

## SUMMARY

A savvy data driven Leader with a track record of designed and implemented self-sustaining business improvement strategies delivering results at large and small companies. Twelve years experience as a Six Sigma Master Black Belt (MBB), ten as a Director. A career spanned across pharmaceutical, medical systems, specialty chemicals, IT solutions, household products, extrusion, and software. MS, Applied Statistics. Expertise includes:

- Statistical Problem Solving
- Six Sigma DMAIC and Lean
- Lean Management Systems
- W. Edwards Deming's Management Philosophy.
- Predictive Modeling and Simulation
- Design for Six Sigma (DFSS)
- Capability Maturity Model Integration (CMMI)
- Organizational Transformations

## CAREER HISTORY

**UNISYS**, San Diego, CA

**2005 - 2009**

### **Director, Business Excellence**

Led a team of 16 project leaders, known as Black Belts, focused on improving engineering, assembly, sales, and delivery processes in the Systems and Technology business unit. Also, led assigned key initiatives such as achieving Carnegie Mellon Software Engineering Institute's CMMI high level maturity at software development laboratories or designing volume prediction models for regional check processing centers

- Realized \$20 million in cost savings, cost avoidance, and revenue enhancements in 2006 and 2007
- Led software application services labs in the US and the UK to CMMI-DEV v1.2 level 4 (quantitatively managed) and level 5 (optimize) certifications from level 3 (defined) in 7 months increasing marketability
- Enabled staff reductions and improved alignment by creating accurate volume prediction models for 8 check processing centers resulting in \$1.2 million savings as part of a Lean management system
- Example projects mentored included: Improve the utilization of servers deployed internally, reduce defects discovered at server installation, improve 3rd party software contractual compliance, reduce sales commissions discrepancies across regions, decrease cycle time in sales discount requests, redesign manufacturing floor layout, increase server online support, design new business model for software and services, and increase customer facing time % for sales personnel
- Co-led Lean methodology kaizen events in Supply Chain Operations aimed at floor space reduction, reduced cycle time, elimination of waste, and improved efficiencies for Server assembly and testing
- Led a Kaizen event in Bangalore, India on a service contract maintenance process resulting in 25% fewer defects, and 4300 fewer hours of total cycle time annually

**SUN MICROSYSTEMS**, San Diego, CA

**2002 - 2005**

### **Director, Customer Advocacy**

Co-led Availability initiative with 28 sub-initiatives, & was accountable mentoring 9 champions and project leaders

- Co-designed and launched availability governance model and availability business priorities
- Directly mentored sub-initiative projects: a) availability measurement system, b) budget for availability to the component level, c) fault management architecture, d) complete configuration testing, e) product development independent variables, f) product approval committee effectiveness, g) ensure compensation plans do not create availability disincentives, h) no trouble found reduction, i) data quality
- Designed and implemented a pilot of Six Sigma's e-learning for the DMAIC improvement methodology while training 30 new part time green belt project leaders avoiding \$75,000 in training costs
- Designed and led the Master Black Belt and Black Belt training qualification process enabling them to teach Six Sigma courses thereby minimizing the use of external consultants 85% of the time

**GATEWAY**, San Diego, CA

**1999 - 2002**

### **Director, Quality**

Designed Six Sigma infrastructure: implementation plan, resource needs, and project selection process. Led Consumer Business' Six Sigma alignment to business priorities. Methodology consultant to 8 Six Sigma MBBs

- Exceeded \$13 million commitment realizing \$14.3 million in cost savings and cost avoidance in 2000
- Managed 4-12 Black Belts and 2 MBBs across product development, manufacturing, and call centers
- Led redesign of the product life cycle incorporating Design for Six Sigma (DFSS) methodology and tools
- Designed and ramped-up the Consumer Business Unit's permanent return prevention team
- Designed and implemented the Consumer Business Unit dashboard as well as significantly improved the look, feel and statistical foundation of the Gateway Corporate dashboard
- Planned and executed the Process and Product Design for Six Sigma training rollout to Black Belts

- Enabled prioritized pipeline through characterization of quality on servers, notebooks and desktops

**GE HEALTHCARE (FORMERLY GE MEDICAL SYSTEMS), Waukesha, WI**

**1997 - 1999**

**Certified Master Black Belt (MBB)**

Served as statistical expert to 50 MBBs. Directly mentored black belt project leaders in CAT Scan Engineering and Assembly, X-ray Assembly, Human Resources and Legal. Scheduled and facilitated: Six Sigma black belt and green belt training, continuing education series, and rewrites for Six Sigma's DMAIC improve and control phases

- \$45 million in benefits from Six Sigma projects: redesign of intellectual property research agreements, CAT Scan design, warranty and support, cycle time on business acquisition process, CAT scan product components cost, employee acquisition process, characterization of terminated senior executives and salesmen departing voluntarily
- Designed data collection and analysis plan for new product transfers from engineering pre-pilot phase to manufacturing and executed global pilots in CAT Scan, Ultrasound, X-ray and MRI
- Designed a sampling and analysis plan to prove superiority of Digital Mammography to Screen Film
- Aligned the vendor's product quality evaluation process with Six Sigma methodology

**SANOFI AVENTIS (FORMERLY RHONE-POULENC RORER), Collegeville , PA**

**1992 - 1997**

**Manager, Statistical Methods**

Statistical consultant to Worldwide Industrial Operations, Worldwide Quality Assurance, Process Technology and Engineering and several Manufacturing locations. Led a qualification and validation team of five members

- Solved the filling process capability problem on the cutting edge blockbuster cancer drug Taxotere, which today generates \$3 billion in sales, through Multiple Regression modeling and the design of specific control strategies for start-up, breaks and in-process monitoring
- Accomplished fill capability on smaller dosage of Taxotere after executing 5 days of experimental trials from a Design of Experiments (DOE) plan
- Determined a superior raw material factoring strategy based on in-process assays for Lovenox, now \$4 billion in Sales which was \$400 million in the mid 1990s, significantly reducing out of specification batches
- Identified European Regulatory violations in Lovenox processing that had occurred over many years
- Statistical consultant to consortium of 8 pharmaceutical companies mandated to develop Chlorofluorocarbons (CFCs) propellant impurity specifications to propose to FDA in 1995-1996 enabling phase-out of CFCs by the end of 2008 when it became illegal to use CFCs in inhalers
- Developed: product specific control strategies, quality assurance statistical guidelines, analytical test method transfer plan which addressed precision and accuracy, and product release specifications
- Managed pharmaceutical validation and qualification team conducting prospective process validations including software. Designed and implemented a retrospective validation process for legacy products

**SSI MANAGEMENT CONSULTANTS , Cleveland, OH**

**1988 - 1992**

**Management Consultant**

Guided clients' executives in the implementation of data driven decision making, statistical problem solving, and Dr. W. Edwards Deming's management philosophy. Wrote numerous technical papers and articles including a 1990 publication in the book "Performance Appraisal: Perspectives on a Quality Management Approach" where I emphasized the importance of system thinking and variation concepts in the performance appraisal process

**EDUCATION**

Bowling Green State University, Bowling Green, OH

- **Masters of Science in Applied Statistics.** Minor in Operations Research **1986**
- Bachelors of Science in Business Administration **1984**

**CERTIFICATIONS, AWARDS, AND HONORS**

- Master Black Belt, December 1998, GE Medical Systems
- Unisys Gold Award, December 2008 for CMMI software application services lab certifications
- Senior Examiner Appointment by The Pennsylvania Quality Leadership Foundation, 1994
- Average Willing Worker, March 1988, W. Edwards Deming's seminar for statisticians, NYU
- Invited by Dr. W. Edwards Deming in 1990, at his 4-day Management Seminar, to present my systems view of his "Worker Training Worker" theory as it applies to his criticisms of Management by Objective