

Challenge

A global medical device company needed to hire a new Director of Training to eventually succeed their long-standing training leader, who was set to retire in two years. The organization had not hired in this department in over a decade, lacked a current job description, and had no structured hiring plan. The hiring authority had only a broad vision for the role and needed a partner to translate that vision into a concrete, actionable hiring process.

Approach

Expanded Talent Solutions began by identifying candidates aligned with the initial, loosely defined criteria. After the first round of interviews, the hiring authority refined the role's scope, shifting the focus to professionals with proven experience leading training functions and the adaptability to both learn and lead in a complex environment.

Leveraging our network, we quickly connected with Kirsten, an accomplished training executive with direct experience managing enterprise-level learning and development programs. Her background positioned her to deliver immediate impact while also providing the long-term strategic leadership needed for a smooth transition.

Kirsten stood out for her ability to:

- Lead large-scale training initiatives across a global workforce
- Implement scalable onboarding and learning programs
- Navigate organizational change with agility and confidence
- Build strong relationships across functions to align training with business goals

Results

- Director of Training placed to ensure a smooth two-year leadership transition
- Currently oversees training for 1,000+ global employees, bringing structure to a previously unscaled function
- Implemented onboarding streamlining initiatives for the sales division, improving ramp-up speed and facility access
- Delivered immediate organizational value despite the absence of prior hiring infrastructure
- Helped the company refine its hiring vision, turning a loosely defined opening into a high-impact leadership role

Key Insights

Succession planning works best when it starts well before the transition. The outgoing training leader recognized the value of mentoring his successor, ensuring they could absorb the culture, address existing gaps, and introduce new perspectives. In this case, the department had not seen a new hire in over ten years, making flexibility and consultation essential to finding the right fit. Kirsten's prior experience in a similar role allowed her to step in seamlessly, deliver immediate value, and position the department for continued success long after the transition.

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