

# Brian J. DeVries



## **1. Please detail your experience volunteering for MLC events, projects or other efforts.**

I became involved with the MLC on a volunteer basis over the past year. Looking for ways to express some thoughts about Lean Manufacturing and relate it to something in everyday life, I wrote and published an article “Lean in Action: How Golf Made My Transition to Lean a Hole-in-One.” It was included in the July 2015 Newsletter. Additionally, I had the opportunity to speak at the 2015 Annual Conference in Traverse City. Myself and two colleagues shared our story of working with a local non-profit and all of the details that surrounded that story.

## **2. Describe your passion that is driving your interest in volunteering time and energy to the Michigan Lean Consortium Board of Directors.**

5 Years ago, I really had no direction in my work life. I was as Golf Course Superintendent; I had gone to school to be one actually. However, with each passing year (9 of them in all) I became increasingly aware that although I didn't know what I was going to do for the rest of my life, I knew being a golf course superintendent wasn't going to be it. I decided to take a leap of faith. I went back to school to earn my MBA in an effort to pursue other options. During this time, I took a job as a supervisor at Steelcase, a furniture manufacturer near where I lived and I became heavily involved with the concepts of Lean Manufacturing. I immediately fell in love with the concepts, tools and methodologies and spent time on their Lean Team. It was there and through the work I do now at Haworth and our Mid-Michigan Operations, I know my direction. Realizing this direction has sparked a fire that I want to spread to every person I come in contact with. It has driven me to become part of our Global Continuous Improvement team at Haworth, lead the Shingo Model deployment in our 4 Mid-Michigan Plants, travel globally to assess our 19 Manufacturing plants. I have a passion that is unmatched, and that is the passion that I will bring to the MLC. My renewed sense of purpose in helping people improve the way they work and improve their lives through what we do as practitioners has become interwoven into every fiber of my being. I am hungry for more, and want to become more involved than ever, it is for that reason I ask for your vote in making the MLC even better.

## **3. What expertise and specific skills do you have that could further enable the Michigan Lean Consortium?**

As a 30 Year-old member of our Global Continuous Improvement Team, age and generational differences have posed some challenges, but my youth has proven to be more of an opportunity than a hindrance. Utilizing what I have learned, and how I have adapted my approach, I want to bring a fresh perspective to the MLC. Specifically, I have been able to connect in a deeper manner with millennials, and gain interest in CI from this, the newest group of people in the work force. I want to grow the MLC by reaching out to those who not only are young in age, but are young in continuous improvement. The way the MLC will continue to perpetuate itself is through expansion of their practices and their membership, and I feel I can bring ideas to the table that can help drive exactly that.

Furthermore, I enjoy writing, and have published 7 articles in the last 6 years and also had running bi-weekly blog posts that were very popular at a past employer. With that in mind, I would most certainly plan on bringing that skill to our group and write a blog or an article on a periodic basis to not only share the good news of the MLC, but offer some interesting and fun reading in the way of Lean Applications.

Other than those selected skills, several accolades that I have collected in recent history include being selected as one of the top 50 Assistant Golf Course Superintendents in the country, twice, by Bayer EnviroScience and John Deere Golf and being invited to attend their Green Start Academy. Earlier this year I shared a project that was done with the Holland Rescue Mission at the 2016 Lean & Six Sigma World conference in Orlando, where we were also honored with the 2016 Lean & Six Sigma Project of the Year award.

**4. How will you accommodate the time and resource commitments needed to support the duties of a board member of the Michigan Lean Consortium?**

My leader and company are in full support of this venture in my career as it brings great opportunity for me and our organization's learning and development. I not only plan, but WILL be a fully committed and engaged member of this team if given the opportunity.

## **Brian J. DeVries**

1200 Brookridge St SE

Kentwood, MI 49508

Cell: (616) 848-9642

Email: [devrie74@gmail.com](mailto:devrie74@gmail.com)

LinkedIn Profile: [Click Here](#)

## **CAREER OBJECTIVE**

---

To provide vision and direction in a leadership position that best utilizes my demonstrated leadership skills and lean manufacturing expertise in a culture that invites and encourages a high degree of member participation.

## **EDUCATION**

---

<i>2014 – 2015</i>	<b>Cornerstone University</b> , Masters of Business Administration
<i>2005 – 2008</i>	<b>Michigan State University</b> , Bachelor of Science
<i>2003 – 2005</i>	<b>Kellogg Community College</b> , Obtaining Core Requirements

## **SUMMARY OF QUALIFICATIONS**

---

- 9 years of leadership experience with nearly 4 years in management for large lean manufacturing operations.
- Global experience with development and execution of assessments of lean implementation within manufacturing facilities in India, China, Portugal, Germany, Switzerland, and domestically in Michigan, North Carolina & Mississippi. Additionally, have lean office assessment experience.
- Industries served include: Office Furniture, Golf Course Maintenance, Insurance, and Food Service.
- Managed and improved cultures that employ lean tools such as: TPM, 5-S, Process & Value Stream Mapping, 7-wastes, Kanban, Kaizen events, Toyota Kata, DMAIC process, PFEMA, PFEP, SIPOC, and 6 Thinking Hats.
- Have a participative leadership style that engages members in the daily execution of key performance indicators that focus on Safety, Quality, Delivery, Cost & Culture.
- I have six publications with Golf Course Industry Magazine and one with the Michigan Lean Consortium.
- Twice selected as one of the top 50 Assistant Superintendents in North America (John Deere Golf, Bayer Environmental Science – Green Start Academy)
- 2016 Lean Six Sigma World Conference – Project of the Year Winner

## **CERTIFICATIONS**

---

- Lean Six Sigma Green Belt
- Design for Six Sigma Certified
- Certified Kaizen Facilitator
- Development Dimensions International Certified Facilitator.

## WORK HISTORY

---

### **Haworth Inc.**

Office Furniture

2014 – Present: Continuous Improvement Champion, Mid-Michigan Operations – Corporate Haworth Management System – *Holland, MI*

- I am responsible for the deployment of the Haworth Management System (HMS), the creation, execution and review of locally aligned strategic business plans to global objectives, and development of operational and functional leadership within the 4 plants that compose our Mid-Michigan Operations. Additionally, I am leading the 'path to the Shingo Prize initiative' for our selected flagship plant, ensuring they are on their path to enterprise and operational excellence. As my role is part of our Global Continuous Improvement Team, I also maintain shared responsibilities with regards to implementation of HMS principles, development & delivery of training materials and curriculum, facilitation of events, and manufacturing plant assessments across all Haworth domestic and global value streams.
- I contact, Travel to, and work with Haworth Supply Base to improve mutual processes. Additionally, I contact and travel to manufacturing locations, universities, and seminars to obtain information relative to HMS processes, implementation techniques, and process assessment, to continuously learn about and improve state-of-the-art knowledge of techniques. I then share the information with our plant HMS champions and other members of the team, via training and/or day-to-day contact. I have also had the opportunity to speak on behalf of Haworth at local, state, national & international conferences.
- Communicate regularly with leadership regarding team performance, implementation schedules, performance to measures/business plans, and assessments of status of HMS or Continuous Improvement Process.

### **Steelcase, Inc.**

Office Furniture

2013 – 2014: Zone Leader / Lean Manufacturing Team – *Grand Rapids, MI*

- I have had the opportunity as part of the Lean Manufacturing Team to develop a new Process Improvement Tool that combines the Kata methodology with root cause analysis. I also had the opportunity to develop an 8 session training course that I facilitated to aid our leaders in using the form and managing change. I am a certified DDI (Development Dimensions International) facilitator and have hosted many talent development classes with regards to leadership, conflict resolution, etc.
- I also was fortunate enough to work on many kaizen events, manage improvement projects, develop value stream maps, execute multiple A3s, and also create visual aids for plant staff, plant management, and our visiting tour guests. These projects also included initiating and implementing a Model Cell in one of our assembly cells and taking our Laminate operation from schedule completion numbers around 60% to the low to mid 90% mark through the use of Lean Manufacturing tools, engagement of staff members and working closely with support functions.
- Also have worked with SAP Implementation initial steps. Work heavily with Microsoft Excel, Word, Outlook, and PowerPoint. Primary responsibilities include focus on cost, people, speed and quality. Also, most of my time as a lean team member was spent on the floor to provide support and quick response for problems questions, suggestions, training needs. As a Zone Leader, I was responsible for maintaining and improving processes - not simply running production.

### **Cascade Hills Country Club**

Golf Course Maintenance

2011 – 2013: Assistant Golf Course Superintendent – *Grand Rapids, MI.*

- Primary job responsibilities included crew management, developing labor and pesticide budget, and driving business improvement
- Worked with Microsoft Excel and Word
- Lead course improvement projects
- Updated records and maintained inventory database
- Involved with ordering products

### **Twin Orchard Country Club**

Golf Course Maintenance

2010 – 2011: Assistant Golf Course Superintendent – *Lake Zurich, IL.*

- Key job responsibilities included crew management, supervising projects, updating records and maintaining inventory.
- Responsible for keeping daily work logs
- Lead Course Improvement Projects
- Worked with Microsoft Excel and Word

### **PGA Tour - TPC Summerlin**

Golf Course Maintenance

2009 – 2010: Assistant Golf Course Superintendent – *Las Vegas, NV.*

- Core responsibilities included crew management, scheduling of daily tasks, maintained records and inventory.
- Involved with ordering and purchasing.
- On-course superintendent on weekends
- Created and led safety meetings
- Developed Microsoft PowerPoint for GCSAA National conference.

## **OTHER SKILLS**

---

- Fully literate in Microsoft Windows, Excel, Word, Power Point, Internet applications, E-mail and Mainframe applications.
- Experience with compliance to ISO 9001 (Quality) & ISO 14001 (Safety / Environmental) standards.
- Continuing experience in lean functions and have demonstrated results through the practical application and coaching of many lean manufacturing tools including: 5-S, Value stream mapping, TPM, Kaizen events, JIT / Kanban (min/max) & 7 Wastes.

## **REFERENCES**

---

Business & Personal References – Available upon Request

## Robert C. Pease



### **1. Please detail your experience volunteering for MLC events, projects or other efforts.**

I have been highly engaged in the MLC as I currently enjoy an active role within the lean community serving an organization that provides goods around the globe with over 100 locations in the US, and well over 125,000 team members. Having been a member since 2012, I have hosted several events, spoke/facilitated annually at our annual conference, guest spoke on the Michigan Business Network show Leaning Edge, actively participated on the MLC's Events Committee (EC) for approximately two years, and am the proud recipient of the 2015 Distinguished Service Award for MLC commitment and service. While currently serving as the interim EC lead, we will nearly double the number of events from the previous year to better support the myriad of customer requests, a specific goal I volunteered to complete.

### **2. Describe your passion that is driving your interest in volunteering time and energy to the Michigan Lean Consortium Board of Directors.**

My passion is simple. I am a man of God. He is first. My family is second. My career within Tyson Foods is third. Other priorities like that of the MLC will compete for my time. With that being said, I love the MLC. I love the vision and mission of the MLC. I love the people within the MLC. I also, to the core, love the State of Michigan. I have, will, and plan to continue spending my time representing, working, and serving the MLC.

### **3. What expertise and specific skills do you have that could further enable the Michigan Lean Consortium?**

My skills and expertise are largely outlined in my resume', however, as requested, I will expand on a couple of areas which I feel would support the BoD in strategically moving to a benchmark organization within the State of Michigan. I learn and gain knowledge through successes and failures at a rapid rate. I am optimistic yet highly critical. I'm highly energetic and always do what is right. I'm an effective communicator. I have spent several years planning for organizations and connecting all layers within the organization to ensure the aim is achieved. I am also a person of action; "talk is cheap", and acting like an entrepreneur towards all endeavors has reaped great rewards.

Also, I have over 15 years of management experience, have operated for most of the last decade as a change agent, and worked within many diverse teams in the military, public, and private sectors. My track record illustrates proficiency with many tools, extensive planning and strategy background, and I have successfully demonstrated the ability to train, mentor, and coach.

### **4. How will you accommodate the time and resource commitments needed to support the duties of a board member of the Michigan Lean Consortium?**

The time and resources needed for this commitment will be met with gusto. Despite offers, this is the first board position that I ever thought worth the challenge. The basic BoD commitment will be somewhat demanding with a young family, but success can and will be achieved. Success is to make the bi-weekly calls and the quarterly day long meetings, as well as continuing to serve on the EC and any other need of the BoD as it arises. I look forward to the obstacles, the learning, the excitement, and the drastic impact as a member of the MLC in the years to come.

# Robert C. Pease

Walker, MI 49534

robert.pease@tyson.com

(616) 260-4404

## Continuous Improvement (CI) Manager & MLC Member

POLICY DEPLOYMENT - PERFORMANCE MANAGEMENT - PROBLEM ANALYSIS

**Effective and communicative leader with a proven record of driving transformative change through lean management. Dynamic self-starter responsible for the creation of policy deployment, implementation of standard problem solving methodologies, and development of CI training and coaching format.**

TOOLS	MANAGEMENT STRATEGY	LEADERSHIP ATTRIBUTES
Value Stream Mapping	Servant Leadership	Productive Team Supervisor
Root Cause Analysis	Team Empowerment	Tenacious Goal Setter
A3 Problem Solving	Continuous Improvement	Competent Trainer / Coach
Toyota Kata	Data Led Decision Making	Fair / Ethical in Judgment
Six Sigma	Effective Communication	Strong Interpersonal Skills
Policy Deployment	Cross Functional Participation	Accomplished Public Speaker
Visual Management	High Meeting Frequency	Systems Thinker

### SUMMARY OF QUALIFICATIONS

- ⇒ **15+ years in management, supervisory, and lean** roles within military, production, and governmental entities. Implemented innovative countermeasures, constructed high-performing teams, consistently achieved positive outcomes, and perpetually strived for enhanced techniques that were aligned with customer demand.
- ⇒ **5+ years infusing lean management into numerous systems** across several business segments, eliminated waste incrementally while implementing long-term strategic countermeasures, ultimately projected to save \$60 Million.
- ⇒ **Innovated a one-of-a-kind service program** to address targeted problems identified in a kaizen event. Program is managed through value stream mapping and optimized through supply chain management, which increased organizational social equity and value, as well as secured approximately \$1 Million of additional revenue.
- ⇒ **Successfully directed, controlled, and coordinated** teams in both production and service organizations to include: Organizational master/strategic/operational planning, plant transformation, production line improvements, training program design, safety improvements, all while embedding a sustainable root problem solving culture.

### CAREER HISTORY

2014-Present	CI Manager	Hillshirebrands/Tyson Foods	Change agent, metric creator, team builder / motivator, strategist
2008 - 2014	Strategic Planning Officer	Grand Rapids Fire Department	Planner, lean champion, lean director, executive team facilitator
2003 - 2008	Firefighter/Fire Officer	Grand Rapids Fire Department	Manager, specialized team leader, instructor / instructor coordinator
2001 - 2003	Crew Supervisor	Kerkstra Precast, Inc.	Time / task manager, supply coordinator , team supervisor
1999 - 2001	Production Manager	Arrow Uniform Rental, LLC.	Production manager, facility / machinery maintenance manager
1993 - 1999	Nuclear Engineer	United States Navy	Maintenance manager, plant supervisor, program administrator / lead

### EDUCATION / PROFESSIONAL TRAINING / INVOLVEMENT

#### Education

UNIVERSITY OF PHOENIX—Phoenix, AZ  
**Bachelor of Science in Business / Administration**

GR COMMUNITY COLLEGE—Grand Rapids, MI  
**Lean Champion**

United States Navy—Orlando, FL  
**Nuclear Engineering**

#### Professional Training

- Six Sigma Black Belt
- Graduate—Capital Quality and Innovation
- Certified Safety Officer
- Certified Instructor
- Certified Accreditation
- Registered Medical First Responder

#### Involvement

- Youth Coach For Multiple Sports
- Michigan Lean Consortium Events Committee
- American Society for Quality Member
- Local/State/National Speaker
- Radio Guest on MBN's "The Leaning Edge"
- Public Safety Accreditation Mentor
- Fire Research Foundation Workshop Member
- University of Michigan Guest Lecturer

# Holly E. Plaga



## 1. Please detail your experience volunteering for MLC events, projects or other efforts.

Michigan Lean Consortium member since 2010

- ✓ Volunteer for the 2014 Annual Conference in Traverse City, Michigan
- ✓ Lean Green Belt mentor supporting two sessions of potential green belt candidates at the State of Michigan
- ✓ MLC Volunteer Liaison: Aligning Volunteers with local clients for volunteer services  
MLC Project Committee: Working with the State of Michigan Good Government Group to select Lean projects, coordinate MLC volunteers and occasionally facilitate Lean workshops within government.
- ✓ Project Management Volunteer for the Michigan Municipal Services Authority (MMSA)

## 2. Describe your passion that is driving your interest in volunteering time and energy to the Michigan Lean Consortium Board of Directors.

Working with the MLC over the years has been both a heart warming and an educational experience. The relationships I have built continue to enhance my life. I appreciate the opportunity to give back with the experiences I have gained through my Lean journey and working with the MLC continues to provide the spring board for innovation and change. Being an interregal part of transforming Michigan is my mission!

## 3. What expertise and specific skills do you have that could further enable the Michigan Lean Consortium?

I have significant depth and breath in business process, lean implementation and change management. Working with lean professionals challenges me to 'up' my game providing a collaborative piece of work which will benefit all those interested in learning.

Specific skills include:

- Lean Six Sigma Tools
- Continuous Improvement
- Project Selection
- Strategy Deployment
- Theory of Constraints
- Project Management
- Organizational Change Management
- Process Visualization
- Training Content Design & Delivery
- Facility/ Plant Layout & Optimization

## 4. How will you accommodate the time and resource commitments needed to support the duties of a board member of the Michigan Lean Consortium?

Although I have been a member of the Michigan Lean Consortium for many years, my organization has recently joined. When discussing this opportunity with my management we felt this opportunity would also benefit their need to grow, align with our corporate priorities and full fill personal goals of my own. I have reviewed the requirements with my management and they are in full support.

# Holly E. Plaga

10439 Blackberry Lane, Haslett, Michigan 48840 • (517) 204- 3671 • holly.e.plaga@gmail.com

## EXECUTIVE SUMMARY

Accomplished, results- oriented senior leader with extensive knowledge in Theory of Constraints, Lean Six Sigma (TLS) and cultural transformation. Able to apply skillful facilitation to improve business operations within highly charged environments and passionate about fostering organizations through the change management process.

Experienced in both transactional and manufacturing environments, e.g. Government, Healthcare, Non- profit, Insurance, Oil & Gas, Pharmaceutical, Automotive, Defense and Finance.

**LEAN SIX SIGMA • THEORY OF CONSTRAINTS • PROJECT MANAGEMENT • STRATEGIC PLANNING**

**LEADERSHIP • ORGANIZATIONAL CHANGE MANAGEMENT • FACILITATION AND TRAINING**

**PROCESS VISUALIZATION • TRAINING CONTENT DESIGN AND DELIVERY • FACILITY LAYOUT AND OPTIMIZATION**

## RECENT WORK HISTORY

### OPERATIONAL EXCELLENCE LEADER

**12/2014 to present**

DART CONTAINER, MASON, MI

Working in a collaborative team to build an operational excellence process which utilizes the talents of all individuals at Dart Corporation. I work with both the transactional side and the manufacturing side of the business to provide strategic partnerships to learn and grown people and streamline processes.

PROJECTS TO DATE:

- Coproate strategic planning rollout
- North American Operational Excellence Plant Rollout
- Kaizen Facilitation
- Organization and facilitation of Dart Corporation Operational Excellence Annual Conference

### BUSINESS PROCESS IMPROVEMENT CONSULTANT

**03/2002 with variability to present**

LEAN6, LLC- HASLETT, MI

Launched independent contract/ consulting firm focused on optimizing business process flow and empowering employees to positively impact clients' bottom line.

Services offered, but not limited too: process analysis and prioritization, process and value stream mapping and/ or training, lean tools training, throughput analysis and business plan strategy.

KEY PARTNERSHIPS:

State of Michigan, Demmer Center for Business Transformation at Michigan State University, Emergent Bio-Solutions, Demmer Corporation, BP, General Motors, Luminous Group, Pinnacle Strategies, Lansing Community College, Ronald McDonald House of Lansing and Lansing Urgent Care.

- **Office of Good Government, State of Michigan:** Strategic partner working with state agencies to mentor Green Belt Candidates and facilitate Kaizen Events.
- **BP MC252 Oil Spill:** Improved decontamination process while supporting Governmental requirements to clean and off- hire over 10,000 vessels. Decreased daily vessel on- hire costs from a peak of over \$1 billion a month to less than \$8 million a day within a 3- month period.
- **Ronald McDonald House of Mid- Michigan Streamlining Donation Process:** Improved delivery by 84% and first time quality (FTQ) by 52% with 100% customer expectation and satisfaction.
- **Lansing Community College, Business and Community Institute:** Developed and instructed a Lean 101 class with eight classes spanning sixteen weeks. Structuring content to build ASQ (American Society for Quality) Certification portfolio for shop floor and management employees.

---

10439 Blackberry Lane, Haslett, Michigan 48840 • (517) 204- 3671 • holly.e.plaga@gmail.com

**SENIOR CONSULTANT****02/2014- 11/2014**

PINNACLE STRATEGIES, LLC- PLANO, TEXAS

Facilitated or Co- facilitated throughput improvement events for client Theory of Constraints, Lean Six Sigma (TLS) Methodology to improve factory flow. Instituted Rules of Engagement to optimize the constraint and utilize buffer management. Created policy and procedural documentation for both Pinnacle Strategies and clients.

CLIENTS INCLUDED:

**General Motors Foundry Toluca, Mexico**

- Increased block line throughput by 27% over the average production rate

**Continental Tire Manufacturing Facility, Mount Vernon, Illinois**

- Improved Commercial Vehicle Tire line throughput by 13% against a ramp-up demand of 11%

**BUSINESS PROCESS IMPROVEMENT CONSULTANT****05/2011- 07/2012**

BMGI (BREAKTHROUGH MANAGEMENT GROUP INTERNATIONAL)- DENVER, CO

Coached business plan strategy, taught lean theory, facilitated Kaizen events throughout the United States. Trained, mentored and assessed Lean Six Sigma Belt Candidates and projects.

CLIENTS INCLUDED:

**Federal Reserve Bank of New York (FRBNY)**

- Coached Process Improvement Project identification and prioritization sessions
- **Financial Management:** Operational Expenses, Capital Expenses and Reporting and Analysis VSM workshops uncovered process gaps effecting business throughout the 13 Federal Reserve districts; improvements estimated > 5 million dollars annually.
- **Real-estate & General Services (REGS):** \$500,000 first year budgetary savings pinpointing labor contracts, utilizing industry experts and implementing lean projects in elevator, HVAC and maintenance.
- **Federal Reserve Bank, East Rutherford Operating Center (EROC):** Capital Accounting process mapping generated identification of 79% non- value added (NVA) work, savings of 8 days/ person/ month 1.2 ANP by identifying rework and pain points.

**Highmark Blue Cross Blue Shield:** Facilitated Rapid Improvement Events (RIE) and mentored Green Belts.

- **Automate and Streamline Provider Application Process RIE:** Improved processing time by 75% with an annual savings of \$206,000.
- **Medical Record Review RIE:** Discovery of 52% un- captured content, 83% scorecard improvement and BCBSA improvement from 0 to 4 points after RIE. Plan in place to achieve 100% (6 of 6 points) by end of 2012 becoming the overall benchmark.

**SENIOR INDUSTRIAL ENGINEER****05/2008- 05/2009**

GENERAL MOTORS, POWERTRAIN- FLINT ENGINE SOUTH FLINT, MI

Accountable for Lean strategy, training and throughput improvements in a World Class North American Automotive Manufacturing Facility.

- Created and implemented a data analysis tool to flag departmental constraints; introduced TPM (Total Productive Maintenance), implemented OEE (Overall Equipment Effectiveness) and facilitated strategy with production to work load level and create floor dispatch system.
- Facility Subject Matter Expert: Plant OEE, WPO (Workplace Organization), BPD (Business Plan Deployment), CI (Continuous Improvement) and Lean Audit

---

10439 Blackberry Lane, Haslett, Michigan 48840 • (517) 204- 3671 • holly.e.plaga@gmail.com

**AEROTEK AUTOMOTIVE- FLINT, MI 2006- 2008**

**Contract employee through Aerotek with General Motors, Powertrain Flint Engine South, Flint, Michigan**

**GLOBAL MANUFACTURING SYSTEMS COORDINATOR (LEAN MANAGER)**

**06/2006- 05/2008**

Responsible for the lean implementation of two engine plants producing three distinct product lines using Global Manufacturing System (GMS) principles and rated scorecard requirements.

- Successfully led lean manufacturing activities to over 500 UAW personnel and 120 salaried personnel increasing the GMS scorecard (an assessment of lean efforts and sustainment confirmations derived from the Toyota Production System) from 76% to 91% exceeding corporate target of 82%.
- 2007 and 2008 Harbour Report ranked the 4.2L I6 engine #1 in segment for productivity and 5 overall
- 2008 and 2009 - 3.6 liter V6 VVT with SIDI named one of WARDS TEN BEST ENGINES in the world.

**ASSEMBLY LAUNCH INDUSTRIAL ENGINEER**

**04/2006- 06/2006**

Assigned to boost launch activities: addressed ergonomic concerns and provided line side workload leveling. Confirmed and implemented material presentation strategies quantifying design, cost and delivery and created processing standardized work and quality placards using control plans and FMEA's.

**EDUCATION, CERTIFICATIONS AND MEMBERSHIPS**

---

**BACHELOR IN ARTS**, Michigan State University, East Lansing, MI

**LEAN SIX SIGMA BLACK BELT CERTIFICATION**, Lawrence Technological University, Southfield, MI

**CHANGE PRO FACILITATOR CERTIFICATION**, Breakthrough Management Group International (BMGI), Denver, CO

**LEAN LEADER CERTIFICATION**, Breakthrough Management Group International (BMGI) Denver, CO