

George T. Brennan, Ph.D.

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SUMMARY

Accomplished human resource executive with over 20 years experience developing people and organizations. Breadth of expertise in learning, leadership and organization development, human resources, and management. In-depth skills in: leadership/executive development, learning management; strategic benchmarking and program planning; OD/HRD program design and implementation; learning technology; global deployment management. Visionary, innovative, and dedicated professional with strong change management, coaching, and leadership skills.

EXPERIENCE

NCR CORPORATION, Dayton, Ohio **Global Learning Vice President**

1994 – 2006

Led global integration of training, HRD, and OD organizations for \$6B computer products and services company. Created “NCR University” as the global umbrella for all learning activities, including sales, technical, services, and leadership/management training as well as global technology and delivery infrastructure. Managed consolidation of learning from 40+ organizations to one. Highest operational financial accountability: \$67M budget.

- Led NCR Talent Management and Leadership Development Strategy, including design and implementation of an integrated leadership development system including: key competencies, executive assessment, core curriculum, and key executive programs – e.g., Leading People for Peak Performance, Leadership Challenge, CEO Forum, etc.
- Led implementation of process to tightly align Learning priorities to NCR product realization process, BU strategies.
- Reduced overall NCR learning spend from \$120M to under \$40M in less than four years, while improving learning’s strategic alignment to business priorities by more than 60%.
- Implemented and managed \$10M+ in strategic outsource partnerships, including contracts with NETg/SkillSoft (CBT libraries); Forum Corporation (leadership development); Wilson Learning (Japan training organization); Docent (LMS); and Loral Cyberstar (satellite training system).
- Established NCR University (NCRU) on-line campus as the central marketing, curriculum and enrollment resource for global learning programs and services across NCR.
- 2006: 300,000+ course completions through NCRU, 80% technology or self-paced, for total savings of \$20M+ over face-to-face training.
- Awards/Recognition: *ASTD* Top 40, 2006; *Training Magazine* Top 50/Top 100, 2001-2006; *CIO Magazine* 50/50 Award (2000) for NCRU Online – one of top 50 intranet web sites.
- Implemented an innovative global technology infrastructure, including 200-site Interactive Satellite Television Network (ITVN), associate communication tools, and learning labs.
- Led design and implementation of HRD processes in support of new corporate culture, including succession planning, performance management, and change management.
- Managed implementation of “Opportunity, Vision and Values” programs, a global strategy, values, and culture change intervention delivered to 39,000 managers and associates in one year.

DRAKE BEAM MORIN, INC., Hartford, CT

1993 - 1994

Senior Consulting Associate

Provided organization development, change management, career transition, and training consultation to corporate clients, including: IBM, GE, Martin-Marietta, Monsanto, Proctor & Gamble, DEC, Sun Microsystems, ABB, and Travelers. Coached 100+ executives.

MANAGEMENT CONSULTANT

1992 - 1994

Provided organization development and training services to corporate clients, including GE and Martin-Marietta, including team-building, executive coaching, and interviewing / recruiting skills.

MASSACHUSETTS MUTUAL, Springfield, Massachusetts

1987 - 1992

Director, Executive Resources and Corporate Training

Company-wide executive development responsibility for \$29B financial services company. Created/managed Executive Resources department delivering over 75 training programs annually. Directed six professionals with focus on top 220 officers and 500 managers. Overall impact included significant cultural and organizational change.

- Results included: 95% of top executives with completed development action plans; succession plans completed for top three tiers of management; plans used to fill 90% of top leadership openings in 1991-1992; dramatically increased associate survey ratings of management, including 25% increase in manager's focus on developing people.
- Initiated CEO-led Strategic Leadership Development program.
- Designed/implemented company's first formal succession planning process. Personally interviewed over 60 top executives, prepared divisional and corporate succession plans.
- Established Leadership Institute for individual assessment, career and development planning, and referral. Personally assessed, coached over 200 executives.
- Designed/implemented Management Curriculum and Skills Assessment project, including 30+ seminars and development action planning for over 650 executives.
- Created/managed annual Corporate Leadership Conferences for top 220 officers.
- Established/managed annual President's Leadership Awards program.
- Managed corporate "fast-track" management development program.
- Provided OD consultation to line management on HR, strategic management, and team building.
- Designed/led Corporate Strategy Seminar Series for officers, resulting in significantly improved understanding and commitment to new corporate mission, strategy and values.

PREVIOUS EXPERIENCE – 1977 - 1987

Positions in the public and private sectors, business, education, and training, including: owning and managing my own business, Executive Director of a private, non-profit community mental health organization, academic appointments at the University of Massachusetts and Smith College; Director of Staff Development and Training; Teaching and Research Associate; Management Training Consultant; and Intelligence Officer (Captain) in the United States Air Force.

EDUCATION

- Ph.D. Organizational Psychology, University of Massachusetts, Amherst, MA
- M.A. Social Psychology, University of Nebraska, Omaha, NB
- B.A. Political Science, University of Texas, Austin, TX