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# KAREN ADLER FEELEY, MBA, PMP

ARLINGTON, VIRGINIA 22202

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## **Career Achievements**

### ***Instructional Design: Translated complex topics into understandable, actionable, and enjoyable training by:***

- Conducting needs assessments and developing training strategies to guide organizations in creating and delivering blended-learning training programs to geographically-dispersed audiences ranging in size from 150 to 600,000 learners on the following topics:
  - Financial literacy
  - Women's entrepreneurship
  - Socially sustainable, affordable housing
  - Good agricultural practices
  - Business management
  - Testing and evaluation processes
  - Online university applications
  - SAP
- Researching and analyzing complex, specialized source material and conducting Subject Matter Expert (SME) interviews as part of designing and developing instructor-led courses, webinars, videos, and self-study e-learning on the following topics:
  - Accounting basics
  - Banking products for international trade
  - Construction safety
  - Consulting skills
  - Conversion of classroom to online training
  - Digital marketing
  - Diversity, inclusion, equity
  - Engineering testing and evaluation procedures
  - Financial audits
  - Financial literacy
  - Gender equity
  - Grant application reviews
  - Graphic facilitation
  - GSA schedules
  - High performing work teams
  - Holding difficult conversations
  - Intelligence gathering
  - Intelligence reports
  - Internal consulting
  - Matrix organizations
  - Marketing
  - Muslim American culture
  - Online facilitation skills
  - Performance evaluations
  - Pivoting business model for pandemics
  - Project management
  - Sexual assault and harassment prevention
  - Sikh American culture
  - Stakeholder communications
  - Strategic planning
  - Time and expense systems
  - Train-the-developer
  - Train-the-trainer
  - Transitioning to management
- Conceptualizing, strategizing, designing, developing, and contributing to the creation of an international standard for training services in emerging markets. Built IFC's Grow Learn Connect platform, which includes a compendium of global best practices for conducting training projects in emerging markets (including enhancing gender equity in training programs), a series of online and in-person courses to teach the best practices in the entire training lifecycle, a series of related certifications, a website and network to connect training service providers around the globe with companies buying training-related services.
- Designing, reviewing, developing and managing development of self-study web-based training (WBT), webinars, and video e-learning courses for more than 100 projects for various audiences.
- Reviewing and assessing existing technical assistance (TA) documentation, websites, webinars, and training material on recapitalization of loans for affordable housing property preservation (HUD Section 236), environmental reviews for Community Development Block Grants (CDBG), managing subrecipients on CDBG projects, and enforcing Fair Housing laws. Advising on how to improve readability and instructional design soundness for improved ease of use. Recommending new formats, tools, self-study, and face-to-face training programs which were accepted by the US Department of Housing and Urban Development (HUD). Editing TA documentation for clarity and instructional design soundness.
- Advising, guiding, and mentoring less experienced instructional designers and subject matter experts in the creation of effective training material for subjects including promissory note funding, affordable housing preservation requirements, and assessments of business maturity.
- Reviewing, assessing, and comparing existing training curricula to determine which programs to keep and recommending improvements to increase user acceptance, retention, and application on topics related to growing and managing one's own business.

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## ***International Capacity Development: Improved entrepreneur's and smallholder farmers' livelihoods by:***

- Conducting needs analyses, developing training strategies, and designing no-electricity, limited-paper training on financial literacy and good agricultural practices for hundreds of thousands of marginally literate farmers with limited access to technology as part of multi-year development projects for the following crops and countries:
  - Cocoa (Cote d'Ivoire)
  - Coffee (Jamaica)
  - Corn (Tanzania)
  - Eucalyptus (India)
  - Fertilizer (India, Indonesia)
  - Poultry (Zimbabwe)
  - Produce (India)
  - Rice (Philippines, Cambodia)
  - Tea (Kenya)
- Training and mentoring new, local training providers, agronomists, local agricultural extension workers, university professors, and financial industry staff in instructional design, active learning principles, and active training techniques so they could on-train extension workers, farmers, bank staff, or micro and small entrepreneurs on business, financial management, or agricultural practices.
- Developing training for Micro-, Small, and Medium Enterprises (MSMEs), including women-own MSMEs, on strategic planning, marketing, financial management, and bank products.
- Scripting and storyboarding videos for micro, small, and medium enterprises (MSMEs) on financial literacy and on bank products that facilitate in international trade for MSMEs in Georgia, Ukraine, and Sri Lanka.
- Designing and developing face-to-face training, on financial management, loan preparation and management, and marketing for Kenyan bank customers who are micro, small, and medium enterprises (MSMEs), and especially women-own MSMEs.
- Peer-reviewing the structure and content of instructor-led courses and self-study workbooks on business planning, accounting and finance, marketing and sales, human resources, technology planning, and ranching.
- Designing and developing a training strategy, curriculum, and capacity building approach for assessing and coaching real estate developers on business processes and sustainable housing development.

## ***Project Management: Successfully managed projects to prepare employees for transitions to new systems by:***

- Spearheading the development of 50 innovative instructor-led and web-based courses and learning aids for more than 300,000 geographically-dispersed US Department of Defense (DoD) personnel who were transitioning from the "GS" system to two new performance-based systems called National Security Personnel System (NSPS) and Defense Civilian Intelligence Personnel System (DCIPS).
- Recruiting, training, and building in one year the training line of business to a team of 30 full-time and contract trainers, instructional designers, coordinators, and editors who successfully taught more than 300,000 line workers, mid-level managers, and senior executives about NSPS and DCIPS.
- Creating and managing budgets and work plans, resolving issues, analyzing needs, developing strategies, editing documents, onboarding team members, and interfacing with client subject matter experts and leaders, for at least 80 separate training projects valued at \$125,000 – \$1.7 million with teams as large as 27 members. Delivered all project deliverables on time, in budget, in scope, and with high customer satisfaction.
- Serving as Condominium Board President for a 32-unit condominium complex, including creating a 5-year budget, instilling processes to improve Board performance and establish smooth transitions to new board members, rebuilding a sense of community, recruiting owners to serve on committees, finding financing to support renovations of public areas and the elevator, reviewing vendor bids, managing to a budget, and resolving conflicts, providing ongoing communications and updates amongst owners.
- Creating and administering questionnaires and focus groups, evaluating results, developing strategies to improve organizational processes, service offerings, and employee satisfaction for large-scale organizational transformation projects in private, public, and non-profit organizations.

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## ***Training and Facilitation:*** *Built skills and assisted in clients' programmatic redesigns by:*

- Facilitating workshops to all levels of employees from line workers to senior executives on the following topics:
  - Adult learning theory
  - Agricultural cooperatives
  - Business management skills
  - Communication skills
  - Delegation
  - Difficult conversations
  - Diversity and inclusion
  - Financial literacy
  - Gender inclusion
  - Goal setting
  - Instructional design
  - Inter-personal networking
  - Managerial skills
  - Muslim American culture
  - Online facilitation skills
  - Performance management
  - Project management
  - Risk taking
  - SAP and other enterprise resource planning systems
  - Sikh American culture
  - Strategic planning
  - Train the trainer
  - Transitioning to management

## **Clients Served**

- Accenture
- Adaptec
- American Management Association
- Barry Callebaut
- Bozzuto
- Bayer Crop Science
- Bristol Myers Squibb
- California Independent Systems Operator
- Commercial Bank of Ceylon
- DSA, Inc
- Farm To Market Alliance
- Foremost Farms
- Grace Kennedy
- Hyundai Electronics America
- Ice Cream Partners
- International Finance Corporation
- International Labor Organization
- IBM
- JK Paper
- Kenya Commercial Bank
- Kenya Tea Development Agency
- LIUNA
- Mars
- MGM
- National Foods
- Navigation Arts
- Nike
- ProFeeds
- Scope Insight
- Stanbic Bank (Kenya)
- Storagetek
- Syngenta
- TBC Bank, Georgia
- The Common Application
- US Architect of the Capitol
- US Air Force
- US Army
- US Bureau of Engraving and Printing
- US Central Intelligence Agency
- US Defense Intelligence Agency
- US Department of Defense
- US Department of Housing and Urban Development
- US Department of Justice
- US Department of Labor
- US Department of State
- US General Services Administration
- US Marine Corps Systems Command
- US National Geospatial Intelligence Agency
- Vodacom
- Wells Fargo Bank
- World Bank Group

## **Employment History**

- 2009 – Present **Comprehensive Learning Solutions, LLC** President
- 2005 – 2009 **Dougherty & Associates, Inc.** Director of Training
- 1996 – 2005 **IBM (formerly PricewaterhouseCoopers Consulting)** Principal Consultant
- 1990 **Kraft General Foods/Tianmei Foods (China)** Trainer
- 1989 – 1990 **Tianjin Institute of Technology (China)** English Teacher

## **Awards**

- International Finance Corporation's Knowbel Prize for IFC projects that deliver high-impact knowledge-sharing services to clients. 2021.
- National Spasmodic Dysphonia Association's Dot Sowerby Pioneer Award for promoting education about Spasmodic Dysphonia. 2016.

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## Publications

- *The Wiley Handbook of Global Workplace Learning. First Edition.* Reviewing editor. Wiley Blackwell Publishing. July 2019.
- “Leadership and Defiance.” *Training & Development.* May 2011.
- *Easier Done than Said: Living with a Broken Voice.* National Spasmodic Dysphonia Association. 2008.
- *Project 20/20: The Experiment.* Lulu Publishing. 2006.
- “Taming the Performance Bell Curve.” with Paul Swiercz. *Training & Development.* October 1997.

## Conference Presentations

- *Engaging and Building Partnerships with Muslim Americans and Sikh Americans.* Presentation at 2018 International Association of Chiefs of Police Conference. Orlando, FL.
- *Make Your Contacts Count: Networking Know-How.* Presentation at 2018 Project Management Institute – Baltimore Chapter – Professional Development Conference. Baltimore, MD.
- *Communicating with Clients.* Presentation at 2014 Project Management Institute –Baltimore Chapter – Professional Development Conference. Lutherville, MD.
- *Workforce Wisdom: Tying Training to Transformation.* Presentation at 2009 Training Officers Consortium. Williamsburg, VA.

## Education and Certifications

- M.B.A., Human Resources Management (Learning & Development), George Washington University.
- B.A., Chinese Area Studies, American University, *magna cum laude*, Honors with High Distinction
- Top Secret security clearance

