

JOHN W. HARBISON
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EDUCATION

Doctor of Philosophy, University of Tennessee at Chattanooga, Chattanooga, Tennessee, 2016
Dissertation: *The Impact of Video Gaming on Managers' Adaptive Leadership Skills: Do Millennials have an Advantage?*

Masters in Industrial Technology, Western Carolina University, Cullowhee, North Carolina, 1989

Bachelor of Science in Engineering Management, University of Tennessee at Chattanooga, Chattanooga, Tennessee, 1979

Graduate United States Army Command and General Staff College, Ft. Leavenworth, KS, 1989

Graduate Combined Arms and Services Staff School, Ft. Leavenworth, KS, 1987

Graduate United States Army Field Artillery Officers Advanced Course, Ft. Sill, OK, 1983

Graduate United States Army Field Artillery Basic Officers Course, Ft. Sill, OK, 1979

Certified Miller Heiman Sales Methodology, 2009

Certified Professional Coach, MMS Worldwide Institute, 2016

Certified Professional Coach, International Coach Federation, 2017

WORK EXPERIENCE

August 2018 – Present

University of Tennessee at Chattanooga
Chattanooga, TN

Lecturer, Learning and Leadership Program
(8/2018 – Present)

August 2001 – August 2018

Cigna Healthcare (Cigna)
Chattanooga, TN

Cigna Learning Experience Facilitation Team Manager
(5/2018 – 8/2018)

Oversee and manage a team of highly-skilled Learning Experience Leaders and Specialists to help deliver on Cigna University's vision and mission. Work collaboratively with matrix partners (inside and outside of Cigna University) to influence strategy, manage workload/capacity, and continually monitor engagement/results. In addition, responsible for the day-to-day operations and career management of a team of nine direct reports, both domestically and internationally. Responsible for providing exceptional learning opportunities for

internal employees in topics ranging from leadership, communications, change management, and technical training through the proper application of learning approaches to meet the need of the employee. Span of responsibility includes employees located in the United States, United Kingdom, Belgium, Spain, Turkey, India, United Arab Emirates, Thailand, China, Taiwan, Korea, Hong Kong, Singapore, Indonesia, and New Zealand.

Cigna University Learning Manager

(11/2006 – 5/2018)

Managed the portfolio of all learning resources for Cigna HealthCare, including internal and vendor supported delivery, internal advising and consulting services, coaching resources, internal customer relationship, and program management for both national and international requirements. Managed vendor relationships including all training resources of a third party vendor and the management of all external vendor delivery relationships. Developed and executed a Sales Academy program, Cigna's entry level sales training program for college hires, that has resulted in 25% of the graduates being recognized being in the top 20% of all sales representatives enterprise wide. Established an enterprise wide Integrated Training Plan, providing visibility on all learning activities supporting the Enterprise Learning Strategy. Orchestrated the downsizing and subsequent outsourcing of all instructor led activities to a third party vendor. Established a new approach to managing training resources which provided a more consistent product enterprise wide. Improved the efficiency of training delivery by approximately 20%, driving down the cost of training delivery while achieving an increase utilization of trainers from a start of 43% utilization to 71% by year end. Program managed the development of a top of the line learning center at the home office campus. Managed the logistics for the launch of an enterprise wide international manager training program on customer centricity (4,600+ managers). Currently perform the function of lead facilitator for one of Cigna's highest priority leadership programs, focused on developing high potential leaders to become more innovative and strategic for our leaders in the U.S., Europe, and Asia. Instrumental in the development and delivery of our entry level manager and leader programs, impacting approximately 350 new leaders each year. As a certified coach, playing a role of an initiative to bring coaching to the enterprise as a development opportunity versus a performance correction activity.

CIGNA Electronic Mailroom On-Site Representative Operations Senior Specialist

(6/2003 – 11/2005)

Managed a vendor relationship with a third party vendor receiving, opening, scanning and capturing data for CIGNA. Successfully implemented a plan for a third party vendor to receive, open, image and data capture approximately 55,000 CIGNA claims and correspondence per day. Managed the vendor relationship for CIGNA achieving contractual metrics of 98% quality and 98% of all claims processed within 48 hours of receipt

Assistant Manager, Rapid Data Entry

(8/2001 – 6/2003)

Managed 23 claims processors, handling difficult claim submissions requiring manual intervention to be processed. Team was initially established with only three experienced claims processors and twenty temporary employees. Within one year, the team was the highest producing team from a quantity and quality perspective.

October 2000 – July 2001

Staffing Solutions

Chattanooga, TN

Consultant, Direct Hire Search

(10/2000 - 7/2001)

Performed recruiting activities in support of customer needs. Focus was on direct hire acquisitions for engineering positions.

May 1979 – October 2000

United States Army, Second Lieutenant to Lieutenant Colonel

Various Duty States Worldwide

Staff Officer - Training and Simulations Division

Training Directorate, Office of the Deputy Chief of Staff for Operations

United States Army

The Pentagon, Alexandria, VA

(5/1999 – 10/2000)

Synchronized a \$1.8B program for the modernization and recapitalization of the U.S. Army's Combat Training Centers with the Defense Departments Program Budgeting Process.

Branch Chief - NATO/Partnership for Peace Exercise Branch

Operations Directorate, U.S. European Command

Stuttgart, Germany,

(8/1996 - 5/1999)

Managed an international training and engagement program focusing on Eastern and Western Europe. Effectively supervised 5 people covering 39 nations and a budget of \$50 million. Instrumental in helping Poland, Czech Republic, and Hungary become NATO members through numerous contacts and exercises. Negotiated at the ambassadorial level on behalf of the United States with Foreign Ministers of Defense and Chief of Defense Forces for multinational training exercises. Routinely gave presentations to senior level leaders of the Armed Services and diplomatic corps on numerous U.S. programs.

Chair and Professor of Military Science

Murray State University

Murray, KY

(7/1993 - 8/1996)

As Chairman of an academic department at a small regional university, I enhanced the administration and performance of the department through improved relationships with the University faculty, streamlined procedures, and focused emphasis on the students. Developed and coordinated an undergraduate program for the development of leaders and managers for the U.S. Army. Recruited, selected, and trained entry-level managers for an extremely large organization (U.S. Army). Improved enrollment in the training program by 250% (from 45 to 135 officer candidates).

Operations Officer - 6th Battalion, 1st Field Artillery

Vilseck, Germany
(11/1991 - 7/1993)

Established and executed a training program for a 1000 person organization. Allocated resources, developed individual through collective training programs, orchestrated the synchronization of assets with other training units, and insured the adherence to safety standards in an extremely dangerous training environment.

Brigade Fire Support Observer/Trainer - Combat Maneuver Training Center

Hohenfels, Germany
(5/1990-11/1991)

Observed the execution of fire support coordination in support of maneuver operations of combat maneuver brigades at one of three training centers supporting the United States Army. This center focused on preparing teams for combat operations through simulated combat conditions, utilizing state of the art technology for tracking, reporting, and conducting after action reviews of operations against a live opposing force. Additionally, during this assignment our team was tasked to prepare multiple teams for deployment to Kuwait in preparation for the execution of Desert Storm.

Assistant Professor of Military Science - Western Carolina University

Cullowhee, NC
(8/1987-5/1990)

Assessed and certified the successful completion of the management and leadership course for entry level leaders of the United States Army. Evaluated the leadership potential of over 300 officer candidates during a three-year period at the U.S. Army's Senior Cadet Training Camp. Reviewed over 2000 evaluations for clarity and consistency after the completion of an intensive 6-week training program. Taught university level courses over a three year period in oral presentation, written communication, leadership, integrity, sexual harassment, decision making, evaluation, and counseling

Battery Commander - Second Armored Division

Fort Hood, TX
(9/1983 – 7/1987)

Responsible for leading a group of 110 personnel. Personally responsible for the training, professional development, and the accomplishments of each individual in the organization. These responsibilities included personal counseling on performance, setting of goals and objectives, preparation for deployment, maintaining war-fighting skills, and evaluation of performance.

Battery Executive Officer - 11th Armored Cavalry Regiment

Bad Kissingen, Germany
(10/1979 – 2/1983)

Managed and led the logistics for a 110 person combat unit in support of the United States mission to defend Western Europe and NATO. Prepared to assume overall command in the event the commander became incapacitated. Additional, performed duties overseeing the patrol of approximately 100 miles of the East/West German border. Trained the individual and small teams to maintain combat readiness while performing border patrol duties.

INSTRUCTIONAL EXPERIENCE

Multiple Leadership Courses as a part of the United States Army Reserve Officer Training Corps curriculum as approved by Cadet Command, from Freshman through Senior level.

Western Carolina University, 1987-1990

Murray State University, 1993-1996

LEAD 7250 Organizational Theory, Development, and Transformation (team taught with D. Rausch and E. Crawford, UTC (Hybrid))

LEAD 7100 Leadership Theory & Transformation (team taught with D. Rausch and E. Crawford, UTC (Hybrid))

LEAD 7450 Reflective Practice and Competency Development (team taught with E. Crawford, UTC (Online))

LEAD 7991 Research Seminar (team taught with E. Crawford, UTC (Online))

INTS 4900 Integrated Studies Senior Portfolio (team taught with G. Potts, UTC (Online))

ENGM 5830 Strategic Management and Technology, (guest lecturer), UTC

AWARDS

Legion of Merit

Defense Meritorious Service Medal

Meritorious Service Medal (with 2 Oak Leaf Clusters)

Army Commendation Medal (with 3 Oak Leaf Clusters)

Army Achievement Medal (with 2 Oak Leaf Clusters)

Joint Meritorious Unit Award (with 1 Oak Leaf Cluster)

United States Army Parachutist Badge, 1977

United States Army Air Assault Badge, 1978

United States Army Staff Badge, 2000

Cigna Quarterly Champion Award, 2006