



# Bronwyn Tinker-Kelly’s Pioneering Learning Excellence: Strategic Skills Development

Bronwyn Tinker-Kelly, Global Head of Learning  
and Stephen Parker, Chief Human Resources Officer & Partner  
Best Learning Leader  
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## Company Background

# KEARNEY

Company-at-a-Glance	
<b>Headquarters</b>	Chicago
<b>Year Founded</b>	1926
<b>Employees</b>	5,700 globally
<b>Global Scale (Regions that you operate in or provide services to)</b>	Global: Americas, Asia Pacific, Europe, Middle East and Africa
<b>Customers/Output, etc. (Key customers and services offered)</b>	Kearney is a global management consulting firm. Kearney works with Fortune Global 500 companies, governmental and nonprofit organizations.
<b>Industry</b>	Management Consulting, advising across the following industries: Aerospace and Defense, Automotive, Chemicals, Consumer and Retail, Energy, Financial Services, Healthcare and Life Sciences, Industrial Goods and Services, Infrastructure, Media, Metals and Mining,



	Private Equity, Public Sector, Technology, Telecommunications, and Transportation and Travel
<b>Stock Symbol</b>	N/A; Kearney is a partnership firm
<b>Website</b>	<a href="http://www.kearney.com">www.kearney.com</a>

## Strategic Contribution

Bronwyn Tinker-Kelly has 28 years of experience in the professional services industry, with a primary focus in Consulting. Throughout her career, a focus on people and development has stood at the forefront of Bronwyn's purpose and passion. She is a recognized expert in the fields of Learning, Development, DEI and Culture.

Bronwyn is currently the Global Head of Learning and member of the Global HR Leadership Team at Kearney, a leading global management consulting firm with 5,700 employees and operations in more than 40 countries. For nearly 100 years, Kearney has served as a trusted advisor to C-suites, government bodies and non-profit organizations. Kearney's essence lies in its people, and the Global Learning function, led by Bronwyn, equips consultants and internal functions with the exceptional skills required to address complex challenges and drive immediate impact for some of the world's most prominent organizations.

Bronwyn's team of 30 colleagues across the globe oversees end-to-end curriculums for all employees, covering asynchronous, digital, virtual live, and in-person programming. Additionally, Bronwyn serves as an SME to the firm's Leadership, Change and Organization consulting practice, actively contributing to proposals and client projects.

Bronwyn began her career working in London and New York in investment banking with SBC Warburg. She joined the firm after completing a BA degree at Binghamton University (SUNY) in Philosophy, Politics and Law. She worked in Economic Research in London and then transferred to New York where she focused on Equity Research. While in New York, Bronwyn pursued an MBA from NYU Stern School of Business with a double major in Economics and Management. During this time, she began working at Whitney Group, a high-end financial services executive search firm, and focused on Private Equity, Investment Banking and Equity Research. She then transitioned with a group of colleagues to Kearney.

After earning her MBA in August of 2001, Bronwyn took on a role at Kearney within Operations, where her focus was on Learning, Staffing, Performance, and Financial Management, ultimately advancing to the role of Global Director of Research. In 2006, when Kearney underwent a change in ownership structure,



Bronwyn departed with a group of Kearney colleagues to launch a financial services executive search start-up, The Gerson Group. As Chief Operating Officer, she grew the firm to 15 people, opened offices in New York and London, and led strategy, HR, operations, and finance.

With the downturn in the financial market in 2009, Bronwyn relocated from Manhattan to Chicago where, after a short-term role at a recruitment firm, she was delighted to return to Kearney in 2010. After six months supporting a major software implementation in the finance department, Bronwyn moved on to the Global Learning team at Kearney where she has grown her career over the past 13 years. After two years of general learning support, including leading a large-scale firmwide implementation of a new Learning Management System, Bronwyn became the number two to the head of the function, focusing on Partner-level learning, team finance and operations.

From 2013 to 2019, Bronwyn centralized the Global Learning function at Kearney, enhancing curriculum design and delivery. She collaborated with London Business School to create the award-winning Partner-Level Program, Expanding Horizons. This 10–16-day program, completed by 250 partners by 2019, became a Global Learning cornerstone and the catalyst for the reimagination of Learning's future at Kearney.

When the former head of the function was promoted to Chief Human Resources Officer/Partner in 2019, Bronwyn was selected to lead the Global Learning function. In this role, she has adeptly navigated the challenging COVID pandemic years (emerging with a team stronger than ever) and tackled the ever-changing landscape of skills development (including Analytics & AI). Moreover, Bronwyn has strategically positioned Global Learning as a trusted consultative business partner to Kearney's leadership.

During her tenure with Kearney, Bronwyn has received the Tom Kearney leadership award, been selected as one of four global Kearney Originals in 2022, and recognized externally as a HR Diversity Champion in the Global Diversity List 2023. She is also a member of the leadership team for Belonging@Kearney, a three-year Ombudsperson and Mental Health Ambassador, and an ally to numerous diversity networks within the firm.

Being adept and responsive to industry and economic trends is critical for Kearney, where the main asset of the firm is its people. Global Learning plays a key role in ensuring that Kearney consultants and internal functions are at the cutting edge of problem solving, leadership and innovation. This starts internally with Bronwyn's role on the Global HR Leadership Team, which sets Kearney's people strategy in alignment with business objectives.



Bronwyn possesses an innate ability to align emerging economic and industry trends with Kearney's needs. She identifies the trends most likely to have a positive impact on the firm while being practically implementable. For example, her insights led to

Kearney to pioneer game-based learning for new hire orientation and become early adopters of the Degreed learning platform – a flexible, just-in-time asynchronous learning solution that caters to learners when and where they require knowledge or skills.

Externally, Bronwyn is involved in multiple organizations that inform her holistic learning strategy and allow her to keep a close pulse on industry trends. She is an active member of the CLO Community of the World Economic Forum, where she presented “Learning as a Vehicle for Change” to the organization. Bronwyn also actively participates in the Enterprise Leadership Council (“ELC”, part of The Learning Forum), an organization of learning leaders across the professional services industry. With monthly calls and three in person gatherings per year, the ELC allows Bronwyn to share Kearney's innovative ideas and engage with best practices implemented in other professional services organizations.

Bronwyn's close alignment to external trends and her deep internal knowledge of Kearney's business allows her to excel at identifying future trends affecting learning and the broader industry, such as AI advancements, Gen Z's entrance into the workforce, and global political shifts. Her proactive approach ensures Kearney's learning strategies are current, keeping the team prepared, agile and ready to quickly pivot as needed. Her foresight to develop a resilient and flexible learning ecosystem enables Kearney to quickly adapt to new challenges, such as the COVID pandemic and the rapid onset of AI. Her knack for practicality ensures that these strategies remain grounded and relevant to the business.

Bronwyn's unwavering leadership during the COVID pandemic enabled rapid development and implementation of a comprehensive strategy for learning initiatives. Rather than a “lift and shift” of primarily in-person content to virtual, the entire end-to-end global curriculum underwent thoughtful re-design under her leadership, seamlessly incorporating virtual learning principles and formats. The curriculum maintained a high caliber of content to ensure uninterrupted access to critical learning experiences. Even post-pandemic, much of the programming is still offered and frequently sought after by employees, serving as a testament to the quality and impact of the curriculum.

Bronwyn's leadership emanates from a place of forward-thinking innovation. Kearney fosters an entrepreneurial environment of minimal bureaucracy and bold experimentation, and Bronwyn inspires her team to embrace this opportunity to



pioneer new ideas. Her influence is pivotal in shaping the Global Learning team and broader organization toward excellence.

In addition to her visionary thought leadership and adept people management, Bronwyn's strong financial acumen drives the Global Learning function. Grounded in a deep understanding of professional services dynamics, she ensures that each dollar is strategically deployed to yield maximum impact, making every investment count. This approach has earned Bronwyn admiration and respect as a trusted business leader and advisor.

At the request of Kearney leadership, Bronwyn fulfilled the role of Americas Head of HR in both 2018 and 2022. This uniquely equips her to understand the key levers and drivers of the business and how Global Learning aligns with the firm's strategy. Her senior leadership experience, along with her proven record of leading a top-performing team, ensures Bronwyn is viewed by both the CHRO and firm leadership (up to the Managing Partner) as a trusted business partner to the organization. As a result, Bronwyn (and by extension the Global Learning team) is integrally involved in Kearney's major strategic business initiatives.

Bronwyn continuously evolves the Global Learning function in alignment with Kearney's business strategy and objectives. She has a dual focus on short-term execution and long-term vision, ensuring learning is a component of priority business initiatives in the firm. Whether improving firm profitability by increasing lead conversion rates for Partners, strengthening DEI within the organization, or creating connection and community for all employees through learning offerings, Global Learning, through Bronwyn's leadership, is critical to both the business success and cultural environment at Kearney.

With Bronwyn's constant pulse on Kearney's business needs, Global Learning is highly effective in aligning programming with the firm's priorities. For example, a business need was recently identified to strengthen Business Development skills for consultants across all ranks (rather than simply senior ranks). Global Learning quickly developed and launched two new programs for Junior and Manager ranks, effectively equipping a larger population of consultants with the critical Business Development skills required to grow Kearney's overall business.

Her team's adaptability to business needs is further exemplified in its response to Kearney's recent emphasis on analytics and AI skills. Bronwyn championed the development of ancillary analytics learning programs, incorporating Alteryx and PowerBI training into the new hire curriculum with a global roll-out to all Kearney employees. These programs have further enabled Kearney consulting teams to develop impactful, data-driven solutions to complex client challenges.



One of Bronwyn's key strengths is her ability to build, grow and maintain long-term key relationships with stakeholders. This is particularly critical in a partnership, where investment decisions are made by owners of the firm. Bronwyn's ability to connect and engage with key leaders – from units, to practices, to regions – both ensures an opportunity to share the strategies and impact of a strong Learning function, as well as to have first-hand knowledge of the direction of the business. Taking this knowledge back to the wider learning team allows every member to have ownership and be empowered to address business needs within their scope of responsibility.

## **Innovative**

For the past decade, innovation has been at the forefront of Kearney's learning and development function. As a senior member of the Global Learning team, and for the past five years as the function leader, Bronwyn has led Kearney's innovative approach to learning. In 2013, Kearney leadership asked Global Learning to reimagine its potential role at the firm – as a cultural unifier, point of connection and community, and as a development function. New end-to-end curriculums were built for all levels in the firm – beginning at the top with Partners all the way down to junior new hires – with the perspective that a learning function should enable all colleagues to achieve unsurpassed personal and professional growth.

Rather than serving as a transactional function, Global Learning evolved into an internal consultancy to the business. It empowered individuals to identify who they were at their best and understand how to leverage their strengths at Kearney. This not only set Kearney apart from competitors but has also served as a powerful tool for recruitment and retention.

As ambitious, intelligent, motivated high-achievers, Kearney employees prefer active learning, with the ability to customize bespoke portions of their learning journey. Global Learning programs aim to shift participants from the cognitive to the experiential realm, fostering an emotional connection to the content and a clear understanding of the firm's purpose and their personal "why". In-person delivery prioritizes experiences, practice, and feedback rather than a knowledge share with an expert at the front of the room. Time together serves as an opportunity for coaching, peer learning, and application. Bronwyn's team delivers experiences that include creative learning venues, time for reflection and journaling, walk & talks, and a psychologically safe environment for vulnerability.

Prior to the COVID pandemic, more than 90% of learning at Kearney was live, in-person programming. While COVID presented many challenges, one upside was the acceleration of the investment and adoption of hybrid learning as the new norm. Bronwyn, with her extensive background in systems and platforms, has



consistently championed technology and novel ideas to enhance capabilities and drive innovation in learning delivery. In 2010, she spearheaded the implementation of a cutting-edge Learning Management System, integrating multiple legacy systems and diverse tracking methods from around the globe.

Fast forward to present, and Bronwyn's commitment to technology innovation remains steadfast. She actively embraces simulations, AI-supported development tools, and serves as a valuable member of the HR Technology committee. Bronwyn's vision centers on the evolution of learning and development, ensuring alignment with industry developments. Her proactive approach involves exploring new technologies and instructional methods, leveraging conferences, industry networks and team recommendations to keep Kearney's learning initiatives at the forefront of employee development.

Bronwyn's leadership is characterized by a balance of innovation and practicality, fostering a team culture where new ideas are valued and implemented thoughtfully. This participatory approach to innovation ensures that initiatives are not just top-down but are enriched by diverse perspectives, leading to more effective and engaging learning experiences.

Bronwyn is consistently open to experimenting with new technologies in the spirit of advancing learning. She leads with a philosophy of "it's better to try and fail than not try at all." This space for safe experimentation allows the Global Learning function to test different delivery modalities, mechanisms, and instructional approaches, with a focus on bringing learning to each audience in a way that works best for their specific needs and circumstances. This ethos of experimentation empowers the team to push boundaries, explore new horizons, and drive innovative solutions that propel collective growth and success. Kearney's early adoption of the Degreed learning platform, enabling "just in time" learning to support on-the-job development is a testament to this approach.

Particularly for virtual learning development on the team, Bronwyn is always interested in exploring cutting-edge developments in the learning technology space and welcomes conversations with new vendors. She has promoted initiatives including gaming simulations for on-demand learning, ventures into virtual and augmented reality and pilots of AI-driven learning design tools. Her support extends beyond budget allocation to identifying use cases where pilots and trials best align, ensuring the team has the bandwidth and resources to craft end-products. This approach empowers Kearney's learning team to consistently pioneer new technologies and instructional approaches to propel the organization forward.

A prime example of Bronwyn's proactive approach is evident when simulation games gained prominence. Recognizing the potential, she swiftly initiated



collaboration with an external partner to design a game-based simulation, demonstrating her willingness to make significant investments in innovative learning methods. Within a remarkably short timeframe, Bronwyn’s team developed and integrated this innovative simulation into the junior new hire orientation program. As a result, all new hires globally now experience this cutting-edge learning modality, showcasing her commitment to driving innovation in learning and development.

## Culture and Engagement

One of the biggest impacts Bronwyn has had in her role is creating a culture of continuous learning and growth mindset versus the transactional experience for learners that previously existed. She has been instrumental in embedding continuous learning and development into Kearney’s DNA through a comprehensive learning philosophy (see IMAGE ONE), promoting a culture where personal growth is encouraged and supported. She shows a deep understanding of how to foster an environment where employees are motivated to learn, not just for job performance, but for personal growth. Bronwyn champions personalized development paths, emphasizing personal accountability in learning, thereby avoiding a one-size-fits-all approach. She is recognized globally as an authentic and inclusive leader who models the behaviors she expects from her team and other colleagues.

### IMAGE ONE:

There are four core components to Kearney learning philosophy

#### Growth

1

Personal growth is at the heart of our profession, and everyone has a responsibility to learn, grow, and teach.

#### Development

2

Development should deal with the whole person, encompassing the emotional, intellectual, relational and physical domains

#### Strengths

3

Learning should build on strengths and be fueled by personal values, enabling everyone to be their best self, more of the time.

#### Feedback

4

Feedback is essential for remarkable accomplishments and sits at the heart of the apprenticeship model.

KEARNEY





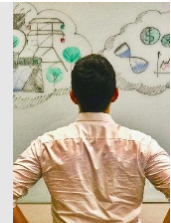
Through her broader role on the Global HR Leadership Team, Bronwyn has played an integral role in three crucial culture initiatives over the past years. The first initiative was working as a member of the Culture Team in 2017/2018, across an 18-month project defining, codifying, and deploying Kearney values throughout the firm (see IMAGE TWO). This was a global initiative led by the CHRO and supported by Bronwyn and the Global Learning team for deployment. Kearney values are now deeply embedded into all aspects of the firm and at the heart of the end-to-end people experience for colleagues (see IMAGE THREE). Not only did Bronwyn play a critical role in the success of this culture initiative, but she is also committed to fully role modeling the values in how she leads the team. In addition, Kearney values are always front of mind in the design and deployment of all programming for learning, creating an inclusive culture of belonging.

## IMAGE TWO:

**Our culture is built on our five values, which serve as a compass for our behaviors and interactions**

### CURIOSITY

- Pushing for innovation
- Being a lifelong learner
- Asking more than telling
- Seeking new and fresh experiences
- Capitalizing on our diversity and uniqueness as people



### GENEROSITY

- Acknowledging others
- Being transparent
- Sharing, not hoarding
- Showing humility & being thankful
- Doing the right thing



### SOLIDARITY

- Collaborating deeply for team success
- Taking collective responsibility
- Acting as one inclusive team
- Getting to know your colleagues on a deeper level
- Putting the needs of the team or partnership in front of your own



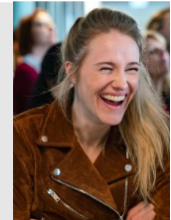
### BOLDNESS

- Having a bias for action
- Taking personal risk & ownership
- Being ambitious for your teams & our firm
- Daring to fail
- Having the courage of your convictions



### PASSION

- Being your best self
- Letting yourself be known on a personal level
- Being all in
- Being present mentally and emotionally
- Having enthusiasm or intense desire for something





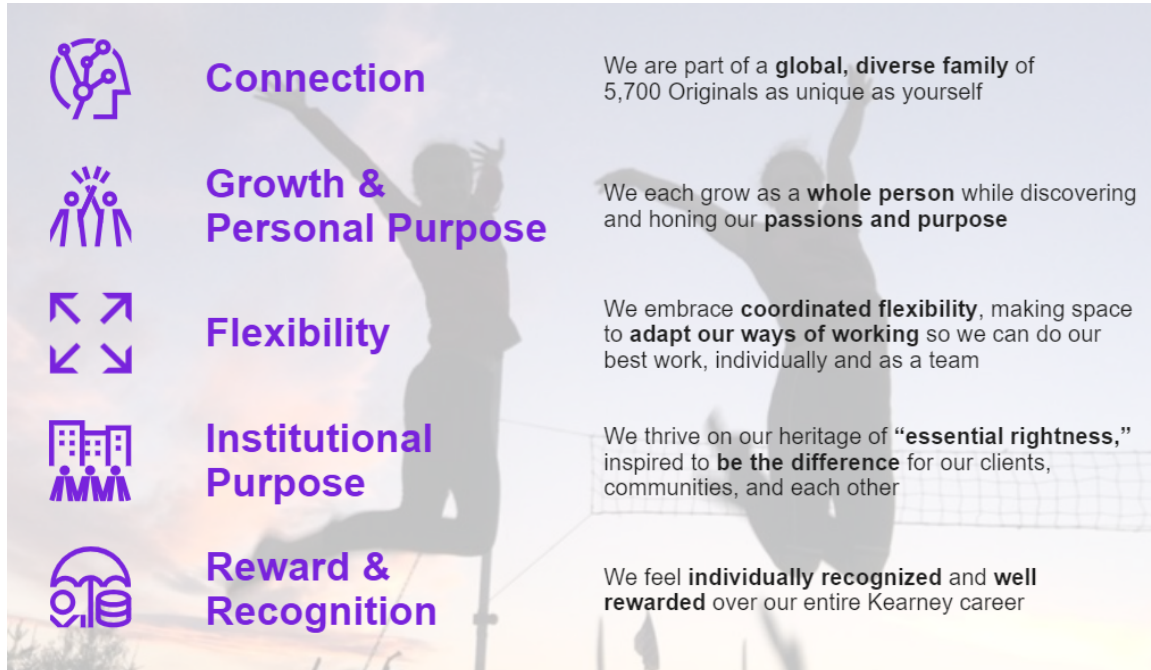
**IMAGE THREE:**



The second initiative is Bronwyn’s involvement in the creation and roll-out of the Kearney Employee Value Proposition, entitled “Why Kearney?” (see IMAGE FOUR). Why Kearney is the compass to Kearney’s global HR strategy, which aspires to deliver sustained excellence over time across all regions and roles. Kearney is known for these five pillars and is making bold moves in these areas to attract and retain great talent. Why Kearney guides where all HR teams, global and local, spend time and resources to maximize employee experience. While Global Learning plays a role in supporting all pillars of Why Kearney, Bronwyn ensures the pillar of Growth & Personal Purpose is at the center of all under the scope of her responsibility.



**IMAGE FOUR:**



Beginning in late 2023 and continuing through to the end of 2024, Bronwyn has taken on co-leadership (with the Global Head of Performance Management) of the largest transformation within Kearney’s history for reimagining Management Services (corporate functions), ensuring the firm is “fit for future” for the continued growth and the expanded complexity of the business. In addition to revamping performance at the end of 2023, Bronwyn designed a new program for all Kearney people leaders globally (~300) entitled “Being a Kearney People Leader”. This one-day in person program is mandatory in 2024 for all MS people leaders, and after the initial launch this year to cover the current population, will be offered at regular intervals as people move into supervisory roles. The most significant portion of the larger transformation is creating and expanding a new rank architecture, designing functional career journeys, and building out respective competency grids for the functions.

Bronwyn is ideally positioned to co-lead the Management Services transformation as this group of colleagues is a group she is passionate about developing in an industry where most resource often goes to client-facing employees. She has contributed to a deep cultural impact by identifying and bringing learning to some of the most underserved populations within the organization. She has been a champion of learning for the Management Services population, a large group comprising over 20% of firm employees (~1500 people globally), that traditionally had very little dedicated learning.



At the time Bronwyn took on the Global Head of Learning role, there was no learning available to this group beyond asynchronous learning through Degreed. Through her leadership and advocacy, Management Services now has a robust, dedicated curriculum of both virtually facilitated and in-person programs ranging for specific skill-based opportunities to broadly encompassing leadership development. Over the past five years, Bronwyn has increased the budget for this critical group by 250%. This investment has included establishing external partnerships with firms such as Bonfire and Hone, and others supporting mental health and wellbeing. She also introduced a bi-annual Management Services Learning Festival, which routinely averages ~300 learnings across two days of programming engaging in over 700 learning hours.

In addition to the cultural and engagement contributions to the wider firm, Bronwyn's leadership has significantly influenced and shaped the learning culture within the Global Learning team itself. Under her leadership, she molded a truly exceptional learning team that is looked upon by other Management Services functions within the organization as a "best in class" for internal coaching, mentoring and ongoing development of team members. This is reflected in low attrition within the team and significantly higher Global Engagement Survey results vs. other groups within the organization. Bronwyn has created a culture within the team in which all members are held accountable for giving and receiving feedback, encouraged to maintain and nurture a growth mindset, and supported in their continual professional development.

## **Results Focused and Achievements**

Since stepping into the role of Global Head of Learning in 2019, Bronwyn has implemented a deeper focus on and rigor with data and metrics, tracking and reporting on achievements to leadership on a quarterly and annual basis. By acting consultatively as a business partner to the units, Global Learning reporting showcases the programs created to address identified skills gaps and pain points, attendance in these programs, and feedback from the sessions, amongst other metrics.

Bronwyn created a Learning Liaison service in 2020 where every unit has a specific Global Learning team member assigned who meets quarterly with unit, regional and HR leadership. The Learning Liaisons leverage an interactive PowerBI dashboard that contains data on learning uptake in detail, by unit, and by rank. This dashboard provides transparency to stakeholders with the ability to explore various data cuts with the level of desired specificity. Data that is reported on includes number of instructor-led programs and classes offered, number of attendees (by region, unit, rank), learning hours, completion, and cancellation rates. For on-demand learning, reporting indicates number of active learners using



learning technologies, number of views for content items, number of completions, number of pathways and plans curated and created for the audience. Through the Learning Liaison service, and other reporting to leadership, Global Learning can showcase progress, and obtain feedback from the business on whether the desired outcomes are being seen in the business. As such, at Kearney ROI is based on learning uptake, reduced cancellation / no shows, and addressing learning needs specific to business units.

Under Bronwyn's leadership, and with the strategy of having a broader reach of learning through hybrid delivery methods, learning hours have grown 335% since 2020 from 20k to 87k in 2023. The number of programs offered per year across all ranks and number of sessions offered for these programs have also grown significantly across the same period, with 116% growth in number of programs (from 89 to 192) and 142% growth in number of sessions (292 to 706). Impressively, while the Global Learning team headcount has grown by only 10% over the past decade, the headcount of the firm has grown by 63%. The team is driving a significant number of programming for a larger business, which continues to grow both organically and inorganically through acquisitions. This has been accomplished by the team upskilling and driving efficiency through technology and aligning team members' strengths with appropriate tasks and responsibilities.

In addition to the overall accountability and responsibility for the business-as-usual end-to-end core curriculum (see IMAGE FIVE), Bronwyn has spearheaded new initiatives in the past five years that have elevated the contributions of the Global Learning team and significantly impacted learners. These initiatives speak to segmenting Kearney's people into discrete populations based on learning needs (where appropriate), supported by Global Learning team members organized by expertise, and empowered to make decisions for each segment (see IMAGE SIX).



**IMAGE FIVE:**

	Core	Core+	Core+ : On-demand	Skills & Capabilities¹	
(S)BA & Associate Manager Principal, Assoc. Partner Partner	<ul style="list-style-type: none"> <li>Consultant's Craft</li> <li>Electives</li> <li>SOP Half-Day Cafes</li> </ul>	<ul style="list-style-type: none"> <li>Power BI</li> <li>Leader-led Learning</li> </ul>	Knowledge and Skills Based Cafés (KSBC)	<ul style="list-style-type: none"> <li>Investing in Your Consulting Skills</li> <li>Skills Academy, Role Academy, Practice Academy</li> </ul>	<ul style="list-style-type: none"> <li>Written &amp; Oral Communications, Analytics, Problem Solving, Interpersonal skills</li> </ul>
	<ul style="list-style-type: none"> <li>Preparing for MGR Success</li> <li>Thriving as a Manager</li> <li>Crafting my Leadership Narrative</li> <li>Rising as a Leader</li> <li>Unlocking my BD Potential</li> </ul>	<ul style="list-style-type: none"> <li>Manager Matters Coaching</li> <li>Mentor as Talent Steward</li> <li>Manager Learning Festival</li> </ul>		<ul style="list-style-type: none"> <li>Degreed Manager Portal</li> <li>Kearney Manager 'How-to' Portal</li> </ul>	<ul style="list-style-type: none"> <li>Leadership Skills, Client Relationships, Business Development</li> </ul>
	<ul style="list-style-type: none"> <li>First Principles</li> <li>Bespoke Assoc. Partner Programs (e.g. NLR)</li> </ul>	<ul style="list-style-type: none"> <li>Café Conversations</li> <li>Service Practice Winning Propositions (SPWP)</li> </ul>		<ul style="list-style-type: none"> <li>Path to Partner Portal</li> <li>SPWP Portal</li> </ul>	<ul style="list-style-type: none"> <li>Transitioning from manager to Leader, developing business as a trusted advisor, understanding the CXO perspective</li> </ul>
	<ul style="list-style-type: none"> <li>Launching the Successful Partner (LSP)</li> <li>Bespoke Partner Programs (e.g. NLR, Phase 2 Coaching)</li> </ul>	<ul style="list-style-type: none"> <li>Café Conversations</li> <li>Service Practice Winning Propositions (SPWP)</li> </ul>		<ul style="list-style-type: none"> <li>LSP Portal</li> <li>SPWP Portal</li> <li>Negotiations, Pricing, and Influence</li> </ul>	<ul style="list-style-type: none"> <li>Developing market potential, negotiations, mentorship</li> </ul>
	Core	Specialized	Function-specific	Self-guided	
<b>Management Services</b>	<ul style="list-style-type: none"> <li>MS Learning Festival</li> <li>Knowledge and Skills-based Cafés</li> </ul>	<ul style="list-style-type: none"> <li>Supervisor 101</li> <li>Supervisor 201</li> <li>Bonfire Women</li> </ul>	<ul style="list-style-type: none"> <li>By Request</li> <li>Examples: MBTI, Leader-led Learning, Function-led Programs</li> </ul>	<ul style="list-style-type: none"> <li>Management Services Learning Plan</li> <li>Learning Ambassadors</li> </ul>	

6 <sup>1</sup> Non-exhaustive

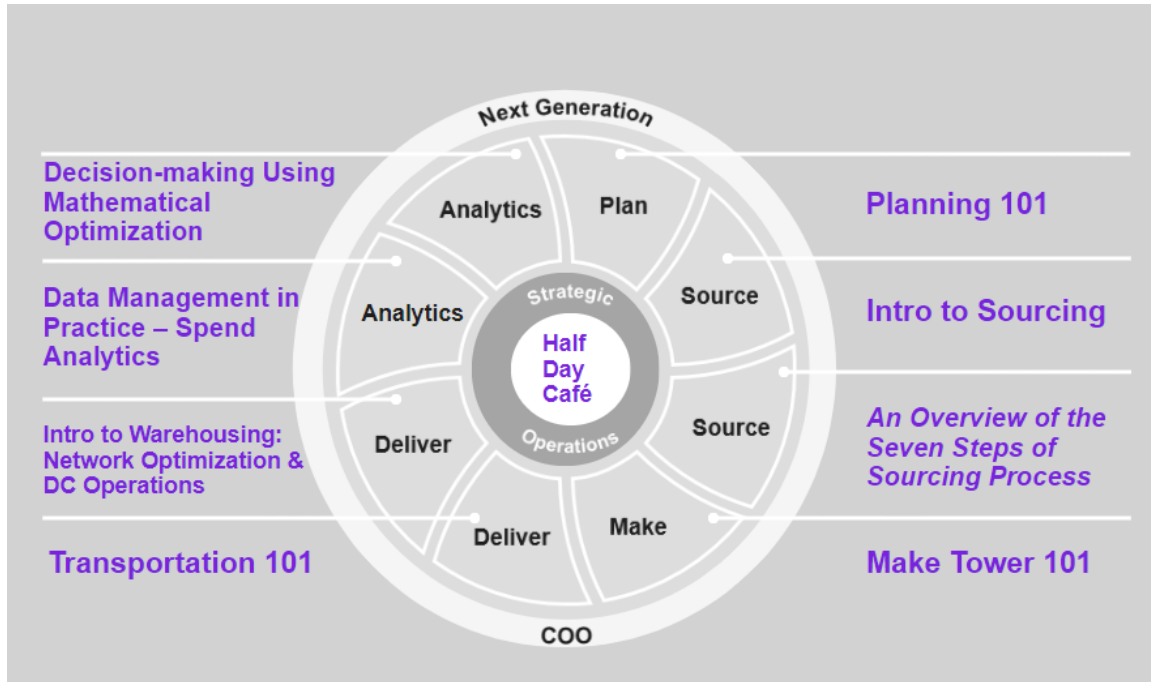
**IMAGE SIX:**

Representative Recent Initiatives	Launch Year / Scope / Size	Outcomes
<b>Next Level Relationships:</b> Partner-level Client Relationship Skills Program	<ul style="list-style-type: none"> <li>2020; Global scope, regional deployment</li> <li>Began as fully virtual, eight, 4-hour sessions across 16 weeks; evolved to a hybrid program with three, 4-hour virtual sessions and a 2.5 day in-person program</li> <li>Over 200 participants across 14 cohorts</li> </ul>	<ul style="list-style-type: none"> <li>"I would recommend this program to a colleague" score of 4.8/5</li> <li>Specific new business won attributed to skills acquired in Next Level Relationships</li> <li>Created a common language among the Partner group for business development</li> </ul>
<b>Knowledge and Skills-based Curriculum with monthly Learning Newsletter:</b> Virtual, instructor led sessions ranging from one to four hours in duration across both soft skills and technical/industry topics	<ul style="list-style-type: none"> <li>2020: Global scope</li> <li>7,100 learning hours</li> </ul>	<ul style="list-style-type: none"> <li>Broader and deeper access to extended learning topics for all in the firm</li> </ul>
<b>Service Practice Winning Propositions:</b> Quarterly virtual, instructor led café conversations with focus on new Kearney offerings	<ul style="list-style-type: none"> <li>2020: Global scope</li> <li>Over 800 Partner, VP, Associate Partner and Principal and Director participants</li> <li>2,900 learning hours</li> <li>Global scope</li> </ul>	<ul style="list-style-type: none"> <li>Firm leaders equipped to serve clients more effectively and broadly by bringing the best of Kearney</li> </ul>
<b>Accelerated Management Services Learning:</b> Functional (e.g., internal functions) programming	<ul style="list-style-type: none"> <li>2021: Global scope</li> <li>3x increase in investment in three years</li> <li>Bi-annual virtual, instructor-led multi-day Learning Festival</li> <li>Bonfire (external Partnership): Women's Leadership Development</li> <li>Hone (external partnership): Supervisor training</li> </ul>	<ul style="list-style-type: none"> <li>Tailored content for non-client facing population</li> <li>Empowerment and ownership of individual learning journeys</li> <li>Ability to build expertise within a function</li> </ul>
<b>Advanced Analytics Training:</b> global roll-out of Alteryx training	<ul style="list-style-type: none"> <li>2021: Global scope</li> <li>3,225 participants</li> <li>13,760 learning hours</li> </ul>	<ul style="list-style-type: none"> <li>Improved consultant efficiency and productivity, reducing burnout and improving Ways of Working (work / life balance)</li> </ul>
<b>Core Consulting Skills Simulation:</b> created with an external partner	<ul style="list-style-type: none"> <li>2022: Global scope</li> <li>937 distinct participants</li> <li>11,625 playthroughs across four modules</li> <li>Each user averages three times per module through the simulation</li> </ul>	<ul style="list-style-type: none"> <li>Allows new consultants to quickly upskill and become project ready</li> <li>Experienced consultants can refresh core skills as needed</li> </ul>



In addition to the above, a key area of impact has been Global Learning’s contributions to Practice Learning, most specifically within the Strategic Operations (SOP) practice. SOP is one of the largest practices at Kearney and the cornerstone of the firm’s overall strategy of large-scale transformations. As such, it is critically important for all new hires to have a broad and deep understanding of the capabilities and skills needed within this space to support client projects as needed. Beginning in 2022, Bronwyn and her team worked consultatively with practice leadership and subject matter experts to develop eight distinct half-day virtual instructor-led café conversations to be completed by new hires within their first year with the firm. Each café is a combination of knowledge share, application and practice, and the opportunity to network with senior members of the practice (see IMAGE SEVEN). Not only does this embed the learning into the consulting ranks, but it also supports the apprenticeship model core to Kearney’s culture. All eight sessions contribute to the learning journey of SOP, which is “Next Gen COO”, where consultants imagine themselves in the role of the client COO. Since inception, 423 consultants have completed 5,125 learning hours.

**IMAGE SEVEN:**



A second significant initiative has been the establishment of a Digital Learning focus within the Global Learning team. These team members are responsible for staying on the cutting edge of new technology, amplifying the learning systems for maximum deployment, and working as subject matter experts to colleagues in



developing engaging on-demand learning. One aspect of Digital Learning was the creation and curation of Skills, Practice and Role academies within Kearney's learner experience platform, Degreed. As Kearney moves into the future, Bronwyn is leading this group to make key decisions around AI learning. These encompass learning for the team itself with content development tools, learning for colleagues who will use AI within Kearney, and learning to prepare consultants to be client-ready with both knowledge and skill.

As a private partnership, Bronwyn is accountable for consistently and repeatedly demonstrating the impact of the Learning function to the business. Demonstrated excellence by the team on both the core curriculum and new initiatives is expected from the business, and Bronwyn both encourages, role models and promotes high achievement in all the team does. She strategically incorporates new initiatives into the company's core business strategies by truly understanding the drivers of the business. Combined with her innovative drive and collaborative leadership, this has notably advanced the company's investment in, and commitment to, learning and development.

## **Overall**

Bronwyn's leadership is characterized by her unwavering vision for the future of learning and development within Kearney. She has successfully guided the Global Learning team in charting new territories and redefining industry standards. Under her guidance, the team has developed end-to-end curriculums for all employees, incorporating asynchronous, digital, virtual live, and in-person programming to cater to diverse learning needs. This has contributed to the overall culture of the firm and is the touchstone for embedding the five Kearney values. Bronwyn takes a holistic approach to learning that serves the needs of both the business as well as the employees of Kearney (see IMAGE EIGHT and IMAGE NINE).





**IMAGE EIGHT:**

**Fueling Growth Through Learning**



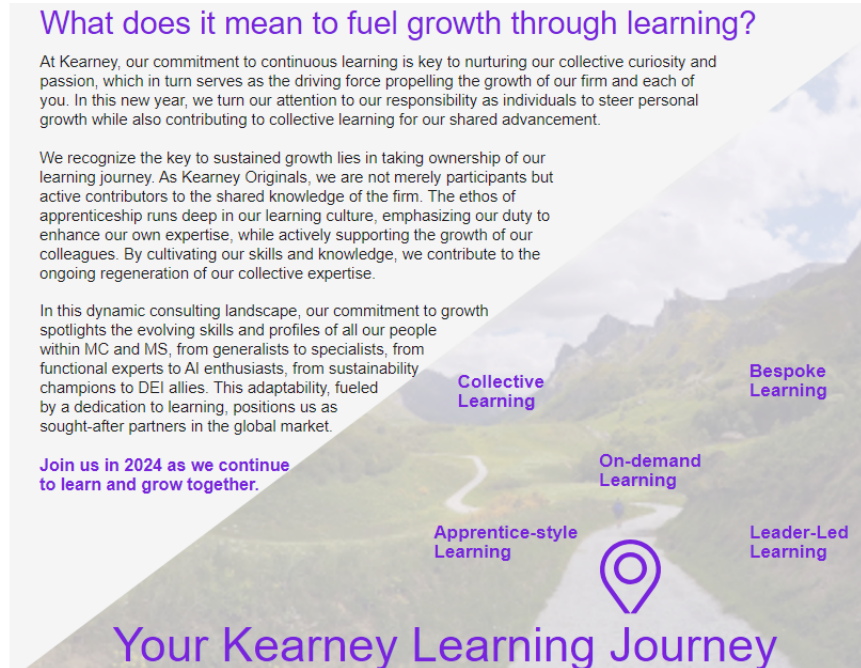
**What does it mean to fuel growth through learning?**

At Kearney, our commitment to continuous learning is key to nurturing our collective curiosity and passion, which in turn serves as the driving force propelling the growth of our firm and each of you. In this new year, we turn our attention to our responsibility as individuals to steer personal growth while also contributing to collective learning for our shared advancement.

We recognize the key to sustained growth lies in taking ownership of our learning journey. As Kearney Originals, we are not merely participants but active contributors to the shared knowledge of the firm. The ethos of apprenticeship runs deep in our learning culture, emphasizing our duty to enhance our own expertise, while actively supporting the growth of our colleagues. By cultivating our skills and knowledge, we contribute to the ongoing regeneration of our collective expertise.

In this dynamic consulting landscape, our commitment to growth spotlights the evolving skills and profiles of all our people within MC and MS, from generalists to specialists, from functional experts to AI enthusiasts, from sustainability champions to DEI allies. This adaptability, fueled by a dedication to learning, positions us as sought-after partners in the global market.

Join us in 2024 as we continue to learn and grow together.



4 KEARNEY

**IMAGE NINE:**

<p><b>Collective Learning</b> </p> <ul style="list-style-type: none"> <li>– Encompasses live facilitated learning</li> <li>– In-person programs will be offered either regionally or locally in offices</li> <li>– Connected classrooms will bring learners together in local offices, connecting them to other regional offices with virtual facilitation</li> <li>– Fully virtual programs will continue and will complement in-person offerings</li> </ul>		<p><b>Bespoke Learning</b> </p> <ul style="list-style-type: none"> <li>– In-person, office, unit, or project level learning programs, customized to a specific learning need</li> <li>– Global Learning to act in an advisory role to office/unit/project leadership on program planning, design, and delivery</li> <li>– Budget allocation by units or project teams with incurred costs dependent on needs (e.g., catering, travel, venue, facilitation)</li> </ul>
<p><b>Leader-led Learning</b> </p> <ul style="list-style-type: none"> <li>– In-person, local (office or project level) leadership-driven learning programs using pre-developed content from Global Learning (e.g., "Learning in a Box")</li> <li>– Ten programs currently deployed, 90 minutes to 3 hours in length</li> <li>– Local leadership to select program and facilitate</li> </ul>	<p><b>On-demand Learning</b> </p> <ul style="list-style-type: none"> <li>– Offerings organized into directories to provide role- and skill-based learning, as well as practice learning</li> <li>– Learning designed in collaboration with practices and functions to meet specific learner needs</li> <li>– Access to premium content from preferred providers, e.g., Udemy</li> <li>– Monthly themed learning libraries featured in Learning newsletter to promote new and relevant learning</li> </ul> 	<p><b>Apprentice-style Learning</b> </p> <ul style="list-style-type: none"> <li>– Experiential project-based learning and peer-to-peer learning are fostered and highly encouraged</li> <li>– Learning groups are designed to learn from each other's real-world experience, under the guidance of professional coaches</li> <li>– Executive coaching for select individuals</li> <li>– Mentor training to elevate mentor/mentee relationships; apprenticeship training to equip mentees to tap into just-in-time coaching and feedback</li> </ul>



A core aspect of Bronwyn's leadership approach is her commitment to empowering others. She recognizes the potential in every individual and fosters a culture of trust, collaboration, and accountability within the team and with all Kearney colleagues. Her belief that everyone has a role to play in their own development, supported by the curriculum built by Global Learning, creates a culture of continuous learning built on individual strengths. Through program facilitation, mentorship, and coaching, she has nurtured talent and inspired her colleagues to achieve their fullest potential, leading to enhanced productivity and organizational success.

Bronwyn is deeply committed to fostering inclusivity at Kearney and has recently worked with the Global Head of DEI to review the entire Kearney curriculum through a lens of inclusive leadership. She has championed initiatives to celebrate diversity and ensure that every voice is heard and respected. By creating an environment where all employees feel valued and included, Global Learning programs have provided a psychologically safe platform for participants to show vulnerability, learn from each other, and have opportunity for reflection and growth.

As a senior leader in the firm, Bronwyn approaches every interaction with empathy and a sense of curiosity. She creates a supportive work environment where individuals feel valued and motivated to contribute their best – whether it is on her team or more widely at Kearney. Her leadership style has forged strong bonds with stakeholders, community and support with peers and fostered a culture of belonging. Her leadership is characterized by her innovative approach to learning and development, where she embraces new technologies and instructional methods to enhance learning experiences to stay current with industry trends. By fostering a culture of experimentation and innovation, she empowers her team to push boundaries and drive impactful solutions.

Through her experiences at Kearney, Bronwyn has developed a deep understanding of the link between learning initiatives and business strategy, and actively aligns the work her team does with core business goals. Her practical and strategic mindset, combined with her collaborative approach, have positioned Global Learning as a true business partner within the firm. Bronwyn is steadfastly committed to continuous improvement and excellence in all aspects of her leadership and the work her team does. She fosters a culture of learning and growth within the team itself, encouraging feedback and supporting ongoing professional development. Her focus on data-driven decision-making and accountability ensures that the team consistently delivers high-quality learning experiences.

Bronwyn's leadership has a profoundly positive impact on Kearney, transforming the learning and development landscape of the firm and driving organizational



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CASE STUDY

success. Her visionary outlook, commitment to empowerment, and innovative approach have positioned the Global Learning team as a strategic asset within the organization. She is highly regarded by her colleagues, sought after for her expertise for internal consultancy and client work, and recognized by firm leadership as a role model of leadership.



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