



## CEO – [Company]

### POSITION PROFILE

#### OVERVIEW:

[This company] is a corporation that is comprised of two major divisions, [company] Automotive and [company] Aerospace. [The company's aerospace unit] is an autonomously run \$xxxM business and is one of eight business units comprising the \$xxxM division of [the company]. [Company location details removed for confidentiality]. [Specific product details deleted for confidentiality].

The business is vertically integrated with a fabrication shop that supplies xx% of materials needed to the assembly production line and both groups are interdependent on the other for planning and scheduling purposes. The company's manufacturing capabilities include [removed for confidentiality]. The manufacturing content is high mix, low volume with an average bill of materials (BoM) between x-x% components per product. The company produces approximately [x,xxx] products per month. [Major customer details deleted for confidentiality].

Recently, the company has been increasing its process sophistication, transitioning from build-to-print to design-to-spec and transitioning from batch manufacturing to flow line production. [The company] has seen steady year to year growth and is extremely well positioned for future growth. The business has won contracts on several new programs and is projected to reach \$xxxM in revenue. [Specific program wins deleted for confidentiality]. [The company] is also in the process of constructing an additional building at the facility in order to provide more capacity and capability for growth. The staff is experienced, but relatively new to working together. Guidance and leadership are required to improve on a variety of production and production-related processes. The company is expanding into a new building to accommodate near-term growth, as well as introducing several new programs.

In order to lead the business to realize its full growth capabilities, [the company] intends to hire a **CEO**, reporting to the President and Chief Executive Officer of [Company] Aerospace, to manage P&L responsibilities and daily operations. [Location details deleted for confidentiality].

#### SCOPE OF OPERATION:

The CEO will oversee the following direct reports: Operations Director, Materials Director, Quality Director, Engineering Director, CFO, Sales and Marketing Director, and the Human Resources Director.

#### MISSION:

The CEO will lead [the company] to profitable, organic growth, while maximizing shareholder value in the day-to-day management of this business. Meet or exceed all budgetary responsibilities (orders, sales, operating profit, and cash flow) and create an environment where all employees are safe and productive. Obtain and maintain on time delivery, and implement and drive a robust Lean Manufacturing program that improves performance in both the manufacturing and administrative areas while improving working capital turns to an industry-leading level.

**PERFORMANCE OBJECTIVES:**

To achieve the mission for this position, the CEO must produce the following critical actions and results:

1. **Customer Relationships:** The CEO must maintain and develop strong relationships with existing customers to ensure repeat business. To successfully accomplish this objective, customers must perceive [*the company*] as highly competent with a high level of confidence. In addition, the CEO must become familiar with each customer's contract terms and issues, billing procedures, etc., to ensure that customer relationships are optimized for both customer and company. The CEO will direct the activities of sales and marketing managers and optimize their performance with customers.
2. **Management by Metrics:** The CEO must provide top-down leadership and instill a more rigorous approach to management by metrics throughout the facilities. This will include mentoring the company's key functional leaders on adopting this more rigorous approach to achieve continuous improvement in the following areas:
  - a. Improve on-time delivery and implement proper priority with manufacturing
  - b. Reduce scrap rate and rework
  - c. Reduce cycle time by streamlining processes, eliminating tasks, working with manufacturing and engineering groups to arrive at more efficient solutions
  - d. Reduce material costs per unit
  - e. Improve gross margin
  - f. Manage labor costs (including overtime and direct/indirect labor) and overhead spending accounts
3. **Process Improvement:** Drive management staff to implement process improvements at all levels, leading to greater efficiency, speed of delivery, and cost savings. This will include:
  - a. Implementing new operational procedures and process improvements to better accommodate the unique manufacturing requirements of new products.
  - b. Increasing productivity of the legacy product lines.
  - c. Conduct resource planning relating to materiel and manufacturing capabilities to encourage management staff to plan for the future.
  - d. Facilitate seamless transition of manufacturing new products by overseeing the introduction of these new products into the work stream.
  - e. Increase inventory turns and improve material flow.
  - f. Utilizing process improvements to improve scrap rate and cycle times.
4. **Lean Manufacturing:** Lead the management staff towards implementing lean manufacturing initiatives throughout the factory and offices. Lean manufacturing initiatives will include visual management tools, Kanbans, Pull Systems, and various standardized processes.
5. **Organizational Development:** The CEO must develop the organization to its full potential and keep personnel motivated and productive. The CEO must also assess the organization and conduct succession planning in addition to the following:
  - a. Ensure that the business unit is properly staffed with qualified, motivated individuals who can support the company's needs for timely completion of quality work, within budget.
  - b. Strengthen the leadership skills of the management staff and their ability to understand and work with each other.
  - c. Facilitate a better consciousness of potential company-wide synergies to encourage a comfortable, communicative working environment by developing clear and accurate work schedules and removing obstacles to process improvements.

d. Improve management accountability.

6. **Improve Business Unit Management:** Improve policies and procedures to create a more structured accountability amongst the management staff. Conduct weekly meetings to ensure they are successfully monitoring their group's performance using established metrics. Lead group managers to make beneficial business decisions based on desired profitability, continuous improvement and productivity. Maintain and improve the present level of employee health and safety.
7. **Budgeting and Financial Performance:** Work with CFO to maintain and improve the company's financials and make financially-sound, well-supported decisions. Present a yearly business plan to corporate leadership including financial statements and budgeting plans.

#### **PERFORMANCE EVALUATION:**

The success of the CEO in achieving the objectives described above will be measured by the following:

- CEO serves as an excellent representative of the company, and demonstrates excellent understanding of customers and their needs.
- Customers perceive [*the company*] as a highly competent resource.
- The company operates on a rigorous, metrics-oriented approach to management.
- Process improvement program is implemented and results in improved efficiency, delivery and cost savings as well as the following goals have been met or exceeded:
  - Order intake and growth targets.
  - Sales targets with xx% on-time delivery.
  - Operating profit targets.
  - Operating cash flow targets.
  - Inventory turns are at 6 times per year.
- The scrap rate is decreased by at least xx% and aging and cycle times are reduced by at least xx%.
- Lean manufacturing is abundantly present in day-to-day operations.
- Staffing quantity and quality keeps pace with business growth and needs of the organization.
- Personnel interact comfortably with the CEO and open lines of communication are in effect.
- Management staff is strong, accountable, and has successfully driven established metrics into their respective groups.
- Day-to-day operations and financial issues are effectively managed.

#### **BACKGROUND AND EXPERIENCE:**

The ideal candidate will have the following education, work history, knowledge and skills.

**Education:** Bachelor's degree is required (Engineering, Finance, or Business Management preferred).

**Experience:** Must currently have a title of Chief Executive Officer, General Manager, Managing Director, Operations Manager, or the equivalent and have at least five years of increasingly responsible senior-level management working with aerospace products in a similarly sized company (\$xxxM). Proven track record of driving lean manufacturing in an organization is required. A combination of experience working in both large companies and smaller is desired.

**Knowledge and Skills:** Financial management knowledge and ability is desired. Ability to create a cohesive, productive team is required. Operations, P&L, cash flow, and materials management is a plus.

**PERSONALITY AND CHARACTER:**

The ideal candidate will have most of the following traits:

- Aggressively presents viewpoints and can effectively support ideas using factual data.
- Analytical problem solver who can make decisions and follow through on implementation.
- Communicator – honest, clear, concise, and direct communication skills. Able to effectively communicate with both management and direct reports.
- Can be tough, and take a firm stand on important issues as necessary, but also fair and reasonable.
- Able to process data effectively and present it as meaningful information to management. Able to see and explain how various financial decisions and results will affect the company.
- Accountable for actions and decisions.
- Comfortable getting involved and making things happen.
- Leads by example.
- Has “management by walking around” style. Consistently visits shop floor to ensure operations are running smooth and determine what additional process improvements are necessary.
- Confident and firm, and also open-minded and a good listener.
- Team leader and team player – can easily participate in leadership team, sharing information, and finding consensus on solutions. Able to develop honest, open relationship with personnel.

**REPORTING RELATIONSHIP:**

The CEO will report to the President of [Company] Aerospace. [The candidate] has been in the Aerospace Industry for over [xx] years, and has been the CEO of [Company] Aerospace Division.

As a management executive, [the President] is an honest, open communicator that appreciates the same in return. He believes in creating a structured workplace as well as setting goals and being accountable for attaining them. He is a staunch believer in Operational Excellence and is looking for someone with the same passion to improve this at [the company].



**[Company organizational chart deleted for confidentiality]**