



Adam Mullen, MBA, CSSC-CSSBB

Career Themes, Program Design  
Work, and Notable Achievements

# Major Professional Roles

---

- Nonprofit fundraising campaign manager: ~2 years
- Complex issue and client escalation manager: ~2 years
- Process improvement and process design manager: ~2 years
- Program designer, manager, and implementation coach: ~3 years
- Small business cofounder and leader: ~4 years (part time; concurrent)
- Leadership development manager and instructor: ~2 years
- People analytics manager and data analyst: ~1 year (current role)

*Not listed: ~6 years of part-time work in foodservice and retail*

# Program Design & Process Improvement

---

2017 ATHENAHEALTH  
CUSTOMER SUCCESS:  
PUSHING BOUNDARIES  
AWARD

2018 EXTRA MILE AWARD

2018 ATHENAHEALTH  
CUSTOMER SUCCESS:  
RADICALLY SIMPLE AWARD

2020 COVEO INDUSTRY  
LEADER AWARD



# My approach for lasting impact: Human-centered focus + tech enablement

---

Programs and subprograms designed with a human-centered focus

- Knowledge-Centered Service (KCS) program design and implementation for 500+ support agents
  - Customer self-service design, implementation support, and continuous improvement
  - Gamification design, implementation, and coaching
  - Support tier 1/2/3 workflow redesign
- Human Resources KCS program design, implementation, coaching, and support
  - Accelerated peer coaching and QA program design and implementation

Tech enablement projects leveraged to accelerate progress within programs:

- Salesforce Lightning platform upgrade
- Coveo search integration, optimization, tuning, and enhancement planning
- ServiceNow workspace upgrade and user-focused workflow enhancements
- Jira-based Agile operating model design and transformation support
- Microsoft Viva Glint technical migration

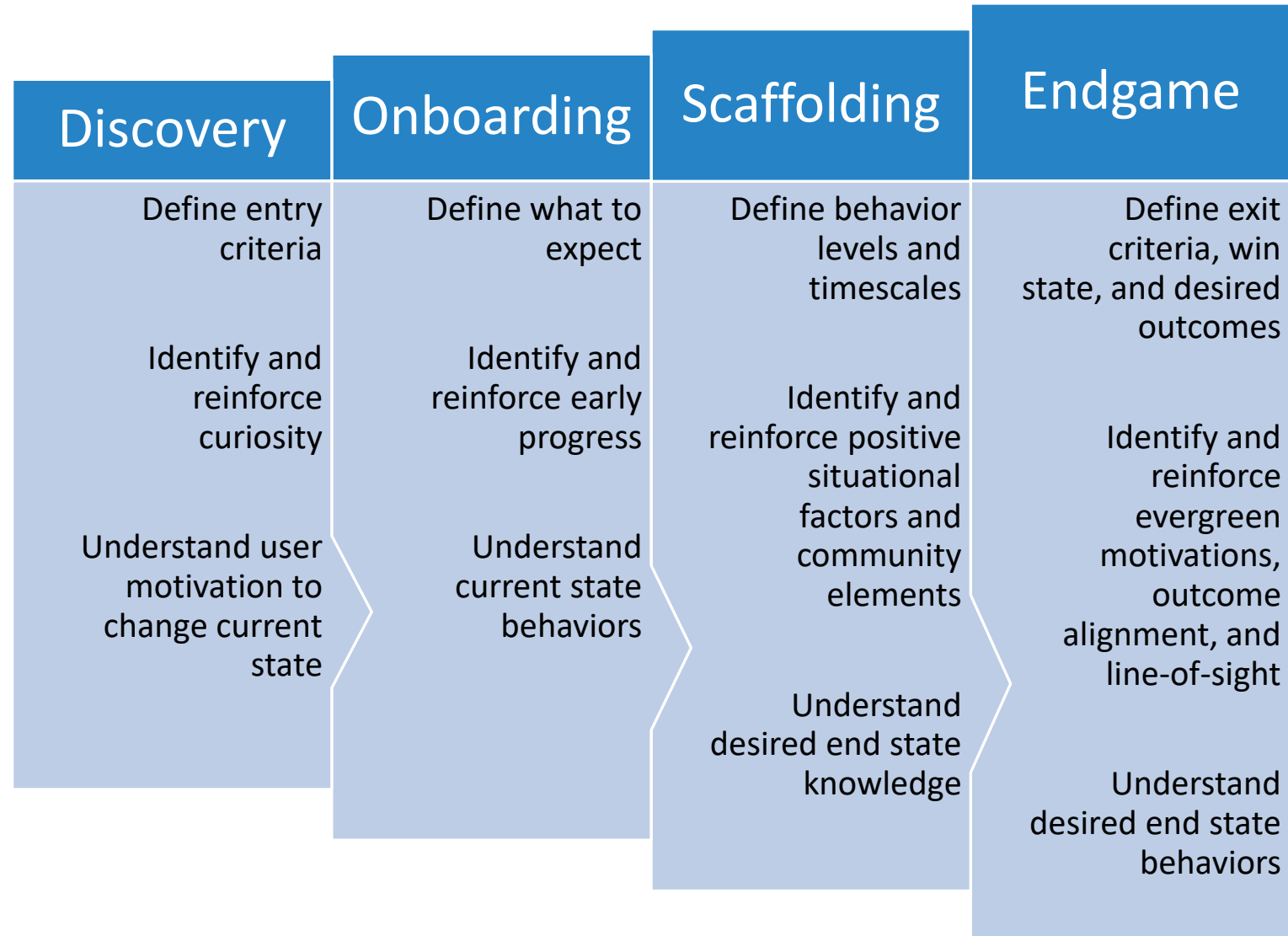
# High-level gamification design schema

Adapted and deployed to shift user behaviors to more fully align with organizational and program goals

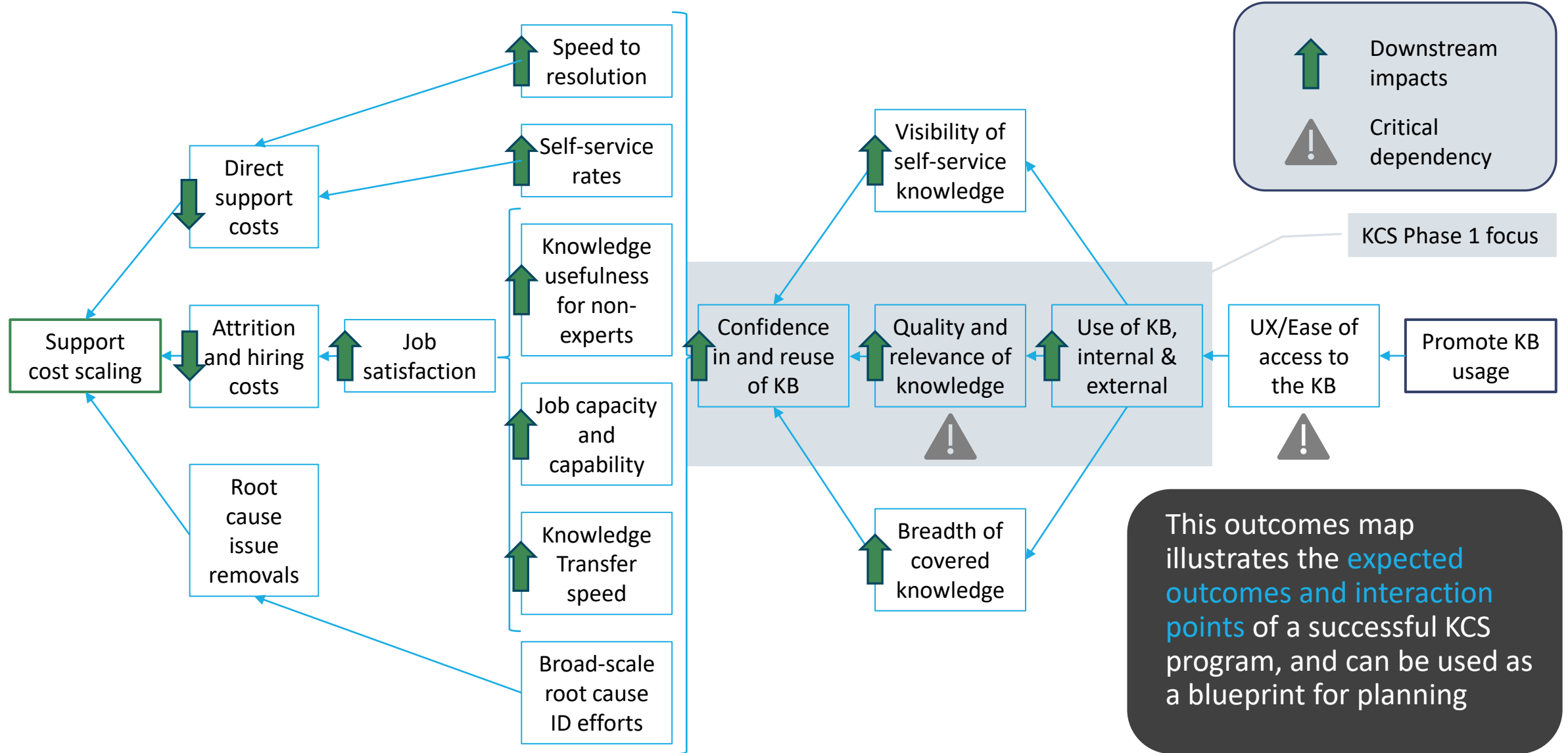
Highly effective and flexible

Very successful when paired with motivational assessments and frameworks

Designed instances for knowledge management and leadership development



# High-level program outcomes map: KCS example





# Leadership development, instructional design, and active facilitation

200+ HOURS OF ACTIVE FACILITATION

94% COURSE RECOMMENDATION RATE

1,300+ COURSE ATTENDEES

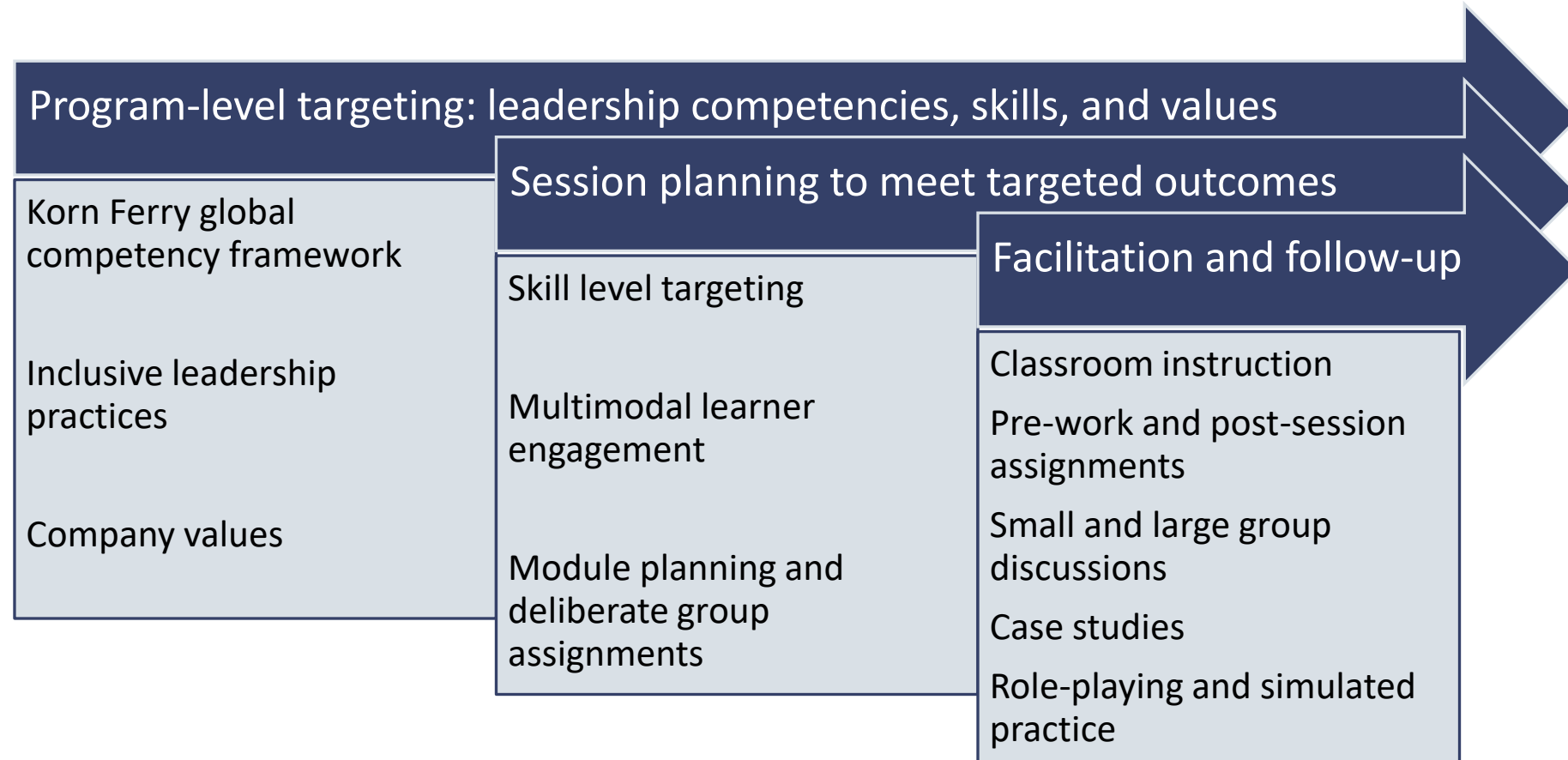
30+ PERSONAL THANK-YOU MESSAGES  
RECEIVED FROM ATTENDEES

# High-level program schema: Competency-based Leadership Development

---

The newly-redesigned Leadership Development program was offered in the U.S. and India, with two live instruction options:

- Virtual option: 5 two-hour sessions over one week
- In-person option: 3 four-hour sessions (with breaks) over two days



# High-level session planning:

## Session 2 – *Acts Courageously* competency

---

Each session was designed with a focus on 1-2 target competencies and the associated behaviors and skill levels

Detailed activity-level planning followed, and was adjusted based on feedback

Topics	Content Areas	Modalities
<ul style="list-style-type: none"><li>• Psychological Safety</li><li>• Leading Inclusively</li><li>• Handling adversity in the workplace</li><li>• Integration and application of previous module's content to the current module</li></ul>	<ul style="list-style-type: none"><li>• Dr. Amy Edmonson's work on Psychological Safety</li><li>• Leading with empathy</li><li>• FranklinCovey Team Talks material on inclusive leadership and unconscious bias</li><li>• Real-world examples and experience sharing</li></ul>	<ul style="list-style-type: none"><li>• Small group breakout sessions</li><li>• Large group discussions</li><li>• Watch, reflect, and discuss</li><li>• Active instruction</li><li>• Action planning</li></ul>

# Course measurement and impact designs based on LTEM

LTEM: Learning-Transfer Evaluation Model developed by Will Thalheimer

This measurement framework improves on the Kirkpatrick method for learning evaluation, and helped us clarify points of intervention and adjustment

## Tier 8: Effects of Transfer

- Evaluating the broader, organizational impact of the course
- *Example measurement: 365-degree feedback on skill application and impact*

## Tier 7: Transfer to Job

- Determining if learners are applying the learning and course skills to their work
- *Example measurement: post-completion job impact focus group*

## Tier 6: Skill Competence

- Confirming the learners can carry out the course skills effectively
- *Example measurement: role-playing scenario assessment*

## Tier 5: Decision Competence

- Evaluating learners' judgment and decision-making skills related to the course content
- *Example measurement: case study recommendation quality*

## Tier 4: Knowledge and Recall

- Ensuring learners have retained the essential information from the course content
- *Example measurement: learner-driven recap of previous module content*

## Tier 3: Learner Confidence

- Gauging learners' perceived readiness and motivation to apply the course skills
- *Example measurement: post-session survey*

## Tier 2: Learner Participation

- Actively engaging learners with their groups, the class, and with the course content
- *Example measurement: participation in team-based assignments*

## Tier 1: Learner Attendance

- Working to confirm registrations and full course attendance
- *Example measurement: Attendance data (virtual, in-person)*

# Data science, decision support, and automation

---

DATA EXTRACTION,  
MODELING, AND  
VISUALIZATION FOR  
EXECUTIVE LEADERSHIP

STATISTICAL ANALYSIS  
AND REPORTING  
AUTOMATION

DECISION  
RECOMMENDATIONS  
FOR BUSINESS  
PROGRAMS



```

Sub RandomSelect()
' Random selection macro
' Takes a data selection, copies it, and randomly sorts t
' Keyboard shortcut: Ctrl+Shift+R

Dim SampleSize As Long
SampleSize = InputBox("How many values would you like in
    Selection.Copy
    Sheets.Add After:=ActiveSheet
    Selection.PasteSpecial Paste:=xlPasteValues, Operatio
        :=False, Transpose:=False

Dim lr As Long
lr = Cells(Rows.Count, "A").End(xlUp).Row
Range("B1").Select
Application.CutCopyMode = False
ActiveCell.Formula = "Random Number"
Range("B2").Select
ActiveCell.Formula = "=RAND()"
Selection.AutoFill Destination:=Range("B2:B" & lr)
Range("A1:B" & lr).Select
ActiveSheet.Sort.SortFields.Add2 Key:=Range( _
    "B2:B" & lr), SortOn:=xlSortOnValues, Order:=xlAs
With ActiveSheet.Sort
    .SetRange Range("A1:B" & lr)
    .Header = xlYes
    .MatchCase = False
    .Orientation = xlTopToBottom
    .SortMethod = xlPinYin
    .Apply
End With
Range("B2:B" & lr).Copy

```

```

participants_only = participants_only.drop(columns=["Role"])
participants_only.insert(
    loc=2,
    column="c_minutes",
    value=0,
)
for i, hours in participants_only.iterrows():
    match = re.search(pattern="h", string=participants_only["In-Meeting Duration"][i])
    if match:
        conv_to_minutes = int(match.string[0]) * 60
        participants_only.at[i, "c_minutes"] += conv_to_minutes

for i, minutes in participants_only.iterrows():
    match = re.search(pattern=r".{0,2}m", string=participants_only["In-Meeting Duration"][i])
    try:

```

Scripting with Python and VBA  
reduced deliverable timelines  
by over 50%...

...and adding Power BI data modeling and  
visualization greatly reduced manual reporting needs



# Small business leadership, support, and growth

---

PROFITABLE IN 11 MONTHS

\$140K+ PEAK GROSS ANNUAL  
REVENUE

2 VENTURES AND 1 *INNOVATE  
FOR MAINE* FELLOWSHIP PAID  
INTERNSHIP



# Thank you

---

Adam Mullen

[chefsharp9@gmail.com](mailto:chefsharp9@gmail.com)

(207) 659-0598

[linkedin.com/in/mullenadam](https://www.linkedin.com/in/mullenadam)

Fairfield, ME