

## Current Position Description and Information

Name: William Shepherd, PhD

Title: Director of Enterprise Learning and Development at The Wendy's Company

Current Affiliation: The Wendy's Company

Highest Degree Obtained: PhD

Field or sub-discipline (i.e., I/O Psychology, Neuroscience, Social, Clinical): Industrial and Organizational Psychology with a minor in Quantitative Psychology at Bowling Green State University.

- 1. Please provide us a short description of your current position, and the work you do on a daily basis. This will be made available to the attendees on a handout as part of the webinar resources (no more than 250 words is needed):**

As Director of Enterprise Learning and Development at The Wendy's Company, my team has responsibility for: (a) Wendy's University which provide training & performance support to the entire organization and (b) employee development systems and processes to improve individual, team, and organizational effectiveness. For training, the work includes:

- **Analyze** - Define and prioritize business needs through consultation with organizational leaders
- **Design/Develop** - Create a broad variety of performance support resources
- **Deliver** - Facilitate live and recorded, in-person and virtual performance support sessions
- **Implement/Evaluate** - Provide on-demand access to performance support content; analyze effectiveness

For employee development systems, the work includes a variety of individual, team, and organizational Interventions including:

- **Individual-focus** - Systems and tools to assess and improve individual capabilities, such as personality inventories, 360 feedback processes, performance evaluations, individual development, and executive coaching
- **Team-focus** – Systems and tools to assess and improve team performance, such as team-based tools to assess conflict, cooperation, communications
- **Organizational-focus** – Systems and tools to assess and improve organizational performance, such as employee engagement surveys, succession planning, and people analytics to link human capital to organizational performance

In addition, I spend a significant amount of time on general managerial and administrative functions including developing strategy and tactics, budgeting, supervisory activities, and attending cross-functional meetings.

- 2. In your current job, are there other titles/roles for people doing similar work at other organization, universities, or companies? If so, what are those titles/roles?**

Director/VP of Talent Management or Organizational Effectiveness or Organizational Development or People Capability

- 3. What skills and abilities did you learn in your training (i.e., graduate school, postdoctoral experience), do you find are most useful in your job/career?**

I spent four years on-site at Bowling Green State University where I had the benefit of excellent professors who used a scientist-practitioner model to deliver rigorous training on core psychological concepts as well in-depth quantitative and psychometric training. I also worked on multiple applied projects with organizations and had two internships.

## Career Pathway and Past Experiences

- 4. How did you get the job you are currently in? Please provide a brief history of your career path/journey.**

As part of graduate school, I had the opportunity to participate in over a dozen consulting projects with various organizations. I also had two on-site internships – one with a Fortune 500 organization and another with a large HR consulting firm. I started my career at Verizon in the Employee Selection and Capability group where I worked with a half dozen other I-O psychologists. I then worked for six years at an HR consulting organization with over 100 peer I-O psychologists. I then worked internally as Director of Training and Organizational Development for a financial services organization. Based on these experiences and my network, I began working in my current job at Wendy's.

- 5. If someone wanted to follow a similar career path to your own, how would you suggest going about it?**

I would recommend attending SIOP's annual conference in the Spring as well as SIOP's Leading Edge Conference in the Fall. Both offer multiple opportunities for Continuing Education credit.

**6. Are there specific resources for open positions in your career field, and if so what are they?**

I recommend the [www.siop.org](http://www.siop.org) website which has a job board. Also, SIOP members have access to a variety of great career and continuing development resources for I-O practitioners.