The Power of Resilience

In a world of uncertainty and disruption, resilience is the skill that makes all other skills better

INSIDE:
>> The Five Frameworks
>> Developing the Whole Person
>> Shaping the Culture
>> Uncovering the Big Truths
### ISA – The Association of Learning Providers

Since our founding in 1978 by some of the leading minds and visionaries in training, learning and performance consulting, ISA-The Association of Learning Providers has been guided by a single mission: to be the resource for strategic growth, expertise and best practices for executives in the business of training and performance development. More than 80 companies comprise the membership of ISA, representing more than 5,700 employees who serve more than 100,000 clients across the Fortune 500. From the pioneers to the new innovators, our members represent the cream of the crop of elite firms that are transforming the industry. They all share a passion for learning, for new ideas, for better solutions and most of all, for helping their clients develop healthy, productive, successful people and organizations.

### 2018 ISA BOARD OF DIRECTORS

<table>
<thead>
<tr>
<th>Position</th>
<th>Name</th>
</tr>
</thead>
<tbody>
<tr>
<td>Board President</td>
<td>Joe Trueblood</td>
</tr>
<tr>
<td></td>
<td>CEO, Amplify Growth</td>
</tr>
<tr>
<td>Board Treasurer/Vice President</td>
<td>Tony Jace</td>
</tr>
<tr>
<td></td>
<td>CEO, Crisis Prevention Institute</td>
</tr>
<tr>
<td>Board Vice Presidents</td>
<td>Elaine Biech</td>
</tr>
<tr>
<td></td>
<td>President, ebb associates inc</td>
</tr>
<tr>
<td></td>
<td>Jeb Brooks</td>
</tr>
<tr>
<td></td>
<td>President &amp; CEO, The Brooks Group</td>
</tr>
<tr>
<td></td>
<td>David MR Covey</td>
</tr>
<tr>
<td></td>
<td>Co-CEO, SMCOV, LLC</td>
</tr>
<tr>
<td></td>
<td>James Chisholm</td>
</tr>
<tr>
<td></td>
<td>Principal, ExperiencePoint, Inc.</td>
</tr>
<tr>
<td></td>
<td>Mike Esterday</td>
</tr>
<tr>
<td></td>
<td>CEO, Integrity Solutions, LLC</td>
</tr>
<tr>
<td></td>
<td>Howard Farfel</td>
</tr>
<tr>
<td></td>
<td>President, The Ken Blanchard Companies</td>
</tr>
<tr>
<td></td>
<td>Jeff Hayes</td>
</tr>
<tr>
<td></td>
<td>President &amp; CEO, CPP, Inc.</td>
</tr>
<tr>
<td></td>
<td>Mary McGlynn</td>
</tr>
<tr>
<td></td>
<td>President, PowerSpeaking, Inc.</td>
</tr>
<tr>
<td></td>
<td>Susan Smith</td>
</tr>
<tr>
<td></td>
<td>Director, Global Marketing Strategy, CCL</td>
</tr>
<tr>
<td>Executive Director &amp; Ex Officio BoD Member</td>
<td>Pamela J. Schmidt</td>
</tr>
<tr>
<td></td>
<td>ISA – The Association of Learning Providers</td>
</tr>
</tbody>
</table>

ISA Board of Directors:
Back row from left: James Chisholm, Mike Esterday, Tony Jace, Joe Trueblood, Howard Farfel, David Covey, and Jeb Brooks. Front row from left: Elaine Biech, Susan Smith, Pam Schmidt, and Mary McGlynn. Not shown: Jeff Hayes.
ISA is pleased to congratulate

Intrepid by VitalSource

ISA’s 2018 Business of the Year recipient.

This prestigious designation is based on demonstrated excellence in four areas of critical importance: workplace culture, quality products & services, marketplace recognition, and sustained financial success. These factors are evaluated by ISA member company executives serving on the ISA Awards Committee.

**About Intrepid by VitalSource**

Intrepid by VitalSource™ is inspired by three fundamental drivers: putting the learner’s experience first; striving to make digital learning deeply engaging, practical and impactful; and enabling learners to develop new skills and solve challenges at work. Intrepid’s clients also applaud the business’s innovative approach to helping them achieve their learning and development goals in the modern world. [www.IntrepidLearning.com](http://www.IntrepidLearning.com)

**About ISA – The Association of Learning Providers**

Founded in 1978, ISA is the only association devoted exclusively to helping executives in the training, learning, and performance consulting industry expand their knowledge to support their clients’ business needs. Choose a training provider or consultant on ISA’s member list, and you’ll get a partner that has access to an unparalleled collection of experience—and has an exceptional commitment to your success.

[www.ISAconnection.org](http://www.ISAconnection.org)
The Power of Resilience

Tiny acts of resilience can have a huge ripple effect. In the end, quicker getter-uppers thrive in an increasingly unpredictable world.

Whether you’re running a business, running a training organization, or just running around in circles trying to get everything done, sometimes it feels like there are obstacles in your way at every step, ready to knock you down. And sometimes, as Bonnie St. John points out, “you win it all by being the quicker getter-upper.”

The author of “Micro-Resilience,” St. John knows a thing or two about that subject. At the age of 5, she had her right leg amputated above the knee. At 19, she became the first African-American to win medals in Winter Olympic competition as a ski racer at the 1984 Winter Paralympics in Innsbruck, Austria. Two years later, she graduated magna cum laude from Harvard University and went on to Trinity College, Oxford, on a Rhodes Scholarship.

Today, the leadership expert is a testament to the power of resilience.

At the Annual Business Retreat for ISA—The Association of Learning Providers in Tucson, AZ, this past March, St. John explained that being the fastest to get up from a fall is what earned her a medal at the Games—and showed her that tiny acts of resilience can have a huge ripple effect. It was a fitting subject for ISA, which is celebrating its 40th anniversary this year, and a welcome message for ISA members, who are owners and executives of training, learning, and talent development firms. As the learning field undergoes a dramatic transformation, the challenges can feel overwhelming and all-consuming. ISA members gathered in Tucson to explore new ideas and strategies for staying ahead of disruption while keeping focused on what matters most: helping their clients grow, develop, and thrive in an increasingly unpredictable world.

St. John believes the key is to view resilience as a skill, not just another thing you have to get through, because resilience is the skill that makes all your other skills better. She points to a study of tennis players, which found that the best players all exhibited a specific set of behaviors between points. In other words, the actions they took during the rest and recovery periods were the ones that ultimately lifted them to the top. The lesson for leaders and learners alike? Recovery is critical for performance. Recover faster, and you can improve performance.

The core idea of micro-resilience is that there are some tiny acts of recovery that anyone can do today to bounce back better. St. John urged ISA members to think about the small things, and to encourage their clients to focus on the little adjustments and pivots that can be made in the moment to get back on track quickly and efficiently (see sidebar below).

The Five Frameworks

Bonnie St. John’s company, Blue Circle Institute, has identified Five Frameworks—ways of perceiving situations and framing problems—that can help people break out of their old patterns of thinking. All of these techniques are designed to speed up daily recovery “between points.”

1. Refocus Your Brain: Focus is under assault today. Get “in the zone” by blocking out time for work that requires accuracy, quality, and creativity. Communicate the boundaries with your team, and set rules around focus.

2. Reset Your Primitive Alarms: Don’t allow your emotions to be hijacked. Try conscious relaxation, breathing techniques, and even sensory resets, experimenting with various scents and sounds that calm your stress responses.

3. Reframe Your Attitude: Turn to the positive instead of the negative. St. John suggests creating a “joy kit” of items—treats, photos, quotes, souvenirs—that inspire joy in you to help put things in perspective right in the moment when you need it.

4. Refresh Your Body: Increase your fuel efficiency. Hydration and blood sugar balance help keep your body on an even keel and lend support to all other aspects of micro-resilience.

5. Refresh Your Spirit: Tap into the power of purpose, which is made up of two distinct parts: values and goals. Create a concrete, visual embodiment of your purpose to continually pull you back to your sense of values. With clear purpose, you’ll have more energy and drive.

Tip: It’s not easy to operationalize these techniques on your own. Work with your team to create a shared vocabulary, and create communities of champions where people cheer each other on. You can only push one person so far. Everyone will go further together.

Source: “Micro-Resilience, Minor Shifts for Major Boosts in Focus, Drive, and Energy,” by Bonnie St. John and Allen P. Hanes
DEVELOPING THE WHOLE PERSON
As the business world grows more complex, these micro-resilience strategies also play a part in how we grow, develop, and retain talent. Best-selling author Dr. Beverly Kaye, the recipient of ISA’s 2018 Thought Leader Award, founder of Career Systems International, and a longtime ISA member herself, delivered a rousing presentation recapping her trailblazing career. She made it clear her work isn’t done yet, particularly as today’s multi-generational workforce looks for new pathways to personal and professional fulfillment.

By taking an organizational development approach to the world of careers, Dr. Kaye has helped millions of people discover greater meaning in their work and gain greater control over their career destinies. In recent years, she says, she’s been heartened by the fact that organizations are shifting from skill sets to values and purpose, focusing more on the whole person in development. The question, she says, isn’t What do I want to be? It’s What do I want to do? That’s how you move beyond titles and get to the experiences people will really be passionate about.

She emphasizes that the individual employee is only part of the career story, though. She encourages leaders and Training and Talent professionals to view talent development through three lenses that reflect what today’s employees want:

- **Development**: I want to learn and grow. You will not keep people if you don’t develop them.
- **Manager Style**: I want a boss who cares. Managers must value and listen to their employees.
- **Culture**: I want to work in a great environment. Leaders have to create a mutually supportive culture.

Her “Framework for a Development Culture” (see sidebar above) highlights the interconnected roles and responsibilities of the individual, the manager, and Talent Development/Human Resources leaders. Most important, she says, is to remember that this needs to be an ongoing discussion, because “careers are developed one conversation at a time, in the moment.”

SHAPING THE CULTURE
While Dr. Kaye stressed the importance of the culture in developing and retaining talent, Jörg Schmitz, managing partner at Thomas Leland, took a deep dive into what culture is and why culture change is something so many business leaders continue to struggle with.

Schmitz describes culture as a conditioning process between behavior, beliefs, and emotions. Because it’s mostly naturalized and unconscious, it’s not often included in onboarding or other ramp-up training—even though this is typically the “real stuff” of how things work in the organization and how people get recognized and promoted.

When it comes to defining and changing an organization’s culture, he finds business leaders tend to get tripped up in several ways. For one, they often talk about culture as if it’s something the organization has, like a corporate accessory. They also want it to be fixed, uniform, and stable across all departments, functions, and people. In a sense, many leaders view culture as a tool of control, a management mandate. The overarching sentiment is: If we can just get the culture right, then everything will be fine.

But culture is a byproduct of human behaviors and interactions, Schmitz pointed out, not something that can just be “rolled out” like any other initiative. It’s also entirely situational. To change culture, you have to describe it in a situational context: What are the behaviors that are expected, reinforced, and rewarded here? How do leaders react to crisis? Who gets mentored and coached, and who gets “shamed and blamed”? As these questions reveal, leaders have great culture-shaping power, but they may not be aware of how they’re actually exercising it.

Ultimately, Schmitz says, there’s the ideal of what we want to believe about our culture and what we propagate to strangers and get awards for, and then there’s the reality. Gaps exist in every organization. If you want to change the culture, first you have to understand those gaps. It requires looking in from an outsider’s perspective, deconstructing the code, and reflecting it back. There simply are no shortcuts to that work.

Framework for a Development Culture

<table>
<thead>
<tr>
<th>Individual</th>
<th>Manager</th>
<th>Talent Development/HR</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Person</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>One capability I continue to tap into across jobs…</td>
<td>Listen</td>
<td>Competencies</td>
</tr>
<tr>
<td><strong>Perspective</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>In my organization, I’m best known for…</td>
<td>Level</td>
<td>Performance Management</td>
</tr>
<tr>
<td><strong>Place</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>One change that will impact our business…</td>
<td>Look Ahead</td>
<td>Strategy</td>
</tr>
<tr>
<td><strong>Possibilities</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>The biggest personal transition ahead for me is…</td>
<td>Leverage</td>
<td>Career Paths</td>
</tr>
<tr>
<td><strong>Plan</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>It’s crucial for my learning agenda that I…</td>
<td>Link</td>
<td>L&amp;D</td>
</tr>
</tbody>
</table>

Source: Dr. Beverly Kaye
UNCOVERING THE BIG TRUTHS
With all the big challenges—from culture change to changing workforce dynamics to general business complexity—it’s no surprise so many leaders tend to overlook some of those smaller things Bonnie St. John highlighted. But as another keynoter pointed out, it’s just as easy to miss the big, obvious, glaring things, too.

Margaret Heffernan, author of books such as “Willful Blindness” and “A Bigger Prize,” has been studying this phenomenon for a while, and she notes that we wouldn’t be so blind to the obvious if our blindness didn’t deliver rewards. Chief among them, it’s easier and more comfortable “not to know” certain truths. But other things contribute to our blindness, as well. In Heffernan’s view, many organizations measure and manage employees to perverse outcomes. Instead of incentivizing people to find problems, speak up about touchy issues, or take advantage of different ideas, we reward them for “doing their job.” The result, she says, is a world where “companies are failing while everyone is doing their jobs.”

This approach to managing employees is rooted in the desire to turn management into a science. But by calling it a science, she believes we’re applying the wrong lens and mental model to the work we’re doing, and that causes us to overrate metrics and underrate human beings. To bring this into balance, we have to remember that thinking, generating ideas, and developing insights are all actions performed by human beings, and what motivates human beings are human beings.

She concluded with a simple truth that many leaders and managers continue to willfully blind to: “We think about work as separate from life, which implies people can and should be different at work than they are in life. But people who work in companies live in the world. The outside world will not be kept out. We have to integrate the society that business serves and the goals of the business.”

And once you start to see some of the big things to be addressed, the next challenge is figuring out where to begin. Heffernan advises looking at the intersection of where you have resources, a need, and passion—and recognizing that passion is key.

Recalling the passion of the pioneering training industry leaders who founded ISA in 1978, ISA Executive Director Pamela J. Schmidt says, “We’ve had the opportunity to witness massive changes in this industry over the last four decades.” She reminded the leaders who gathered in Tucson, “Those transformational events and your innovative work have brought us to where we are today. Uncertainty remains, but we do know this: Your collective strength and resilience will lead the way.”

---

**SAVE $150!**
Register for both Articulate Certificates at the same time.
Details online. New registrations only.

**Articulate Storyline Fundamentals**
Learn how to deliver more effective and appealing eLearning that saves you time and money using Storyline.
*(For non-programmers who wish to learn basic to intermediate authoring features of Storyline.)*

**Articulate Storyline for Next Level Design**
This certificate builds upon your existing foundational Storyline knowledge and provides you with the hands-on experience needed to develop and build advanced interactions.

**A series of 4 online sessions**
**Starts October 30, 2018**

“Nothing more easily prepared me for what I needed to do in Storyline. What a great class! The time flew by and in a few short hours, I was comfortable with the tools.”

**Articulate Storyline for Next Level Design**
**Starts August 21 or December 4, 2018**

“A practical certificate with great insights into Storyline and various solutions to building learning problems that I can apply immediately. Great job!”

**The only Articulate Storyline courses offering you:**
- Dozens of free Storyline source files for self-paced learning
- Detailed step-by-step exercises for hands-on practice
- Custom Course Template
- Custom Interaction Template
- Instruction blended with practical design and development guidance from an award-winning eLearning developer with many years of industry experience

**Kevin Thorn**
Chief NuggetHead, NuggetHead Studioz

Visit [www.TrainingLiveandOnline.com](http://www.TrainingLiveandOnline.com) for full Certificate descriptions
3COZE INC.
Liane Davey
647-988-9549
liane.davey@3coze.com
http://www.3coze.com

ACUMEN LEARNING, LLC
Kevin Cope
801-224-5444
kcope@acumenlearning.com
http://www.acumenlearning.com

AMPLIFY GROWTH LLC
Joe Trueblood
816-800-8050
jtrueblood@amplifygrowth.com
http://www.amplifygrowth.com

ARIEL
Sean Kavanagh
781-761-9000
skavanagh@arielgroup.com
http://www.arielgroup.com

AUTHENTIC LEADERSHIP INSTITUTE
Joshua Cobb
978-707-5163
jcobb@authileadership.com
http://www.authileadership.com

BEING FIRST, INC.
Dean Anderson
970-385-5100
deananderson@beingfirst.com
http://www.beingfirst.com

BIZ GROUP FZ LLC
Hazel Jackson
971 50 450 7918
hazelj@bizgroup.ae
http://www.bizgroup.ae

BLUE CIRCLE LEADERSHIP INSTITUTE
Allen Haines
310-279-2382
emily@bluecircleleadership.com
http://www.bluecircleleadership.com

BLUEPOINT LEADERSHIP DEVELOPMENT, INC.
Gregg Thompson
513-289-0141
greggthompson@bluepointleadership.com
http://www.bluepointleadership.com

BMI BLUE MANAGEMENT INSTITUTE
Daniel Motta
551199966-7975
daniel.motta@bmibrasil.com.br
http://www.bluemanagement.institute

BOX OF CRAYONS
Michael Bangay Stanier
416-532-1322
mbs@boxofcrayons.biz
http://www.boxofcrayons.biz

BRODY PROFESSIONAL DEVELOPMENT
Marjorie Brody
215-886-1688
marjorie@brodypro.com
http://www.brodypro.com

CANDOR
Meara Clark
206-330-6142
meara@workwithcandor.com
http://www.workwithcandor.com

CAPSIM MANAGEMENT SIMULATIONS INC.
Reda Chafai
312-477-7224
reda.chafai@capsim.com
http://www.capsim.com

CAREER SYSTEMS INTERNATIONAL, INC.
Beverly Kaye
818-995-6454
beverly.kaye@careersystemsintl.com
http://www.careersystemsintl.com

CENTER FOR CREATIVE LEADERSHIP
John Ryan
336-286-4001
ryan@ccl.org
http://www.ccl.org

CLARIFI-I
Galina Jeffrey
781-721-5268
galina.jeffrey@clarifi-i.biz
http://www.clarifi-i.biz

CMB CONSULTING
Connie Bentley
415-265-3999
cmbconsulting@conniебentley.com

COMMUNICO
Tom Larkin
203-226-7117
tom.larkin@communicoltd.com
http://www.communicoltd.com

CPP, INC.
Jeff Hayes
650-691-9103
jhayes@cpp.com
http://www.cpp.com

CRISIS PREVENTION INSTITUTE, INC.
Tony Jace
414-979-7056
tjace@crisissetvention.com
http://www.crisissetvention.com

CUSTOM LEARNING SYSTEMS
Brian Lee
403-245-2428
brian@customlearning.com
http://www.customlearning.com

CYLIENT LLC
Dianna Anderson
515-727-4200
dianna@cylient.com
http://www.cylient.com

DDI

412-257-0600
info@ddiworld.com
http://www.ddiworld.com

We work with clients to help them achieve great leadership at every level, through our expertise in Strategy, Selection, Development, & Succession Management.
DNA WORLDWIDE LLC.
David Nielson
303-999-1389
david@dnavworldwide.net
http://www.dnavworldwide.net

DUARTE, INC.
Nancy Duarte
650-625-8200
nancy@duarte.com
http://www.duarte.com

DYNAMIC RESULTS, LLC
Henry Evans
214-742-1403 x101
hevans@dynamicresults.com
http://www.dynamicresults.com

EBB ASSOCIATES INC
Elaine Biech
757-650-6503
ebbiech@aol.com
http://www.ebbweb.com

EXPERIENCEPOINT INC.
James Chisholm
416-369-9888 x222
james.chisholm@experiencepoint.com
http://www.experiencepoint.com

FIERCE, INC.
Susan Scott
206-787-1100
susan@fiercemic.com
http://www.fiercemic.com

FLASHPOINT
Andrea Davis
317-229-3096
adavis@flashpointleadership.com
http://www.flashpointleadership.com

FMG LEADING
Matt Brubaker
714-628-2900 x102
mbrubaker@fmgleading.com
http://www.fmgleading.com

FORREST PERFORMANCE GROUP
Jason Forrest
800-821-3956
Jason.forrest@fpg.com
http://www.fpg.com

GIANT LEAP CONSULTING, INC.
Bill Treasurer
404-664-1842
btreasurer@giantleapconsulting.com
http://www.giantleapconsulting.com

HEALTHY COMPANIES INTERNATIONAL
Bob Rosen
703-835-9342
bob.rosen@healthycompanies.com
http://www.healthycompanies.com

HENLEY LEADERSHIP GROUP
Dede Henley
206-660-4024
dede@henleyleadership.com
http://www.henleyleadership.com

HUMPHREY ENTERPRISES
John Humphrey
617-720-5222
jhumphrey@humphreyenterprises.com
http://www.humphreyenterprises.com

INSIGHT EXPERIENCE
Nick Noyes
978-618-8877
nick@insight-experience.com
http://www.insight-experience.com

INSIGHTS LEARNING & DEVELOPMENT
Lisa Fagan
813-817-8050
lfagan@insights.com
http://www.insights.com

INTEGRATED WORK STRATEGIES, LLC
Jessica Hartung
303-516-9001
jessica@integratedwork.com
http://www.integratedwork.com

INTEGRITY SOLUTIONS, LLC
615-385-2246
info@integritysolutions.com
http://www.integritysolutions.com

INTEGRITY SOLUTIONS changes the perspective and mindset of selling, customer service and coaching. For 50 years Integrity Solutions has been developing innovative, practical learning and training engagements that become part of the fabric of the organizations we support.

HR.COM
Debbie McGrath
905-727-4716
dmcgrath@hr.com
http://www.hr.com

HUDSON INSTITUTE OF COACHING
Pam McLean
805-682-3883
pam.mclean@hudsoninstitute.com
http://www.hudsoninstitute.com

HR CERTIFICATION INSTITUTE® (HRCI®)
866.898.4724
info@hrci.org
www.hrci.org

HR Certification Institute® (HRCI®) helps people and organizations excel with a more than 40-year commitment to preeminent learning and excellence. HRCI certifications demonstrate all levels of HR and non-HR competencies needed to lead talent and businesses worldwide. HRCI upSkill™ provides on-demand learning and assessment on emerging people management topics.

INTERACTION ASSOCIATES, INC.
Barry Rosen
617-535-7000
brosen@interactionassociates.com
http://www.interactionassociates.com
$300 Million Investment in Deloitte University Pays Dividends

By Amy Schabacker Dufrane, Ed.D., SPHR, CAE, Chief Executive Officer of HRCI

In a small Fort Worth suburb in North Texas, you’ll find a 700,000-square-foot learning and development center called Deloitte University. DU, as it is known, represents a $300 million Deloitte commitment to develop leadership skills and incubate innovative solutions to complex business challenges worldwide.

More than 200,000 learners have passed through DU’s doors in Westlake, TX, since opening six years ago. The campus boasts 800 guest rooms and 32 classrooms and is an inspiring place to get away from daily tasks and focus on business innovation and leadership development. HR Certification Institute® (HRCI®) was the first outside organization to meet on campus in 2012 and has since held several board meetings there.

Today, the university offers courses that can help individuals earn professional certifications, including credentials offered by HRCI.

Deloitte’s Largest Investment in People

“We take development seriously,” says Jonathan Pearce, principal, Deloitte Tax LLP, and Transformation leader for Global Employer Services. “Our primary mission is to develop leaders who can help our clients navigate through the dynamic shifts that are happening in the world around us.”

The DU investment was Deloitte’s largest people-focused investment ever, says Heidi Soltis-Berner, managing director of DU and the Evolving Workforce Center of Excellence, Deloitte Services LP. The campus hosts retreats and courses that focus on leadership, problem solving, and innovation. New Deloitte employees typically visit the university during their first few months at the organization. Managers and senior consultants use the space for professional development.

“DU is a focal point of our development-centered culture,” notes Soltis-Berner, who holds a Senior Professional in Human Resources® (SPHR®) certification from HRCI. “Our people know they can come here to try new things and fail forward in a safe environment.”

Courses often focus on business disruptions such as the impact of Big Data and digital automation. Many DU courses are pre-approved, so credits can be applied toward maintaining certifications or licensures, such as a CPA. Sponsorship and maintaining certifications in conjunction with providing learning opportunities at DU are two ways Deloitte invests in its people, creating a culture of learning and development.

“Attending DU made me feel fortunate and proud to be working for an organization that is truly invested in the learning and development of its people,” says one DU participant. Adds another: “I’m proud to have joined an organization that invests heavily in its talent.”

Paying It Forward

Pearce earned his Global Professional in Human Resources® (GPHR®) certification from HRCI, a designation that helped him grow into a leadership role in the company. Early in his career, he became interested in global workforce mobility—helping companies shift their capabilities around the world. “Earning my GPHR allowed me to connect my deep specialization with many broader HR considerations, so I had a breadth of knowledge to draw from,” he explains. “As I maintain the certification, that knowledge expansion continues for me. Having this certification also helped me find a network of peers, which has resulted in more business opportunities that I can bring to my clients.”

Pearce recently returned the favor by helping a senior manager transition from an internal role to a client services role. He suggested she seek a certification from HRCI, as he had.

“She was apprehensive about not having experience in the client area,” he recalls. “In addition to coaching her, getting her in meetings and client discussions and such, the certification process had a great impact. She learned a ton, of course, but more importantly, she gained confidence in her own expertise.”

Such certification experiences, coupled with Deloitte learning and development initiatives, can have a powerful effect on Deloitte’s leadership capacities. Periodically, the Deloitte businesses update their certification guidelines and the support provided to their employees. Deloitte employees want the opportunity to learn and grow professionally through internal learning and development courses such as those offered at DU, virtual learning offerings, and by seeking relevant certifications.
INTREPID BY VITALSOURCE
Sam Herring
206-718-8578
sam.herring@vitalsource.com
http://www.info@intrepidlearning.com

J & J HUMAN PERFORMANCE INSTITUTE
Dwayne Wright
407-722-7204
dwright4@its.jnj.com
http://www.its.jnj.com

KEVIN DALEY COMMUNICATIONS
Kevin Daley
203-634-4707
kdaley@kdspeak.com
http://www.kdspeak.com

LAKEWOOD MEDIA GROUP
Mike Murrell
952-401-1283
mike@trainingmag.com
http://www.trainingmag.com

Training is a leading media brand proudly serving the training profession. The 54-year-old brand encompasses a variety of resources in print, online, and in person, including the premier, award-winning Training magazine; The Training Conference & Expo; Online Learning Conference; the prestigious Training Top 125 Awards; TrainingMagNetwork.com; and Live + Online certificate programs.

LEADERSHIP STRATEGIES, INC.
Michael Wilkinson
770-454-1440 x22
mwilkinson@eadstrat.com
http://www.leadstrat.com

LEARNING AS LEADERSHIP, INC.
Shayne Hughes
415-453-5050 x30
shayne@learnaslead.com
http://www.learnaslead.com

LHH KNIGHTSBRIDGE
Vince Molinaro
416-928-4602
vince.molinaro@lhh.com
http://www.lhh.com

MANAGEMENT CONCEPTS, INC.
Thomas F. Dungan III
703-270-4040
tdungan@managementconcepts.com
http://www.managementconcepts.com

MANAGEMENT RESEARCH GROUP
Tricia Naddaff
207-482-7308
tricia.naddaff@mrg.com
http://www.mrg.com

MARKEMPA
Brian Carroll
651-226-4516
brian@markempa.com
http://www.markempa.com

MDA LEADERSHIP
612-332-8182
info@mdaleadership.com
http://www.mdaleadership.com

MDA strengthens your leadership capabilities by integrating your business and talent strategy to drive growth, identifying the right leaders to achieve your goals, and accelerating development of your high-potential leaders to create a high-performance culture.

MOHR RETAIL
Michael Patrick
201-218-1180
mpatrick@mohrretail.com
http://www.mohrretail.com

NETSPEED LEARNING SOLUTIONS
Cynthia Clay
206.517.5271
cclay@netspeedlearning.com
http://www.netspeedlearning.com

Netspeed improves people’s effectiveness in virtual environments; develops virtual leaders and their teams to lead others better, resolve conflict masterfully, and provide exceptional customer service; and ensures virtual trainers and instructional designers create engaging online learning.

NEUROLEADERSHIP INSTITUTE
Lisa Rock
917.848.2272
lisarock@neuroleadership.com
http://www.neuroleadership.com

OUELLETTE & ASSOCIATES CONSULTING
Daniel Roberts
603-623-7373
droberts@ouellette-online.com
http://www.ouellette-online.com

POTENTIAL Squared INT’L LTD
Colin Hunter
44 7900606035
colinh@potential2.com
http://www.potential2.com

POWERSPEAKING INC.
Mary McGlynn
650-458-0292
mary@powerspeaking.com
http://www.powerspeaking.com

PSYCHOLOGICAL ASSOCIATES
Jeff Lefton
314-608-6547
jlefonq4solutions.com
http://www.q4solutions.com
REINA TRUST BUILDING CONSULTANTS

Dr. Dennis Reina
802-253-8808
dreina@reinatrustbuilding.com
http://www.reinatrustbuilding.com

Reina specializes in measuring, developing, and restoring workplace trust globally. Co-founded by thought leaders Drs. Dennis & Michelle Reina, this consultancy has supported organizations to achieve faster growth, confident leadership, stronger teams and soaring profits for over 25 years. Services include engaging training workshops, executive coaching, keynote speaking, proprietary, valid and reliable assessments, and certification programs.

THE VERSATILE COMPANY
Eric Verzuhi
206-417-2293
everzuhi@versatilecompany.com
http://www.versatilecompany.com

THE WHITELEY GROUP
Richard Whiteley
617-723-8889
richard@whiteleygroup.com
http://www.whiteleygroup.com

TIER1 PERFORMANCE SOLUTIONS, LLC
Gregory Harmeyer
859-663-2114
g.harmeyer@tier1performance.com
http://www.tier1performance.com

TRAINING ORCHESTRA
Stephan Pineau
646-844-2107
s.pineau@training-orchestra.com
http://www.training-orchestra.com

VERUS GLOBAL INC.
Craig Ross
303-577-0075 x104
craig.ross@verusglobal.com
http://www.verusglobal.com

WALL PARTNERS
Steve Wall
203.834.7988
steve.wall@wallpartners.com
http://wallpartners.com

WEAVER CONSULTING SERVICES
Pete Weaver
412.831.5352
pweaverjr@aol.com

WEST END CONSULTING
Toni Lucia
917-261-2151
tonilucia@tonilucia.com
http://www.we-consulting.net

WHITSPACE AT WORK
Juliet Funt
323.525.0144
juliet@julietfunt.com
http://www.whitespaceatwork.com

ZENGER FOLKMAN
Jack Zenger
801-706-9494
jzenger@zfgco.com
http://www.zfgco.com

STRATEGIC LEADERSHIP COLLABORATIVE
Steve Cohen
952-942-7291
steve@strategicleadershipcollaborative.com
http://www.strategicleadershipcollaborative.com

SYSTEMATION
Ben Snyder
303-756-1600
bsnyder@systemation.com
http://www.systemation.com

TALENT DIMENSIONS
Cile Johnson
336-558-6772
cile.johnson@careersystemsintl.com
http://www.careersystemsintl.com

TALENTSMART, INC.
Jean Greaves
619-206-3074
jmg@talentsmart.com
http://www.talentsmart.com

TENEO RESULTS
Lisa Leitch
519.863.3975
lisa@teneoreresults.com
http://www.teneoreresults.com

THE BOB PIKE GROUP
Tom Richards
952-829-2645
trichards@bobbikegroup.com
http://www.bobbikegroup.com

THE BROOKS GROUP
Jeb Brooks
336-282-6303
jbrooks@thebrooksgroup.com
http://www.thebrooksgroup.com

THE KEN BLANCHARD COMPANIES
Howard Farfel
760-489-5005
howard.farfel@ken Blanchard.com
http://www.ken Blanchard.com

THE REGIS COMPANY
Michael Vaughan
303-523-6151
mvaughan@regiscompany.com
http://www.regiscompany.com

ROI INSTITUTE, INC.

Patti Phillips
205-678-8101
patti@roiinstitute.net
http://www.roiinstitute.net

ROI Institute is the industry leader in measurement and evaluation, serving organizations in over 70 countries. Services include consulting, workshops, research, and publishing. To learn more, please visit our website.

SCHRELLO MARKETING
Don Schrello
562.437.2234
dschrello@yahoo.com

SMCOV, LLC
David MR Covey
801-318-7764
david@smcov.com
http://www.smcov.com

STORY BRAND
Donald Miller
503-753-1130
dm@storybrand.com
http://www.storybrand.com

SCHRELLO MARKETING
Don Schrello
562.437.2234
dschrello@yahoo.com

SMCOV, LLC
David MR Covey
801-318-7764
david@smcov.com
http://www.smcov.com

STORY BRAND
Donald Miller
503-753-1130
dm@storybrand.com
http://www.storybrand.com

www.trainingmag.com