General Mills, Inc., and Wyeth Pharmaceuticals are the newest inductees into the Training Top 10 Hall of Fame. They join the ranks of the seven companies named to the hall since its inception in 2008. These nine companies held Top 10 spots in the Training Top 50, Top 100, and now Top 125 rankings for four consecutive years. General Mills and Wyeth will be formally inducted into the Top 10 Hall of Fame at this year’s Training Top 125 Gala, being held February 1 during the Training 2010 Conference & Expo in San Diego. Members will remain in the Top 10 Hall of Fame for no less than three years to a maximum of five years. They then may reapply for Top 125 awards consideration.

General Mills, Inc.

General Mills is a leading global manufacturer and marketer of consumer favorites such as Cheerios, Wheaties, Betty Crocker, Pillsbury, Green Giant, Häagen-Dazs, and Nature Valley. It holds the No. 1 or No. 2 market position in virtually every product category in which it competes in the U.S and has an equally strong presence in worldwide markets. The company believes building great brands and great talent go hand-in-hand, and has a consistent track record of growing employees through training and development that is:

Business grounded: Training is well positioned in the company, starting with an annual alignment process, with the chief learning officer (CLO) facilitating an annual strategic review process for the corporation in partnership with the senior management team. Resulting business imperatives then are translated into capability and learning priorities. Through the enterprise training council and HR planning processes, these priorities are adapted into training plans at the corporate, business, and functional levels.

Career-long learning: These training priorities have resulted in several “best-in-class” learning programs. In marketing, “Brand Champions” delivered state-of-the-art marketing tools and insights to professionals throughout the company, resulting in impressive improvements in promotion and market share. Leadership development through the General Mills Institute is another hallmark of ongoing investment with tangible results. A new “Great Manager” learning initiative was launched in late 2009, starting with the CEO.
and his team; it ultimately will involve leaders everywhere. **Engrained and measured:** Every year, each employee is expected to have a development discussion with his or her manager and create an individual development plan (IDP). Follow-up metrics reveal that more than 80 percent of all employees report having an effective and motivating IDP. Furthermore, the annual climate survey tracks several factors indicating continued improvement and impact of learning and growth throughout the company, with external benchmarks showing General Mills ranks 20 to 30 percent higher than other companies.

**Wyeth Pharmaceuticals**
Wyeth Pharmaceuticals last year became a wholly owned subsidiary of Pfizer Inc., one of the world’s largest research-based biomedical and pharmaceutical companies. Together, Wyeth and Pfizer—which was inducted into Training magazine’s Top 10 Hall of Fame in 2008—will continue to build upon the dynamic strengths and strong foundations that have helped to distinguish both companies as true leaders in learning and development.

Wyeth always considered learning to be a lifelong process—an ongoing experience of learning activities focused on behavior change. Continuous learning opportunities were embedded within the Wyeth corporate culture worldwide and were fundamental to its success as a pharmaceutical company. One of the competencies for employees was demonstrating a passion for learning and creating opportunities to build new knowledge, skills, and experience. Leaders with a passion for learning challenged the status quo by first seeking to understand how work was performed, and merging that knowledge with insights they gained from the best practices of other organizations and the academic world. Employees sought learning opportunities for themselves and their associates based on their knowledge of what the business needed to advance to the next level.

The training groups’ passion for learning could be seen in their creative training solutions to complex challenges, continuous ability to go above and beyond the basic training requirements, and the outstanding results achieved over and over. For example, the Communities of Practice in Wyeth Manufacturing established learning networks that promoted formal and informal learning opportunities, resulting in substantial productivity increases and cost savings. In addition, processes and procedures aligned with current regulatory guidelines and expectations were implemented, which established strict discipline in the design, development, and evaluation of training materials.

Wyeth maximized a diverse corporate workplace and effectively accommodated unique work styles and learning preferences by utilizing role-specific training and personalized learning activities accessible anytime and anywhere. Most recently, training techniques demonstrated a dramatic shift away from traditional classroom training toward a more blended approach, maximizing innovative technology and distance learning.

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**WellDone**

WellSpan congratulates the 2010 honorees of Training magazine’s Top 125. Like our colleagues, we recognize that offering excellent service means employing excellent people. And giving them opportunities to grow and explore in their career. At WellSpan Health our team is dedicated to providing a range of opportunities to help our employees reach their full potential. This dedication to employee development is one of the cornerstones of our commitment to meeting the health needs of south Central Pennsylvania and northern Maryland.