rd”, 2003
- *Corporate University Exchange*: “Best Use of Technology: 1st”, 2003
- *Corporate University Exchange*: “Excellence Award: Honorable Distinction for e-Learning”, 2003
- *Corporate Leadership Council*: “Best-in-Class L&D Functions: Innovation in Measurement, 2003
- *Training Magazine*: “100 Best Training Departments: 3rd”, 2002
- *Journal of Applied Behavioral Science*: “Avoiding Team Burnout: Douglas McGregor Award winning article, 1987