



PEOPLE GROWTH  
SOLUTIONS

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### **About Me**

*I help people and companies create solutions – by designing people processes, creating people growth and learning programs, managing complex projects and stakeholders, implementing and scaling programs, measuring impact and effectiveness, and coaching people for growth and career goals.*

### **Experience**

#### **CEO and Principal Consultant**

##### **People Growth Solutions, Monterey CA**

June 2017 – Present

*Provides outcome-driven consulting and coaching services for corporate teams and individuals:*

- Develops customized solutions on behalf of corporate HR, talent, learning, and change management teams
- Manages people-related project plans and programs
- Engages stakeholders at all levels to lead change management from within the organization
- Develops custom content and facilitates team events and learning programs
- Advises and coaches individuals for career development and individual growth goals

#### **Talent Programs Manager**

##### **Facebook, Menlo Park CA**

June 2015 - June 2017

*Managed the global talent programs for the company - including performance management, people planning, functional career expectations, and program-related people policies and guidance:*

- Conducted ongoing research, internal and external benchmarking, and data analysis to report on talent programs impact and effectiveness – notably created a survey deployed after each performance cycle to measure employee experience in relationship to the program philosophies and approach
- Created internal communications approach to share the employee experience, research, and program philosophies - using narratives, internal posts, talking points, and Q&A
- Designed and conducted internal research studies to improve the employee experience with program activities - including combined research methodology to improve 360 feedback and evolution of scalable career expectations for the company

- Advised company and HR leaders, led program-related discussions, consulted with HRBPs, and created recommendations for program updates or changes
- Partnered with internal Product Manager to define requirements, prioritize enhancements, and review engineering builds of internal talent and performance products
- Planned, managed, and executed talent programs through program specialist and cross-functional team – including Compensation, Legal, Operations, Research, Product, and HRBPs
- Drove readiness for talent programs, including leader briefings, company FYI sessions, online course creation and maintenance, discussion guides, design/development of formal learning courses, creation of new functional expectations, and HRBP briefings and consultation

**Director Talent and Learning Solutions**  
**Fannie Mae, Washington D.C.**

April 2013 - May 2015

*Responsible for strategy and evolution of corporate talent and performance processes for the firm:*

- Partnered with senior leadership (CEO and direct reports) to align talent and performance processes to emerging corporate priorities and strategy
- Revised corporate talent processes to enhance quality and simplify activity across the organization
- Revised corporate behaviors (competencies) utilized in all processes for all populations
- Created 2-year implementation and change plan to move onto new talent processes
- Executed Talent Review and Succession Planning for Officer (SVP, VP) and Director populations for Board presentations
- Executed Performance Management processes for all populations (7000+ employees)
- General business management included policy and procedure documentation, responses to internal audit requests, and definition of corporate talent processes rhythm of business
- Managed 3 team members responsible for planning, HR line coordination, and execution of talent and performance processes, program management, and related learning assets

*Responsible for learning solutions design, development, and overall curriculum planning for the firm related to corporate behaviors and identified learning priorities:*

- Designed and program managed the Executive Development Program and ongoing learning processes and solutions to support changes in corporate priorities and strategy
- Created and program managed the Director Development Program and ongoing learning processes and solutions to support changes in corporate priorities and strategy
- Designed new manager on-boarding, mandatory training, and learning roadmaps to extend learning for Officers and Directors
- Sourced content and facilitation for development of Associates, Managers, and Directors
- Sourced or internally developed mobile and online learning for the organization
- General business including budget/forecasting, responses to internal audit requests, creation of design and development standards, and definition of learning delivery rhythm of business
- Managed 3 team members responsible for design, development, and delivery of programs/curriculum for the organization

*Executive coaching, facilitation, and partnership with top executives (CEO and direct reports) to deliver learning programs for executive populations:*

- Facilitated 1 cohort of Executive Development Program in partnership with EVP/COO Faculty Member (CEO direct report)
- Facilitated 2 cohorts of Executive Development Program in partnership with EVP Faculty Member (CEO direct report)
- Acted as coach and facilitator for 3 cohorts, a total of 28 SVP and VP participants

**Principal L&D Consultant, Talent & Organization Capability  
Microsoft Corporation, Edina MN**

October 2011 - April 2013

*Portfolio management of manager and employee learning programs:*

- Formulated strategy and framework to manage books of offerings for 100,000 employees world-wide
- Evaluated needs from a variety of sources worldwide and prioritize projects for development
- Created business requirements, vision, and desired outcomes for solution development planning and resourcing
- Evaluated impact and effectiveness of 30+ solutions across 2 Portfolios in multiple modalities (ILT, vILT, online, resources, 1:1 coaching)
- Managed ongoing relationship with key internal partners, including account managers, performance management, staffing, and diversity & inclusion

*Design of new employee orientation experience:*

- Designed corporate headquarters New Employee Orientation program, representative of corporate culture, imperatives, and required content
- Proposed, designed process, and led implementation of global New Employee Orientation program
- Interfaced with senior leadership as representative of New Employee Orientation program, manage budget and overall program management
- Partnered with global recruiting team to define on-boarding experience and key connection points throughout recruitment lifecycle

*Facilitator and vendor management:*

- Designed and managed world-wide trainer certification processes for corporate Employee & Management Excellence curriculum (vendor and internal facilitators)
- Initiated and managed requests for proposals and decisions regarding global vendor facilitator pools
- Managed global certification budget and global planning
- Responsible for global vendor management, quarterly business reviews, and SOW's
- Certified and managed master facilitator pools by course
- Annually reviewed facilitator pools and plan for certification needs with regional Account Managers

*Performance management program learning design:*

- Created performance management learning assets to support WW compensation and performance management process changes
- Conducted research project to recommend and implement manager assessment core statements, for use across all measurement assets globally

**Sr. L&D Consultant, Talent & Org Capability**

**Microsoft Corporation, Redmond WA**

July 2007 - September 2011

*Competency modeling project management:*

- Led content refresh of worldwide manager competency model, in partnership with validation vendor
- Year-long project management owner including project needs assessment, stakeholder identification, project design, supplier management, executive presentations, and integration and planning of roll-out timing

*Employee and manager learning program design:*

- Created pre-manager identification, management career path exploration, and management skill development program for Microsoft worldwide as a member of a corporate HR Center of Excellence
- Utilized instructional design methodology to create training courses for new manager skill development
- Managed design and implementation core management fundamental learning curriculum for Microsoft worldwide
- Created manager learning solutions including: global on-boarding, career coaching, interviewing, hiring, employment law and policy (U.S. only)

*Employee and manager learning program management:*

- Partnered with business-embedded COE consultants and HR Business Partners to identify gaps and design solutions that develop capability requirements of the worldwide workforce
- Interfaced with global delivery partners to deliver core corporate learning
- Created distributed delivery plans (online, classroom, community) to provide content to a geographically and culturally diverse audience
- Created metrics and tracking for validation of program impact and quarterly reports to multiple stakeholders
- Managed annual budget spend for multimodal learning deliveries, content development, and contracting for vendor support

*Internal learning team process design and standards:*

- Created design team processes for learning solution design and development
- Designed processes to document handoffs between key stakeholders to deploy learning solutions

*Course and train-the-trainer facilitation:*

- Delivered courses and conduct train-the-trainer sessions worldwide, with both vendor and internal facilitators
- Facilitation locations included: Brazil, Costa Rica, Argentina, Canada, United States (corporate and field), Ireland, England, Spain, Italy, France, Amsterdam, Germany, Singapore, China, Malaysia

**Human Performance Consultant**

**Accenture, Seattle WA**

August 2005 - July 2007

*Provided external organization development and learning consulting services across industries, including pharmaceuticals, finance, high-tech, natural resources, and government:*

- Conducted up front analysis to estimate work hours and resource needs per project. Developed training project plans, managed training development work teams (2-5 resources), project plans, process development and roll-out
- Created stakeholder engagement plans, communication maps, and executive briefings for world-wide change
- Partnered with internal business contacts and subject matter experts to develop required learning curriculum
- Utilized instructional design methodology to create facilitator manuals, participant manuals, presentation slides, and post-training references manuals
- Facilitated skill-based and tool-based training courses locally and internationally
- Identified key training metrics, evaluation measures, and conducted data analysis
- Project work supported post-merger integration, system implementation, and business process change with supporting systems of VURV, PeopleSoft, Siebel, and Remedy
- Clients included: Chevron, Thrivent Financial, Microsoft, ConvaTec

**Human Resource Systems Analyst, Office of Human Resources**

**City of Saint Paul, Saint Paul MN**

October 2004 - April 2005

**Career Development Consultant, IT Career Services**

**University of Minnesota, Minneapolis MN**

February 2005 - May 2005

September 2003 - May 2004

**Teaching Assistant, Department of Psychology**

**University of Minnesota, Minneapolis MN**

September 2004-May 2005

## **Education**

**M.A. Human Resource Development**  
**University of Minnesota, Minneapolis, MN**  
May 2005

**M.A. Educational Psychology (Counseling)**  
**University of Minnesota, Minneapolis, MN**  
May 2005

**B.A. Psychology with Distinction**  
**Kenyon College, Gambier, OH**  
May 2000

## **Certifications**

**Standout Assessment**  
October 2015

**Hogan Inventories**  
August 2014

**Myers-Briggs Type Inventory (MBTI)**  
October 2014

**FIRO**  
October 2014

**Strong Interest Inventory**  
May 2005

**Registered Yoga Teacher (200 Hour)**  
August 2019