

## Marcia W. Erhardt

2108 Oakwood Lane • Richmond, VA 23228

Cell (804) 405-5113 • [marciaerhardt@yahoo.com](mailto:marciaerhardt@yahoo.com) • <http://www.linkedin.com>

*Learning and Development • Organizational Development • Leadership • Human Resources • Customer Service*

A proven leader with in-depth support function and front-line leadership experience in retail and pharmaceutical manufacturing industries. Proven skills include strategic planning, organizational development, relationship management and negotiations, facilitation and project management. High-energy performer able to implement positive change within organizations.

### PROFESSIONAL EXPERIENCE

#### BOEHRINGER INGELHEIM CHEMICALS, INC.

2008-2011

Boehringer Ingelheim Chemicals, Inc. is a manufacturing site for the global Boehringer Ingelheim Pharmaceuticals organization located in Ingelheim, Germany. Boehringer Ingelheim Chemicals is an active pharmaceutical ingredients (APIs) manufacturer located in Petersburg, Virginia. The mission of BI Chemicals is 'to improve and save lives'.

#### *Learning and Development Specialist III*

- Successful development and roll-out of learning and development, teambuilding and organizational development processes to balance the operational activities with a people focus to ensure all activities align with and support the strategic direction of the organization.
  - Storyboard/interactivity author for production of two **global talent management e-learning** courses, producing a quality product in a 7 week timeframe; breaking the paradigm of e-learning content and dynamics while reducing time to complete by 17%
  - Reorganization of new hire orientation, in partnership with stakeholders, to enhance experience and reduce in-class time required by 50%
  - Subject matter expert for revamp of **diversity and inclusion curriculum**, a key strategic focus of the organization
  - Analysis, development and delivery of **custom work sessions and teambuilding sessions** resulting in increased engagement and team dynamics
  - Author, facilitator and change agent for manager, front line supervisor and project manager **coaching skills learning programs** to increase employee engagement and job effectiveness as part of major business transformation
  - Roll-out and ongoing sustainability of **Life Orientations behavioral preferences** to managers and employees resulting in improved inter- and intradepartmental working dynamics and a 60% improvement in Level 2 subject knowledge
  - Author and facilitator for **manager, front line supervisor and project manager coaching skills learning programs** to increase employee engagement and job effectiveness with Level 1 learning satisfaction results of 4.5 out of 5
  - Developer of **on-line OD toolkit** for U.S. HR Community as part of Center of Excellence team
  - Developer of **U.S. Manager Foundation Skills Program** as Center of Excellence team member to align multiple sites' focus and resources across the United States

#### CIRCUIT CITY STORES, INC., Richmond, VA

1985-2008

Circuit City Stores, Inc. - retailer of consumer electronics products.

#### *Director, Leadership Development, 2007-2008*

- Responsible for corporate reporting, strategic planning, budgeting, implementation of learning and development initiatives, staff development and special projects.
  - Development and introduction of a **company-wide management fundamentals learning process** including on-line e-learning and certification with session ratings of 4.5 out of 5 for learning satisfaction ratings
  - **Action Learning team member**, studying under Noel Tichey, to re-architect all aspects of the HR organization: **Leadership Pipeline and Succession**, Performance Leadership, Sourcing and Staffing, and Rewards and Recognition, resulting in successful reorganization of the HR strategy and operations
  - Architecture and roll-out of a **college management recruitment program** to develop talent with potential job placement upon graduation in entry level management roles in retail stores, providing new source for retail employees
  - Development and introduction of **revamped selling skills curriculum** for hourly associates and leaders in partnership with an external consultant contributing to enhanced retail customer experience

**Manager, Learning and Development, 2005-2007**

- Management of all functions relating to learning and development for home office of 3,400 employees and Product Service and Distribution Divisions, with a team of 6, partnering with internal stakeholders and external vendors
  - Establishment of **Project Management learning** through outside vendor to prepare employees for project management certification with 100% certification rate
  - Architect and roll-out of e-learning for **Six Sigma fundamentals** to compliment Six Sigma greenbelt initiative
  - Partner to HR organization to write, produce and implement a two day **classroom diversity and inclusion curriculum** resulting in accelerated onboarding and increased engagement for new HR professionals
  - Development and successful implementation of a **New Hire Orientation** program for Store Support employees

**Manager, Training, Education and Development, Product Service and Distribution Divisions, 1997-2005**

- Start-up of Training, Education and Development Department, with team of 3. Management of all functions relating to learning and development for internal operations and in partnership with external vendors. Successful implementation of new internal development processes, including job, interpersonal and leadership skills, leading to increased productivity, internal and external customer service, and cost savings.
  - Development and introduction of a **leadership classroom session** with focus around a business simulation with learning satisfaction ratings of 4.5 out of 5 over an 8 year period
  - Introduction and management of a **360 degree process**, ultimately integrating 360 evaluations into the learning process
  - Pioneer of a **complete management 2-year training path** including quarterly status reporting by individual
  - Institution and maintenance of a **customer service representative certification process** resulting in break-through improvement and alignment with Consumerism Agencies
  - Determination of strategy and management of design team for **technical and interpersonal on-line e-learning**
  - Establishment and maintenance **of Kirkpatrick Level 1-3** measures for learning validation, enhancing training credibility
  - Establishment and support of the **learning process and application for Quality Action Teams** resulting in improved process flow and employee ownership of job responsibilities
  - Introduction and ongoing use of **ADDIE** as development model to assess skill needs, develop, deliver, implement and evaluate learning

**Other positions held at Circuit City:****Project Manager, Routing System Implementation****Manager, Customer Service Call Center****Manager, Home Security****Manager, Customer Service and Technical Training****EDUCATION**

Bachelor of Arts, Leadership/Organizational Development - Bellevue University, Bellevue, Nebraska  
 Applied Sciences, Business – Concordia College, Bronxville, New York

**CERTIFICATIONS**

Organizational Dynamics, International - The Quality Advantage & Quality Action Teams ▪ Development Dimensions International - Service Plus and Interaction Management – Skills for an Empowered Workforce ▪ Franklin-Covey Time Management ▪ LIFO–Life Orientations (Master Trainer) ▪ Baldrige Assessment Process ▪ Discovery Learning–Influence Style Indicator ▪ Expert OJT–Job Aids

**PROFESSIONAL LEARNING**

Baldrige Award Assessment Training ▪ Impact Leadership ▪ Six Sigma Champion Training ▪ Center for Creative Leadership ▪ Anne Taylor University ▪ Technical Benchmarking with NASA ▪ University of Richmond, Strategic Project Management

**ASSOCIATIONS/ACTIVITIES**

ASTD ▪ Elderfriends ▪ Susan G. Koman, Chesapeake Bay Foundation ▪ Linked In: ASTD, Center for Creative Leadership, HR Professionals, Learning & Development, Organizational Development

**AWARDS**

Quintessential Manager Award ▪ President's Award