

# Brian O'Neill, CPTD, SHRM-SCP

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## Award-Winning Excellence in Leadership & Organizational Development

The innovative intersection of world-class learning experiences, organizational culture, and process excellence.

### Core Competencies

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Organizational Development	Leadership Development	Talent Development
Learning and Training Strategy	Culture, Vision, and Mission	Diversity, Equity, & Inclusion
Development Roadmaps	Online and Blended Learning	Onboarding and Orientation
Performance Management	Employee Experience	High Potential Development
Measurement and KPIs	Continuous Improvement	Systems and Processes

*StrengthsFinder Themes: Strategic · Futurist · Learner · Maximizer · Connectedness*

### Professional Experience

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Vice President, Leadership Development Advisor, AMH, Las Vegas 2020-2024

Real estate, 1,800 employees, 22 states. Leader of all organizational and leadership development initiatives. Team of four. Budget of \$3 million per year. Certified Great Place to Work for 2022 and 2023.

- Strategic direction, learning philosophy, systems, curriculum, and tools in partnership with C-suite for leadership development, succession planning, culture, DEI, organizational development, employee experience, board communications, and dashboards and scorecards.
- Developed a customized, continuous learning curriculum for leaders and high potential employees using a Learning Journey framework to combine traditional instructor-led learning with e-learning, prework and post-work activities, webinars, apps, certification, and quick reference guides. Decreased turnover rates among certified leaders by 91%. Won Gold Strategy Award from Chief Learning Officer organization, 2023, and the ATD BEST Award, 2024.
- Re-imagined the classic framework for succession planning and high potential identification to emphasize development groupings, with objective assessment criteria, incorporating shared accountability among leaders and team members to enable high performance. Achieved 92% completion of individual development plans among 1,500 employees in the first year.
- Created a next-level DEI program called *Valuing Differences* that abandons traditional, compliance-based thinking in favor of a collaborative, personal, experience-sharing approach. Increased employee satisfaction for DEI to 8.9 overall with an NPS score of +66.
- Implemented the first major change in a decade to the company's onboarding program, adding culture, values, and goals to welcome, reassure, and prepare employees for success in an engaging way.
- Launched the company's first ongoing employee engagement survey program, achieving an engagement NPS score of +57 in the first year.

Vice President, Learning & Development, Weidner Property Management, Seattle 2019-2020

International real estate, 1,500 employees, 12 states and six provinces. Led six instructional designers, e-learning authors, facilitators, and administrative staff in a COVID-shortened environment.

- Partnered with senior leadership for leadership development, mentoring, culture, organizational development, financial skills, change management, HRIS integration, and LMS tools.
- Built a customized curriculum for 500 managers in the US and Canada, using learning paths STAR and LEAD to combine traditional instructor-led sales and service learning with e-learning, prework and post-work activities, webinars, and quick reference guides.
- Moved the mentoring program from a subjective nomination process to an objective skills and behavior process, incorporating shared accountability among mentors and mentees to enable high performance.

Director of Learning & Organizational Development, Aimco, Denver 2016-2019  
Real estate and finance, 1,800 employees, 15 states. Led six instructional designers, developers, facilitators, and administrative coordinators. Budget of \$2 million per year.

- Won the 2018, 2019, and 2020 ATD BEST Award for excellence in learning and development initiatives. One of 56 winners worldwide, and the only representative in the sector.
- Refocused the core sales and service programs for new employees to provide high-touch learning and maximum return on investment for operations. Increased conversion rates by 40% in 60 days, and customer satisfaction rates by 13% in 60 days.
- Redeveloped the leadership skills experience for 500 leaders nationwide using a scalable, integrated program of virtual, e-learning, and self-guided components. Reduced program costs by two-thirds and increased first-year usage by six times. Increased retention of participating leaders by over eight points.
- Headed a cross-functional partner project for onboarding, acting as chief facilitator and coach. Led the project team through development of the current state, identification of key critical elements, testing and evaluation of the desired state. Increased cultural links within the first 30 days while reducing process steps from over 50 to 18.
- Created the company's first balanced scorecard for Learning and Organizational Development, incorporating financial, associate, customer, and process measures to drive growth and profitability.

Director of Operational Excellence, Leadership Development, The Venetian, Las Vegas 2013-2016  
Hotels and hospitality, world's largest 5-star integrated resort, 10,000 employees, 1,100 leaders. Team of five.

- Led and managed a \$1 million "next practice" learning and talent development experience for managers. Combined models for coaching and motivation, e-learning, webinars, social collaboration, performance improvement, intranet, and other non-traditional approaches in a 12-month learning journey.
- Revamped the selection process for all employee levels by incorporating behavioral interviewing methods into a concise, intuitive format. Reduced the process for successful interviews from six form pages to two.
- Integrated components of Six Sigma, LEAN, and DMAIC into a streamlined, organic process improvement model called IE3. Created leadership training to introduce the model and paradigms. Used in operational improvement efforts including revenue enhancement, labor and cost savings, and improvements in profitability totaling over \$12 million in the first year.

Senior Manager, Learning & Organizational Development, Great-West Financial, Denver 2011-2013  
Financial services, 5,000 employees, international. Led four instructional designers, developers, and facilitators. Budget of over \$1 million per year.

- Rebuilt the management curriculum and launched a talent development strategy for over 500 managers in multiple lines of business nationwide. Elements included blended and experiential learning for a strengths-based, mutual development culture.

Director, Leadership Systems & Performance Excellence, Noble Investment Group, Atlanta 2008-2010  
Hotels and hospitality, 3,000 employees, 300 managers. Led team of 10. Budget over \$500,000 per year.

- Launched a comprehensive performance management system for all employees by overhauling the 9-box evaluation tool. Achieved 90% on-time completion for the first time in the company's history.
- Developed and headed an innovative mentoring program for senior leaders and high potentials that emphasized shared accountability, intuitive tools, and online/virtual follow up. Improved performance and appraisal scores for these leaders by 20% in the first year.

## Education and Certifications

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Master of Arts, Information and Learning Technologies, University of Colorado

Bachelor of Science, Journalism and Mass Communications, *high honors*, Kansas State University

Certified Professional in Talent Development (CPTD, formerly CPLP), ATD; Exam Scoring and Review Committees

Senior Certified Professional (SHRM-SCP), SHRM

DISC Certified

SLII Certified

## Authoring, Presentations, and Thought Leadership

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*The Revelation Conversation Project*, an organizational development guide to connect job functions to job purpose for organizational effectiveness, with Steve Curtin, expected publication 2024

“The Leadership Journey at AMH,” article for Blanchard’s Ignite! Newsletter, November 2023

“One Company’s DEI Journey,” presentation to the Las Vegas Association for Talent Development, Las Vegas, NV, December 2022

“The Leadership Journey: A New Approach in a New World,” presentation to the 2022 Training Industry Conference and Expo, Raleigh, NC, June 2022

“Resilience for Leaders in the Year of Everything,” article for *Attraction Culture* magazine, September 2020

“Leading for Impact,” presentation to the Ken Blanchard Summit, October 2019, San Diego, CA

“Next Practice: Innovation in Leadership Development,” presentation to the 2019 ATD International Conference and Expo, May 2019, Washington, DC

*Delight Your Customers Companion Guide*, used with *Delight Your Customers* by Steve Curtin, a 5-star rated book of specific, actionable behaviors to raise customer service from indifferent to extraordinary, 2016

“The Leadership Promise and Maestro,” presentation to the Ken Blanchard Summit, September 2015, San Diego, CA