

# Ed Francis

Managing Director, Client Services



Ed is a Managing Director in Client Services and works directly with clients on Learning and Performance consultation, curriculum design, organizational change, and measurement. He also develops and maintains relationships with companies and people who complement Root's skills, such as measurement companies and simulations developers.

Ed began his career at Root in 2004 as an Account Manager, and was promoted to Director of Operations for the Digital Interactive Group, where he was responsible for overseeing product development, operational performance, business results, and industry research. In addition, his work has included designing eLearning systems, workshop development, and leadership alignment. His clients have included Abbott Labs, American Airlines, Bank of America, Bayer, Boeing, Bristol-Myers Squibb, Hilton Hotels, MedImmune, Northrop Grumman, Novartis, Pepsi, Pfizer, TD Canada, and Star Alliance.

Before joining Root, Ed was in operations management, training, and consultation at FedEx Express, focusing on ramp and logistics operations, and with Walgreen's Logistics.

He holds a BA in Psychology with post-baccalaureate work in Biology and an MBA in Operations Management from the University of Toledo, and is actively pursuing a PhD in Psychology, focusing on learning and cognition. He has co-presented sessions on Learning Psychology at SHRM, and has published an article on the measurement of training effectiveness in California Management Review.

Ed lives near Austin, Texas with his wife, Carrie, and son Grisha. Their oldest son, Zachary, is a recent aeronautical engineering graduate from the Air Force Academy in Colorado. Their second son, Jacob, is studying computer science and electrical engineering at Cal Poly University in California.

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## About Root

Root is a strategy execution company that helps organizations engage people as a catalyst for change using a proven framework that consistently achieves clarity, ownership, and results.

