

Marilyn Freedberg

Providing Strategic Instructional Design, Project & People Management, Course Development & Delivery

T H E S H O R T S T O R Y

QUALIFICATIONS

Long track record of leading training design, development, and delivery success for industry leaders like Gap Inc., Wells Fargo, and Cisco. Especially: IT implementations/software, financial services, retail industries.

PROFILE

Extensive record of on-time, on-budget results with satisfied clients, much repeat business.

Practical, effective project and team management, thinking on all levels: big-picture, detail, out-of-the-box.

R E S U M E H I G H L I G H T S

DESIGN/STRATEGIC PLANNING – MANAGEMENT

- Redesigned Cisco group's training approach to align with Agile. Cut resource needs for release updates and training in half, while releases increased – with improved learner experience. Awarded the department "Rock Star" award for redesign and technical webinar series.
 - Redesigned Gap Inc's instructional design process and materials for their IT implementation group, saving an estimated (by Gap) 30% on development time while improving instructional quality.
 - Created Ghirardelli's new-hire training/assessment program: improved shop sales and secret-shopper scores.
 - Seeing how confusing Brocade's new quality process was, simplified the process before creating the training.
 - Managed as many as six on the training team as the project/function lead with Cisco, Gap Inc, Kaiser Permanente, Brocade, Ghirardelli, CAMICO Insurance, and Merck.
-

S P E C I F I C S

2016-present – *A refreshing sabbatical period including six months in Italy, studying Italian. Looking to bring extensive Bay Area consulting background to a permanent or consulting position in the greater Sacramento area (or location readily reachable by train, such as Oakland, or fully/partially remote).*

Cisco Systems – three separate projects, 2011, 2012, early 2013 - late 2015

Training Lead – *Design, creation and delivery of blended online solutions including live webinar trainings*

- Re-designed, streamlined the training approach for a software product's adaption to Agile, improving customer experience and cutting resource needs. Won the department "Rock Star" award. (3rd project)
- Designed, delivered webinars for Cisco managers at all levels to learn new Oracle BI reporting tool. Up to 250 participants per session, finance and HR managers worldwide. Callback for further rollout. (1st & 2nd)

Equinix – two separate projects, 2012

Training Lead – *Training & performance strategy and curriculum design for global system/process rollout*

- Created online/classroom security awareness training mandatory for all employees and contractors. Creative story-based approach that received excellent reviews. Narrated, with executive video. (2nd)
- Analyzed and created strategy for overall company training and performance-support development tools, processes, approaches, curriculum etc.; rollout for ~1800 of ~2000 employees worldwide. (1st)

S P E C I F I C S (C O N T ' D)

SEMA (Specialty Equipment Market Association) – two separate projects, 2011 & 2011 - 2012

E-learning Consultant – *Design and development of manufacturer product training, “SEMA 101” e-learning course*

Created e-learning and other approaches to equip resellers, distributors, and jobbers with needed product information. (1st) Adapted association material into a practical, interactive series of e-learning modules. (2nd)

Brocade Communications – 2010 - 2011

Training & Performance Consultant – *Design & creation of training/online reference/e-learning for new process*

With my own team, created the training approach plus process improvements, tools, application support, and change management to ensure successful new process implementation in Brocade’s quality department.

Merck Pharmaceuticals – 2010

Lead Design Consultant – *Design of learning programs for new marketing processes, management of development team*

Analyzed needs, designed and created three highly experiential learning programs; led the development team that created classroom training, change management, e-learning, online references and other support tools.

CAMICO Mutual Insurance – 2007 - 2009

Training Project Director – *Design & creation of custom leadership development program*

- Research, analysis, and design of solutions to leader issues, the *SLP (Strategic Leadership Pathway)*. Training and path for both *Work Leaders* and *People Leaders*. Nine desired business results defined and baselined.

Ghirardelli Chocolate – 2006 - 2009

Training Project Director – *Design & creation of new-hire program for hourly employees, General Managers*

- Project management, design and creation of job-skill training and assessments for all retail employees.
- Ghirardelli’s Restaurant & Retail VP said: “... *instrumental to our success and growth ... training has resulted in increased employee motivation ... and an increase in our secret shopper scores.*”

Wells Fargo Bank – two separate projects, 2002 & 2008-2009

Instructional Design Consultant – *Design of marketing classes; call center training*

Created several successful innovations in classroom and web-based courses for call center. Manager participant: “*Amazing. It’s outstanding work!*” (1st) – Designed, created marketing courses from online content. (2nd)

GAP, Inc. – three separate projects, 2001, 2005-2006, 2006-2007

Training Project Lead, Training Process & Design Consultant – *Management of analysis, design, implementation of new-hire training; redesign of process, templates for all Gap IT training; Merchant University courses*

- Selected, trained, managed a team of six to create SME-driven training in back-office processing. (1st)
- Gap Manager: “*Marilyn set the standard for Gap, Inc. internal training.*” (1st)
- Designed, created, managed HQ training for largest IT rollout in Gap history. Gap Training Director: “*The quality of Marilyn’s work is impeccable ... exceeded my expectations.*” (2nd)
- Cut development costs by 30%, improved quality with new instructional design approach, materials. (2nd)
- Designed and created classes for new Merchant University. (3rd)

T E C H N I C A L W R I T I N G B A C K G R O U N D

Previously designed and created documentation that was ahead of its time: a conversational tone and visually organized style when virtually all technical writing was ultra-formal, ultra-dense, and ultra-difficult to understand.

Clients included Bank of America, Unisys, Visa International, TRW Financial Systems, World Savings.

S K I L L S

Instructional Design/Writing/Management

WBT (Web-Based Training), E-learning
ILT (Instructor-Led Training), Blended Solutions
ISD (Instructional Systems Design)

Development Tools

Articulate, Captivate
PowerPoint (expert), Word, etc.
Photoshop, Illustrator, etc.

E D U C A T I O N

University of California, Berkeley

B. A. English

- Highest Honors, Summa Cum Laude, Phi Beta Kappa

CERTIFICATE COURSES:

- Training Evaluation (with Dr. Donald Kirkpatrick, *Kirkpatrick's Four Levels of Evaluation*)
- Training Management
- Advanced Online Course Design; Performance Improvement Practices, E-learning Tools & Technologies