DAVID S. STEVENS

Director, Learning & Development

CONTACT INFORMATION

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CAREER HIGHLIGHTS

- 20 years of corporate leadership and a similar span as an adjunct professor of English at SUNY and other academic institutions.
- Implemented a groundbreaking PI model SAFe Agile for the L&D team, transforming project management and enhancing operational efficiency in learning project delivery.
- Pioneered the use of Assima, a simulation authoring tool, training architects and practitioners and introducing significant cost savings and training efficiencies for the organization.
- Developed a tailored Jira workflow solution, replacing outdated spreadsheet systems, thereby streamlining project management and enhancing data-driven decision-making.
- Executed strategies for centralizing prioritization of learning projects across various business lines, resolving architect capacity challenges and improving workflow efficiency.
- Cultivated an environment of continuous learning and innovation, aligning L&D strategies with strategic business needs, customer demands, and market trends, thereby fostering a culture

CAREER SUMMARY

As a current Director of Learning & Development, I oversee a variety of instructional design capabilities at an enterprise level, leading cross-functional teams of instructional designers, facilitators, and other professionals. Over my tenure, my teams have more than doubled the delivery rate to the many businesses we support.

Known for my drive to optimize teams and workflows, I effectively liaise across functions, building powerful partnerships and removing process friction. My leadership is characterized by a commitment to driving innovation, applying bold solutions, and adapting to modern learning elements to create effortless learning experiences. Additionally, I have demonstrated talent evolution and self-development, aligning closely with customer needs and exemplifying leadership attributes.

My strategic expertise, developed through roles including Director of U.S. Digital Strategy at KnowledgePoint360 Group and a mentorship under Clayton Christensen of Harvard Business School, is well-established. Experience as managing editor of NDEI.org and two decades of university teaching have refined my strategic approach.

I lead by example, managing diverse teams to deliver high-impact learning solutions across various business sectors. My approach blends strategic insight with a hands-on understanding of operational realities, ensuring the delivery of effective, data-driven, and learner-centric training programs. With a track record of successful budget management and stakeholder engagement, I excel in creating learning environments that foster continuous improvement, diversity, and inclusion, while cultivating leadership and technical skills within teams.

- **Leadership in Team Management:** Proven track record of leading diverse teams of learning professionals across various organizations, nurturing talent, and fostering a culture of continuous improvement and innovation.
- **Transformation of Workflows and Processes:** Spearheaded the transition from traditional design models to Agile workflows at UnitedHealth Group and Prudential Financial, implementing a collaborative design model using Kanban and Agile PIs which significantly enhanced project tracking and team productivity.
- **Navigating Compliance in Regulated Sectors:** Demonstrated adeptness in maneuvering through highly-regulated compliance landscapes, ensuring adherence to requisite standards while delivering value-driven learning solutions.
- **Communication and Engagement Skills:** Over two decades of experience in academic and professional communication roles, underlining superior abilities in stakeholder engagement, team collaboration, and impactful presentation delivery.

of perpetual growth and development.

- Authored ACCME-certified eLearning activities for prestigious institutions like Harvard Medical School, Mayo Clinic Alix School of Medicine, and Johns Hopkins School of Medicine, demonstrating mastery in developing high-caliber educational content.
- Achieved a significant accolade as the 22nd ranked community college professor nationally in 2012, as per RateMyProfessor.com, reflecting exceptional teaching and engagement skills.
- Mentored with Clayton Christensen of Harvard Business School

🗂 USING AGILE IN L&D

I pioneered the implementation of a Program Increment (PI) model based on SAFe Agile principles, marking a significant transformation in how our L&D team manages learning projects. This initiative started as a proactive side project, born from a keen understanding of the need for a more agile and responsive approach to project management within our team. Recognizing the potential of the PI model to streamline processes and enhance project delivery, I developed it from a concept to a viable framework.

The introduction of the PI model revolutionized our L&D project management, bringing a structured yet flexible approach to handling various learning initiatives. Under this model, projects are now managed in a more coordinated and efficient manner, aligning with both the team's capabilities and the organization's overarching goals. It allowed for better prioritization and allocation of resources, significantly improving our ability to deliver timely and effective learning solutions. The model's impact extended beyond mere process improvement; it fostered a culture of continuous learning and adaptation within the team. This strategic implementation not only enhanced our project

🗂 WORK EXPERIENCE

2019-10 - Present

Director, Learning & Development
Prudential HR-L&D Learning & Knowledge Mgmt
Oversees Enterprise Instructional Design Efforts

Leadership & Team Management:

- Led a high-performing team of instructional designers and learning practitioners (on- and offshore), focusing on enhancing their skill sets and ensuring the delivery of a variety of learning experiences targeting specific outcomes aligned with the needs of both the modern learner and the organization.

Instructional Design & Curriculum Development:

- Oversees 120+ instructional design projects, cultivating learning content that resonates with the modern learner's mindset and adapts to their ever-changing learning dynamics.
- Collaborates closely with internal stakeholders and subject matter experts to ensure training materials are up-to-date and effective.

Strategic Development:

- Tailored and implemented a unique Agile model, resulting in a transformative change in how L&D projects are approached and executed.
- Strategized and led the transition of L&D development teams to an Agile PI (Program Increment) model, driving efficiency and responsiveness in the learning and development process.
- Centralized the prioritization process for all learning projects, effectively addressing and resolving long-standing capacity challenges within the L&D department.

Innovation & Technology:

- Drove the implementation of Axonify microlearning across the organization after unexpected departure of technology owner.
- Strategized and implemented the use of the Assima authoring tool freeing up valuable UAT environments.

2019-10 - 2021-9

Sr Designer / Developer
Prudential HR-L&D Learning & Knowledge Mgmt

- Designed and developed the Knowledge-Risk Assessment, an innovative diagnostic assessment that quantifies the impact and ROI of training interventions, providing valuable insights for decision-making.
- Authored and developed curriculum materials that consistently achieved desired learning outcomes, utilizing multimedia elements to enhance engagement and knowledge retention.
- Collaborated with stakeholders and subject matter experts to identify and incorporate relevant training content, ensuring alignment with organizational goals and objectives.

delivery but also underscored my leadership in driving operational excellence and innovation in the learning and development domain.

💼 CORE ID COMPETENCIES

As a learning strategist, I bring 20 years of proven consultative and design competencies that empower me to:

- Consult with business leaders to identify business goals and performance gaps
- Collaborate on learning strategies to address root causes of needs
- Identify, select and innovate appropriate training interventions designed to maximize both learning outcomes and learner/organization adoption
- Develop advanced eLearning, simulations, and performance assessments using a variety of third-party authoring tools
- Measure and assess learning outcomes and address gaps with right-sized enhancements
- Strategize sustainable workflow processes with diverse teams to optimize efficiencies and maximize the value of our deliverables
- Partner with leadership to strategize professional development opportunities for leaders, trainers and designers
- Motivate designers to maintain awareness of emerging learning technologies

💼 WHERE MY FOCUS IS NOW

1. Generative AI: I am exploring the many ways that Generative AI can support L&D.

2. Learning Experience Platforms (LXP): Investigate advanced LXPs that use AI to curate personalized learning paths, recommend content, and support social learning and knowledge sharing.

3. Establishing a Currency of Skillsets: I am revisiting work I led earlier in my career to develop a viable and

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2016-11 - 2019-10

Instructional Designer, Manager of eLearning

OptumRX (A subsidiary of United Healthcare), Phoenix, AZ

- Managed and led the OptumRx eLearning team, consisting of instructional designers and senior instructional designers, in the design and development of high-profile eLearning programs for a workforce of 3,000 frontline employees and leaders.
- Developed and implemented a Kanban workflow process, enabling a collaborative design model that allowed designers with diverse strengths to work simultaneously on different components of a single course.
- Streamlined the design and development process, breaking deliverables into functional tasks such as analysis, ILT (instructor-led training), and eLearning, resulting in improved productivity and faster course completion.

2013-04 - 2016-11

Learning & Development Strategist

Wells Fargo, Phoenix, US

- Managed the implementation of new design technologies and tools for WF Consumer Lending Group's 60 instructional designers, including simulations, needs assessments, communication, training and sustainable support strategies.
- Led a $1.5M implementation of Assima (simulations and performance assessments) for the Wells Fargo Consumer Lending Group. Navigated the project through 70 internal and external partners to a successful Proof of Concept delivered on time and under budget.
- Strategized, designed and developed instructionally sound learning solutions across diverse delivery formats, including: online training, virtual classroom and instructor-led classroom, job aids/performance support

2011-10 - 2013-04

Manager, Instructional Design and Facilitation

Desert Financial Federal Credit Union, Phoenix, AZ

- Oversaw the design and implementation of all leadership training.
- Managed a team of facilitators, coordinators, and subject matter experts, effectively coordinating their efforts and ensuring the smooth execution of high-profile projects.
- Developed and delivered a leadership development program that encompassed all leaders within the credit union, resulting in enhanced leadership capabilities and improved organizational performance.
- Led all aspects of the new hire training process, from curriculum development to facilitation, ensuring new employees received a comprehensive and engaging onboarding experience.
- Established and managed a mentor program aimed at cultivating internal emerging leaders, providing guidance and support to facilitate their professional growth and development.

2011-01 - 2013-04

Director, US Digital Strategy

KnowledgePoint360 company, Secaucus, NJ

- Directed the US Digital Strategy for KnowledgePoint360 company, overseeing the sales, development, and implementation of eLearning services for clients in the life science industry.
- Developed and managed comprehensive sales representative training programs for top pharmaceutical companies, including Johnson & Johnson, Pfizer, Roche, GlaxoSmithKline, Novartis, Sanofi, AstraZeneca, Merck & Co., Bayer HealthCare, Eli Lilly, and Bristol-Myers Squibb.

flexible SKILLS TAXONOMY model to anticipate enterprise learning needs.

4. Data Analytics in L&D: Beyond basic analytics, delve into predictive analytics and big data to understand learning patterns, predict future training needs, and personalize learning experiences.

5. Ongoing push for Mobile Learning: Enhance mobile learning platforms to offer flexible, on-the-go training options, supporting GT and Security to navigate all concerns and other risk.

6. Similar to vendors like Pluralsight, I am looking at automating Soft Skills Development. As automation and AI take over more routine tasks, focus on developing soft skills like critical thinking, communication, and leadership, which are harder to automate.

- Collaborated with cross-functional teams to design and deliver customized eLearning solutions that met the specific needs and objectives of each client.

2006-04 - 2011-01

Director, Training & Education

KnowledgePoint360 company, Secaucus, NJ

- Oversaw the successful rollout of all leadership training programs.
- Pioneered Confidence-Based Learning platforms in collaboration with Genentech and Eli Lilly, Inc., addressing challenges associated with training and testing, and improving the effectiveness of educational programs.
- Managed the "Advanced Learners" program, generating $625K in revenue in 2010 through the development and delivery of specialized training programs for high-performing individuals.

2005-04 - 2006-04

Director, Product Development

KnowledgePoint360 company, Secaucus, NJ

- Led the development of the "Know it Now" curriculum slide trainer application, which revolutionized the training process by qualifying speakers through online assessments prior to delivering training materials.
- Created a skills based training structure based on therapeutic expertise. Skill sets were identified as foundational or therapy centric.

💼 EDUCATION

● MFA

University of Nevada, Las Vegas

Graduation - MFA
University of Nevada, Las Vegas