

## GLOBAL TRAINING & STRATEGY LEADER ► INSTRUCTIONAL DESIGN SUBJECT-MATTER EXPERT

*Shifting Mindsets & Sparking Behavior Change that Cascades through Organizations via Innovative, Customized Learning Programs & Instructional Design*

Collaborative, astute learning expert known for developing tailored training programs and learning curriculums that create best-in-class global teams. Respected for transforming multibillion-dollar companies into workplaces of excellence with strong focus on learning and development, succession needs, and talent pipelines, accelerating development and accommodating growth.

Track record of success creating and maintaining dynamic assessment strategies and effective candidate experiences that boost KPIs in every department. Trusted advisor who provides critical performance insights to executive leadership and identifies talent gaps while offering recommendations regarding solutions to remove roadblocks and ensure business continuity.

### COURSE & SOFTWARE EXPERTISE

Various Learning Management Systems  
Captivate / Camtasia / Storyline 360 - Expert  
Executive Leadership Development  
Succession Planning  
Human Resources Laws and Policies  
Operations Optimization  
DiSC/Myers Briggs  
Diversity and Inclusion  
OSHA Laws and Policies  
IT Systems and Applications

## Professional History

### DINE BRANDS GLOBAL – IHOP® LOS ANGELES, CA

2018 to Present

*\$910M corporation that holds Applebee's and IHOP franchises with locations across the globe with 3,500 employees.*

#### EXECUTIVE DIRECTOR, LEARNING & DEVELOPMENT

Define, direct, and implement global enterprise learning strategy and training initiatives for 1,750 locations to enable company to achieve vision and business objectives. Support global workforce by offering services and solutions that promote awareness, improved workflow, and enhanced organizational development with positive impact on individual, team, and organizational growth by designing customized e-learning, ILT, and hybrid learning programs. Lead team of 12 direct and dotted line reports also serving as the chief learning liaison for franchisee-based learning and development teams in 11 countries. Serve as a key adviser and SME to executive team and member of several committees and critical project teams. Advise on critical learning and training matters, such as organizational design, talent skill assessment and learning program design / structure, effective management of leadership talent, and new technology / platforms to enhance training. Manage \$3.5M budget.

**Operations Optimization:** Built and launched comprehensive operational leadership training certification program that certified over 1200 restaurant leaders within first year. Reduced guest complaints 15% system wide and positively impacted KPIs across the board.

**Crisis Management:** Designed and launched curbside training program to ensure business continuity in response to COVID pandemic restrictions on restaurant business. Shielded restaurants from complete closure and enabled company to keep 80% of restaurants open and functioning. Revenue from curbside program now accounts for 10% of overall revenue.

**Continuous Improvement:** Established continuous improvement processes for legacy learning programs to identify outdated curriculums and capitalize on emerging technologies. Evaluated program delivery quality to ensure continuous improvement, maintenance, and adjust accordingly to align with business growth.

**HR Training Development:** Devised strategies and programs to elevate restaurant HR practices and improve anti-harassment awareness and recognition programs. Developed an educational program for new leaders in order to enhance overall operations and employee development. Championed diversity and inclusion initiatives across brands to all levels of the organization.

### Chief Learning Platform Architect

Trusted Advisor to Executive Team

Launched COVID Response Training Program in < 72 Hours

Boosted LMS Adoption Rate 78% -- From 18% to 90%

Increased Limited Time Offer Training Program Usage to 70% - up from 10%

**BYPASS POS • AUSTIN, TX****2016 to 2018**

*Point-of-Sale company specializing in sales and revenue solutions for major sporting stadiums, develops and design mobile payment software.*

**DIRECTOR, TRAINING & FIELD OPERATIONS**

Led teams of up to 50 to execute up to 25 simultaneous POS implementation and training projects for multimillion-dollar accounts. Orchestrated cascade-based training for clients in MLB, NFL, NHL, NCAA, NBA, and MLS venues to drive top-line sales and streamline sales process for customers. Directed strategy for training program impacting 1M end users utilizing proprietary software generating \$20B cumulatively in annual sales. Managed \$5M budget.

**Business Results:** *Delivered \$2.3M in cost savings via operational process restructure. Streamlined project processes and developed training programs for Bypass products with multiple providers and complex requirements.*

**Relationship Development & Account Management:** *Forged strong partnerships with key decision makers and C-suite executives at high-value accounts and third-party vendors. Served as liaison for major hospitality groups such as AEG Live, Levy, Aramark, Compass, Wolfgang Puck, and Delaware North. Personally handled Bypass superuser issues and coordinated all training for high-ROI accounts including Atlanta Braves, Jacksonville Jaguars, Seattle Seahawks, Orlando SC, and AEG Live Entertainment.*

Produced 27% Sales Uptick for NY  
Mets  
Trained 500 People on Software  
Solution at Citi Field

**KRISPY KREME DOUGHNUT CORPORATION • WINSTON SALEM, NC****2014 to 2016****MANAGER, LEARNING SYSTEMS & ORGANIZATIONAL DEVELOPMENT**

Rescued struggling branch and improved KPIs across the board for 10K-employee organization and identified training and skills gaps hampering performance, sales, and staff efficiency. Created innovative solutions to remove roadblocks to success and close the gaps, leveraging various training theories inclusive of job aids, facilitator and participant guides, on-the-job training systems, tutorials, and demonstration models to elevate performance and workforce skill sets. Built LMS, hospitality program, and franchisee orientation program in under 1 year to transform business model from “just in time” operations-based learning to curriculum-based learning.

**Business Impact & New Program Development:** *Observed 11% increase in beverage sales, 7% jump in overall sales, and 5% uptick in customer satisfaction scores after ideating and launching several training initiatives and implementing new strategies.*

**Innovation & Thought Leadership:** *Created the customer service model and culture for a new business prototype. Built training program for customer-facing app and service model for café setup, expanding brand reach and offerings while simultaneously elevating performance throughout the workforce.*

**ALABAMA STATE PORT AUTHORITY • MOBILE, AL****2010 to 2014****DIRECTOR, TRAINING & ORGANIZATIONAL DEVELOPMENT**

Tapped to build learning and development department for 600+ employees from the ground up. Designed OSHA-compliant training and new hire safety programs that reduced potential fines by 90%. Championed culture change and elevated operational performance by creating curricula covering supervision, management, leadership, diversity, personal effectiveness, internal policy, and custom software applications. Conducted on-site and web-based training to targeted audiences and provided insightful feedback to executive leadership to drive continuous improvement in training programs. Lead LEAN operations initiatives where necessary to expand business capacity and eclipse fiscal and performance goals.

**Proactive Problem Solving:** *Built and implemented Oracle R12 upgrade training program to deliver \$500K in cost savings. Saved hundreds of thousands in training costs by incepting new training program with alternate funds after partnering with state and local agencies willing to shoulder training costs.*

**Select Publications & Presentations**

- Surry, D. W., Grubb, A., Ensminger, D. C., & Ouimette, J. (2010). Implementation of web-based learning in colleges of education: Barriers and enablers. *Canadian Journal of Educational Technology*
- Ouimette, J., Surry, D. W., Grubb, A., & Hall, D. A. (2009). Essential books in the field of instructional design and technology. *Australasian Journal of Educational Technology* 25(5), 731-747.

Surry, D.W., Stefurak, T., Ouimette, J., & Grubb, A. (2010). Defining an innovation-focused research agenda for e-learning. E-LEARN 2010 - World Conference on E-Learning in Corporate, Government, Healthcare & Higher Education Orlando FL: Association for Advancement of Computing in Education

**Grubb, A., Litchfield, B., Mosley, D., Gillis, W. (2013).** The Effects of Collaborative Testing and The Testing Effect on Student Achievement and Confidence of Undergraduate Business Students. **Presentation at the meeting of the Mid-South Educational Research Association (MSERA), Pensacola, FL.**

**Grubb, A. (2011).** Pros and Cons of Web-based instruction. Poster session presented at the meeting of the American Educational Research Association (AERA), New Orleans, LA.

**Grubb, A., & Chow, A. (2010).** Students perceptions on itunes U and blended learning. Presentation at the meeting of the Mid-South Educational Research Association (MSERA), Mobile, AL.

Ouimette, J., Surry, D. W., Grubb, A., & Hall, D. A. (2009). Essential books in the field of instructional design and technology. **Presentation at the meeting of the Mid-South Educational Research Association (MSERA), Knoxville, TN.**

Surry, D.W., Ouimette, J., & Grubb, A., & Lewis, J. (2009, October). Defining an innovation focused research agenda. Presentation at the meeting of the Association of Educational Communications & Technology (AECT), Louisville, KY.

Grubb, A. (2009, September). *Creative Commons- Copyright protection for faculty.* Presentation at the meeting of Educational Technology Faculty Committee. University of South Alabama, Mobile, AL.

### Early Career

**BRINKER / CRACKER BARREL / MORTON'S** ◦ **Operations Management** ◦ *Led operations and over 50 new restaurant openings in various capacities including lead trainer and general manager. Organized and facilitated regional training initiatives and strategies. Served as a troubleshooter in order to impact troubled units in order to improve sales, turnover, and waste.*

**COOPER RESTAURANTS** ◦ **Training Manager** ◦ *Optimized training materials at four corporate locations with three different concepts. Designed manuals and daily check sheets to assess student product knowledge.*

### Education & Certifications

**UNIVERSITY OF SOUTHERN ALABAMA** ◦ Ph.D., Instructional Design & Development

*Dissertation: The Effects of Collaborative Testing and The Testing Effect on Student Achievement and Confidence of Undergraduate Business Students*

**UNIVERSITY OF SOUTH ALABAMA** ◦ Bachelor of Science – Business Administration

*Certifications: ServeSafe, OSHA 10 (General Industry + Construction), OSHA 30, and OSHA Certified Trainer (Maritime)*