



**[Company] – General Manager
Candidate Summary Form**

Candidate:	[Name]	Date:
Address:	[Removed for confidentiality]	
Phone:	[Removed for confidentiality]	
E-mail:	[Removed for confidentiality]	
Current Status	Director of Operations – [company]	
Education	[Removed for confidentiality]	

HIGHLIGHTS

- Spent XX years of his career at [a former company] focused on [removed].
- Was asked to become the Continuous Improvement/Lean Manufacturing manager after taking the initiative to attend LEAN events and implement ideas into the lab.
- Has seen a constant and steady progression in his career, always excelling in his role and being asked to take on more responsibility.
- Gained operational experience in his role as Director of Ops at [another company], a very similar company to [this company] in terms of size.
- Strong LEAN principles, was taught by [a former mentor] while at [his former company].
- Very proactive worker, constantly going above and beyond his given work to benefit his team and company.
- Strong skills in organizational development, is able to build a cohesive team.

WORK HISTORY

At the age of XX, [the candidate] began work at [his company] as a Chemical Storage Attendant. He worked in the warehouse and was in charge of [materials]. It was in this position that he got familiar with part numbers and what different materials and parts did. He was promoted to a Lab Technician. He quickly realized what a great opportunity this was for him, the lab had XX technicians, R&D, quality, and manufacturing technology. Within 2 years in this role, he taught himself how to run [equipment]. He also taught himself Excel and started to create formulas to streamline processes in the lab. Within 3 years, he was promoted to group leader, where he oversaw the work of XX lab techs.

Later, he was promoted to Team Leader/Sr. Test Engineer. At this time, [his company] was introducing LEAN into their business, but not their labs. [The candidate] participated in any LEAN event he could, and started to personally implement LEAN ideas into the lab. He co-located equipment, figured out how to speed up test machines switching from 1 configuration to another. Corporate came into the lab to assess the facility, and was impressed by [the candidate]'s initiative. At this time, [the candidate] was reporting to the Engineering/Purchasing Manager. The Plant Manager was part of the facility assessment and asked [candidate] to become the Continuous Improvement Manager for the plant.

[The candidate] became the Continuous Improvement/Lean Manufacturing Manager for the plant. He was immediately thrown into an X week boot camp with XX hour days with Vice Presidents and Value Stream Managers. He says that it was during this boot camp that he realized he had the ability to run a facility, and it gave him the drive to work towards that goal. He immediately began large amounts of lean implementation; they started doing about XX Kaizen events a month with XX employees per event. [The candidate] was successful in this role. He developed his leadership style in this role, communicating with engineers and people on the floor and being receptive to their input.

[The candidate] was asked to become the Materials, Purchasing, and Continuous Improvement Manager to solve a crisis. The materials side of the business was being run poorly, they material supply was inconsistent. He told upper management that if they gave him the tools he needed, he would be able to fix this. He built a team, and his first step

took about X months. This entailed calibrating all processes, length of processes, and material requirements. He then planned out a manual MRP system, and had a team member program it. Using this MRP system, they were then able to not only keep track of current materials and projects, but extrapolate the data and predict how much material would be needed for future projects. He used this data to implement a pull system into the vendors, he was able to tell them what they need, and when they would need it shipped out X+ months in advance. This way the material would be ready, but not sitting on their shelves degrading. In this role, he had direct responsibility over [xxx] people, and was reporting to the Plant Manager. During his time at [the company], [the candidate] worked on [products] for [various aircraft]. [Product details deleted for confidentiality]

[The candidate] saw that [another company], a company he had worked with while at [his company], was looking for a Production Manager. [The candidate] was excited at the prospect of having more responsibility over a facility, and decided to apply to the job. In this role he was in charge of running production, shipping, receiving, etc. Within a year of seeing [the candidate]'s leadership ability, they put quality under him as well. The VP of Engineering was getting ready to retire, and given the impact he had made on their company, they prepared him to become the Director of Operations once the VP of Engineering left. [The candidate] became the Director of Ops and had everything under him, the only dotted line reports were HR and Accounting. [The candidate] is proud of his work at [the company], when he came in, management and the shop floor had a very fragile relationship, and he was able to bring them together as a team. He reduced cycle time by xx%, reduced tool change cycle times by xx%, lead times dropped by xx%, and on time delivery went from xx% to xx%. He cites his success in his ability and willingness to communicate with both workers on the floor and management, his mentorship/coaching, his encouragement, and his ability to make tough decisions like getting rid of low performers, and getting the right people in the job. He is currently in charge of their US and UK facilities, there are about [xxx] people in the UK doing \$xxMM, and [xxx] in the US doing \$xxMM. They do a unique form of [process and product details removed].

PERSONAL INFORMATION

Compensation	[Removed for confidentiality]
Relocation	[Removed for confidentiality]
Reason to Make Change	[Removed for confidentiality]

KEY PERFORMANCE OBJECTIVE QUALIFICATIONS WRITTEN BY [Candidate]

Introduction	A Leader is someone who will take an organization where it would not normally go on its own! By utilizing the philosophies of Lean Manufacturing, all processes in an organization can be quickly identified and understood, allowing myself to effectively deploy process improvement and productivity increases. I have had the great opportunity to train under sensei [<i>his former corporate teacher</i>] from “[<i>company</i>]”. Lean Manufacturing can never be learned in the classroom. Lean is mastered through the constant involvement and practice of the Lean Tools. I am recognized as an influential change agent through my knowledge of the Lean Tools, as well as a focused team player who is proactive in the development and improvement of all facility functions and processes. I have led over 40 Kaizen Events and Facilitated over [xxx] in my career in every area of operations. I possess great interpersonal skills, am viewed as a motivational speaker, as well as technically proficient in Finance, Purchasing, Receiving, Quality, Engineering, Inventory, ERP Systems and Manufacturing processes. I have enjoyed the great opportunity and challenges afforded to me in my development into a proven leader, and I enjoy developing positive relationships with others with a high emphasis on integrity in hopes for working for the common good.
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<p>Restore On-Time Delivery</p>	<p>Documented reality in all areas of the business to determine the dynamics of the individual leadership, individual people (What is the culture of the people), functionalities, ERP System functionality and lead time set backs, supply chain performance and supplier issues, internal quality + scrap + rework and repair, equipment maintenance, engineering/technical issues, and leadership expectations that have been set to achieve 100% On Time In Full. At the beginning, this analysis was performed by “Walking and Talking” with the employees and visiting key suppliers. I learned very quickly that our mid level and shop floor leadership was terrible, and our shop floor employees were split between “well poisoners” and good people who hid to stay away from the drama. This was my first objective, because without a solid foundation of good people, changing the critical functionalities of the business and leading change with Lean Manufacturing principles in mind would be near impossible. I immediately began a campaign to educate the employees in open team communications of the importance of a united effort to achieve success as a team, and that I too was a direct team member set to achieve 100% OTD. In these communications, I stressed the importance of a highly effective leadership team committed to employee development, communication, integrity, teamwork, a can do attitude, and customer focus, and that these attributes would also apply to each of them too. Within the first 2 years, a complete revamp of mid level leadership had taken shape as well as the elimination of the xx% of the negative employees who poisoned the well. During this same time, I led a [x] month long event documenting our existing ERP System, and learned over [xxx] issues and opportunities that occurred in our operation that impacted internal processing times, supplier management success, and sales margin results. This was all corrected by reorganize a few key business process decisions, and 6 months of clean up. Our system works very well today (understanding there is no “perfect system”). Most importantly, engaging every employee in process improvement, and teaching the team about internal customers. The culture now sees problems as not “their” problem, but “our” problem. That I am always supportive of the “next best way!”.</p> <p>On Time Delivery was not even being measured. Later, we average xx% OTD. Eventually, we were at xx% OTD. We have averaged xx% OTD since. Great accomplishment shared by the entire Team!</p>
<p>Organizational Development</p>	<p>Functional areas are necessary for an organization, but can also be a barrier for cohesiveness and teamwork if there is too much separation of functional silos. At [<i>my former company</i>], there was a very distinct division between the Controller, Engineering, Quality, Production, Sales, and HR at the Sr Management level. I brought in to the Mgt Team, the need for Strategic Vision and successfully led the team in my own crafted Policy Deployment activity since the option of hiring a consultant was not in the budget. This was no problem as this was a main strength I developed when with [<i>another former company</i>] as the Lean Manufacturing Manager. In this off site Strategy mission, I had each member of management define their tasks and activities as managers. We enlarged every managers list, and then rated each manager’s performance in each area. This was excruciating but forced open and honest communication, AND provided us with a list of what we did well, and a list of what we as a team did not do well. From here, we were able to use these areas that need to improve, to formulate a process improvement plan for the functional areas. In this discovery phase, in most every case, there were two definitive factors present in what we did well, and two factors missing in what we did not do so well. In every case, we were successful when the leader had a “Passion” for the task/activity. The 2nd characteristic proved successful when other members of the leadership team had a vested interest in the success of the task/activity. This very quickly revealed that where we worked together as a team to ensure the success of others, the individual was successful, and so too was the business! From this point, we performed an offsite teambuilding activity at a miniature golf place, where we choreographed different challenges simulating workplace situations to bring the idea home. For example, on one hole, the golfer was</p>

	<p>blindfolded, and had to be led by another member of the management team, directing his/her every step. This was to simulate "Micro Management". And the result as you could imagine was not good.</p>
<p>Implement Proactive Culture</p>	<p>I am on the shop floor daily, high fiving, getting involved, and recognizing employees for excellence. I lead by having a genuine enthusiasm for improvement and challenging others to have fun with proactive change. Initially at [my former company], I would hold team meetings with the shop floor to discuss my expectations, and newly defined structures to facilitate improvements. That it was my expectation to see every employee come forth with initiatives that would drive continual improvement. And that each idea that proved successful, the employee would be entered into a drawing for an end of the month prize to be handed out at our monthly safety and business communication meeting that I instilled. Additionally, all of leadership were encouraged to hand out "That's the Ticket" recognition to employees whose attitudes and examples were just that exemplary to our Vision Mission and Goals. These "tickets": were also added into the monthly drawing. 100% Perfect Attendance was also entered into the drawing. This made a once a month FUN activity and interface with all employees. Another FUN activity, was to hold a BBQ as often as possible. At least 1 x / quarter. Additional BBQs were held for every month without a safety recordable or lost time injury, which supported our safety culture change and drive. Just simple hot dogs / hamburgers for this. Cheap but effective in bringing the team/family together. We had 6 Lost Times previously and have been at Zero in the last 2 ½ years. Leadership with Integrity, Honesty, and Strength to approach employees even with difficult conversations is key to implementing a proactive and positive culture! That is who I am.</p>
<p>Cost Reduction</p>	<p><u>Internally:</u></p> <ol style="list-style-type: none"> 1. Scrap was at x% of sales. We have been under x% of sales for [xx] months. This was a direct result from engaging the workforce in improvement through communication, a can do attitude, and a bias for action as described above. 2. Cycle Time reduction through waste elimination, single minute exchange of dye concepts and 5 S. 2 hour tool form tool changes now take 5 minutes, 2 hour 5 Axis Machining Center tool changes now take 5 - 15 minutes maximum. In Individual contributors was the norm operating in one employee classification. No opportunity for advancement or increase to the employee. I drafted 3 levels, Machine Operator I, II, and III. To progress up the ranks, objective skill set expertise must be initiated and gained. We now have a very supportive and engaged multi skilled workforce that provides maximum flexibility of shop floor leadership to shift resources within a department to advance product to OTD requirements without throwing people at it. I am a firm believer in multi skilling because of this reason, but it also compliments the attitude of teamwork, unselfishness, and job enrichment to our employees. 3. Tooling improvements. I have driven improvements in manufacturing tooling. We were conditioned with inherent rework in our process, and that was acceptable. Not to me. I cannot stand inherent rework, and invest in the elimination of it whenever I can justify it. For example, we manufacture 3 nacelle components for the [specific product]. After forming, we had 1.5 employees hand correcting the metal into shape, blue layout fluid and scribe, and hand trim parts into configuration every day of the year. At our \$xx labor rate, that equated to approx. \$xxxk / year. I reverse engineered the parts and created [products] for \$xxk. The cycle time per part is 10' on the machine, or 20 hours / month. At \$xx / hour that equates to \$xxk or \$xxxk in savings / year. That equated to nearly a xx% increase in economic profit for us. <p><u>Externally:</u></p> <p>I developed supply base partnerships for main outsourced expenses. Previous management believed in "beating up the supplier" and when that doesn't work, "Move the work!" OK, I agree that sometimes that tool should be deployed, but it should not be the first choice.</p>

	<p>Relationships support me when I am trying to achieve On Time Delivery AND Cost improvements. For polish, I provided a 5 year outlook of product and volumes, and requested a 10% reduction in pricing to support this partnership and we received that. Additionally, I can call in any air strike at any time and receive a 1 day turnaround if needed. Similarly, I did the same with the CEO of [another company]. He appreciated the approach I took, and embraced my offer. We received the xx%, and I can tell you, that the support we receive from that company has been a huge success story for us. Their quality and delivery were so bad that previous management all but completely pulled out from there. But with relationship, and a common objective for us and our supplier, it has been a fantastic impact on our cost, and delivery metrics.</p>
<p>Implement Lean Manufacturing</p>	<p>Led [a specific company division] as the Lean Manufacturing Manager. Led 40+ Kaizen Events across 5 facilities, and was the Lean Facilitator for over 200 Kaizen Events. Led the annual development of Lean Macro Plans defining the 1-3-5 year goals for the xx acre facility which had 1.1 Million SF of Clean Room under roof. When managing Materials/Purchasing, developed and implemented a Material Replenishment System. To make this system happen, I led the entire organization in a Bill of Material validation campaign, because the history had the Manufacturing Engineers simply load what composite material to be used with a 1 SF requirement, regardless of actual usage. This simple discipline caused purchasing nightmares such as an average of 5 line stops / week (\$x million / Day impact). I was asked to "Fix it". And I did by causing a series of events, including streamlining receiving from 5-30 days to receive materials to 1 hour to 7 days max. Validating the BOMs. Creating an Access Database with all manufactured part numbers and their respective BOMS (Outside of ERP). We then linked Rate info into the next xx month future, and this would determine for every composite and adhesive "raw material" what the usage would be in a forecasted format. I then travelled to [other companies], and promoted a "Pull System" to be initiated between them and [my former company]. Within 4 months of initiating this, our inventory levels dropped from \$x.x Million to \$x.x Million with Zero line stops. There has been not one line stop in 6+ years since I left due to this robust and embraced process improvement initiative that I led directly!</p>
<p>Business Development</p>	<p>[My former company] was [a major customer's] worst supplier as described by them when I first joined the organization. They were primed to pull our contract. We delivered poorly, communicated worse, and did not give our #2 largest customer any respect. I flew out to meet with their plant manager and brought with me a Process Map that I had developed of our manufacturing process. I explained that I can not imagine how they had managed to maintain this relationship with [the company] under these terrible conditions. I then shared with them my own feelings about how poorly [the company] was performing and that if they would allow me the opportunity, that I am completely committed to changing [the customer], and ensuring [my company]'s success. I used the process map to define for them, the areas within the business that I had a target on to fix, and what specifically I was doing to resolve them, but also showed them areas that if they could help me out with, it would also expedite the improvements. Ideas such as if they could eliminate heat treat of 5083 which technically did nothing to the parts, and adding us to their aluminum weld certification, so I could utilize my newly certified aluminum welder to shrink xx days of lead time. They did, and so did I do everything I said. Our OTD was at xx% and our PPM was at x,xxx (from xx,xxx ppm). From these results, we were awarded a \$x.x Million / Year contract to supply [product] retainers to them. Customer Focused! I regularly travel with Sales to our key customers to build relationships with them. This shows that the Team at [the customer company] is committed to their success, not just the sales department!</p>
<p>Customer Satisfaction and Quality</p>	<p>xx% OTD to xx% for the last couple of years. [The former company]'s OTD xxx% [A former company's] OTD xx.x%</p>

	<p>Xx,000 PPM with [<i>another former company</i>] to x,xxx PPM on average the last 2 years. Most months at Zero PPM. 100% Quality Rating with [<i>a former customer company</i>]</p>
<p>Long Range Planning</p>	<p>I led the [<i>company</i>] team in Strategic Vision in [<i>selected years</i>]. Our [<i>company group</i>] President acknowledged these accomplishments at [<i>the company</i>] USA and required the Division to enact a Divisional Strategy to achieve xx% Return on Sales. I Lead the Division in Operational Excellence in both the UK and USA facilities.</p> <p>Long range planning is a passion of mine. It defines where we are heading, which brings meaning for why we do what we do today. Through long range strategic planning I facilitated at [<i>the company</i>], we fixed our ERP System, created a culture of engaged and multi skilled employees, led by a cohesive team of Sr Management, created a Divisional “Brand”, established a vehicle of synergy for Innovation between the 2 mfg sites, and established standard metrics for the division for On Time Delivery, Arrears, PPM, Premium Freight, Expedite Costs, Scrap Value \$, and Gross Margin Return on Sales. This was important because the 2 units have the same process, and by measuring the division, causes us to find best practice conversations to drive continual improvement to achieve our goal of xx% ROS.</p>