

# George T. Brennan, Ph.D.

5793 Sibley Lane, The Colony, TX 75056  
214-385-7865 - gbrennan@mac.com

## SUMMARY

George Brennan has led the transformation of leadership development and learning in leading corporations for more than 25 years, including Leadership Development Director at MassMutual, and Chief Learning Officer roles at NCR, McAfee, and Intel. With deep expertise in leadership development, talent management, and enterprise-wide learning, he has consistently improved leadership capability and learning effectiveness with demonstrated business impact. Dr. Brennan has broad expertise in learning, leadership and organization development with strong change management, coaching, and leadership capability.

**In-depth skills:** Leadership development strategy and program design; executive coaching and mentoring; learning strategy, technology, and innovation; enterprise learning organization and system management; organization development; and global management.

## EXPERIENCE

### **INTEL CORPORATION – Santa Clara, CA**

**2012-2013**

#### **Director/Chief Learning Officer, Intel Learning & Development**

Led enterprise Learning & Development team with 50+ staff and \$10M+ budget. Championed the development of a more effective and integrated Intel-wide learning capability.

- Streamlined and re-focused leadership development strategy and curriculum, leveraging custom business simulation and targeted content from BTS, Kouzes & Posner, Harvard Business School, and Center for Creative Leadership, Stanford University. Enterprise courses delivered to 6000 leaders across Intel in 2012.
- Assisted in design and delivery of Intel Leader Summit for top 700 executives, including co-facilitating custom Intel business simulation model developed by BTS.
- Created new leadership team and long-term strategy for Intel's enterprise L&D organization. Reorganized L&D processes to accelerate implementation of new core curricula.
- Organized company wide learning leaders to form new Intel Learning Leadership Network, focused on building more effective and efficient learning across Intel, with total scope of 500+ staff and \$140M annual direct spend.
- Retooled \$2.5M development contract with Xerox/ACS to more efficient and targeted multi-source vendor model.
- Assessed and redesigned global instructor strategy for use of 3000+ volunteer instructors.

### **MCAFEE, INC. – Plano, TX**

**2007-2012**

#### **Vice President and Chief Learning Officer**

Led development of centralized, integrated learning organization for McAfee, including new staff and teams for: Leadership & Employee Development, Technical & Product Training, R&D, Sales, and Infrastructure. Established global learning operations and regional learning teams in Europe, Asia-Pacific, and Latin America. 50+ staff, \$12M

- Personally led design and implementation of multi-tiered leadership development curriculum for 1200 leaders at every level.

- Designed and implemented executive level talent management, succession planning and coaching process.
- Leadership training and culture programs contributed to top level employee engagement scores in 2012 employee survey.
- Led strategy, sourcing, and implementation of a global learning management system (LMS) providing a common learning delivery system for all learning functions (consolidated from multiple systems to one, creating \$1M+ savings annually).
- Implemented visionary “connected learning” conferences and vision for new blended learning approaches and design.

#### **BRENNAN PERFORMANCE CONSULTING**

**2006-2007**

Provided consulting services on developing HR and training organization, systems, and processes. Primary engagement with Sabrix, Inc. included LMS selection assessment and technical training process improvement.

#### **NCR CORPORATION, Dayton, OH**

**1994-2006**

##### **Global Learning Vice President**

Led global integration of training, HRD, and OD organizations for \$6B computer products and services company. Managed consolidation of learning from 40+ organizations to one global team. Led strategic and tactical shifts in learning efforts to align with major business changes. Highest operational financial accountability: \$67M.

- Led design and implementation of an integrated talent management and leadership development system including: key competencies, assessment tools (PDI), core curriculum, and key executive programs - e.g., Leadership Challenge, President’s Forum, Global Leadership and a Senior Leadership Development Program delivered via satellite to over 700 managers worldwide. External faculty included Ram Charan; Morgan McCall, USC; Fariborz Ghadar, Penn State.
- 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.
- Created “NCR University” as the global umbrella for all learning activities, including sales, technical, services, and management training as well as global technology and delivery infrastructure.
- Managed \$10M+ in strategic outsource partnerships, including contracts with NETg/Skillssoft (CBT library); Forum Corporation (leadership development); Wilson Learning (Japan training organization); BTS, Harvard Business School, Action Learning, and Loral Cyberstar
- Implemented innovative Global Learning Conference on best practices for 150+ learning professionals to accelerate innovation and efficiency across NCR learning teams.
- Reduced overall NCR learning spend from \$120M to less than \$40M in less than four years, while increasing learning alignment to business priorities by more than 60%.
- Led design and implementation of NCR University on-line campus as the central marketing, curriculum and enrollment resource for global learning programs and services. Typical annual run rate: 145,000 course completions, 75% technology or self-paced, for total savings of \$20M+ over face-to-face training.
- Awards/Recognition: *Training Magazine* Top 50 (#2, 2001) and Top 100 (#13, 2002); *CIO Magazine* 50/50 Award (2000) for NCRU Online (top 50 corporate intranet web sites).
- Implemented innovative global technology infrastructures, 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.
- Implemented global Strategic Skills Assessment process and comprehensive Skills Dictionary.

**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, on team-building, executive coaching, and interviewing / recruiting skills.

**MASSACHUSETTS MUTUAL, Springfield, MA**

**1987 - 1992**

**Director, Executive Resources and Corporate Training**

Company-wide executive development responsibility for \$29B financial services company. Created/managed Executive Resources team delivering over 75 training programs annually. Directed six professionals with focus on top 220 officers and 600 managers. Overall impact included significant cultural and organizational change.

- Worked with CEO to design and implement Strategic Leadership Development program. Key external resources: Personnel Decisions (PDI), Executive Development Associates, Jim Kouzes.
- Personally designed and managed innovative Corporate Leadership Conference and President's Leadership Award program for top 220 officers.
- Designed/implemented Management Curriculum and Skills Assessment project, including 30+ seminars and development action planning for over 650 executives.
- Established Leadership Institute for individual assessment, career and development planning, and referral. Personally assessed, coached over 200 executives, using PDI's feedback tools.
- Designed/implemented company's first formal talent management and succession planning process. Personally interviewed, coached 60 top executives, prepared divisional and corporate succession plans. Impact: 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.
- Managed corporate "fast-track" management development program, coached top talent.
- Designed/led Corporate Strategy Seminar Series for officers, resulting in significantly improved understanding and commitment to new corporate mission, strategy and values.

**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