

GM – VP / DIRECTOR OF ENGINEERING / OPERATIONS – PROGRAM MANAGER

Innovation / Global Growth Strategies / Government & Defense Contracting / Manufacturing / P&L / R&D / Multisite Operations / Business Development / Contract Capture / Product Development / Best Practices / Continuous Process Improvement / Lean Six Sigma / Kaizen / Planning / Project & Program Management / RFPs / Bids / Negotiations / Contracts / ERP / MRP / KPIs / M&A / Profit Improvement / Cost Reduction / Restructuring / Supply Chain / Strategic Alliances / DFAR / Turnarounds / Change Management / Key Accounts / Client Relations / Team Building / Facilities / Strategic Sourcing / Procurement / Crisis Management

A general management, engineering, product, manufacturing and program management leadership executive with a demonstrated track record at firms in aerospace/defense and transportation equipment sectors. With extensive senior level management experience at companies such as **Triumph Group, United Technologies Corporation (UTC) - Aerospace Systems, Goodrich Landing Systems, Cummins Diesel** and **Boeing**, directed diverse multidisciplinary teams to exceed corporate and customer expectations.

Versatile and highly adaptable, contributions include major successes in business development, product development and service delivery. Instrumental in preparing, presenting and closing proposals that won high-value long-term contract awards in the defense and civilian sector, outperforming competitors to win and retain business. Directed R&D, design, engineering, testing, manufacturing and launch of innovative products for both commercial and DoD/government projects. Grew revenue, margins, profits and market share while reining in costs.

Led multisite operations, directing cross-functional teams and spearheading complex projects for programs such as the F-16, C-130, F-35, F/A-18, 737, 747, 767, 777 and other iconic aircraft platforms. Held full P&L responsibility on international civilian and government programs and contracts ranging to \$3B in value and managed teams numbering to more than 1,500 professionals. Comfortable leading in multicultural settings, having traveled extensively across five continents.

Proven record leading fast-paced operational startups, rapid growth initiatives and dramatic performance turnarounds as well as directing crisis management projects. Highly skilled at organizational and staff development with a strong history building exceptional cross-functional global teams and grooming top talent for next gen leadership assignments.

Can make a strong impact by:

- ☐ **Developing & executing aggressive revenue growth strategies**
- ☐ **Directing complex, high-value projects from planning to delivery**
- ☐ **Driving change management & business transformation initiatives**
- ☐ **Reengineering products to improve quality, reliability, durability & safety**
- ☐ **Forging profitable strategic alliances with customers & contracting partners**
- ☐ **Leading successful contract captures, winning new, add-on & renewal sales**
- ☐ **Streamlining operations, processes & systems to boost efficiency & profitability**
- ☐ **Designing, developing & going to market with breakthrough aerospace solutions**
- ☐ **Fostering a culture of innovation, continuous improvement & operational excellence**

A natural servant-leader, data-driven decision maker, and intuitive problem solver. An inspiring motivator who is calm under pressure, thrives on challenges. Known for contagious enthusiasm and a relentless pursuit of excellence, manages by balancing empowerment and accountability to deliver exceptional results. Credentials include an **MS degree in Engineering Management from Washington State University** and a **BS degree in Aeronautical & Astronautical Engineering from Purdue University**.

CAREER HISTORY & SELECTED HIGHLIGHTS

Triumph Group

A \$3B leader in design & manufacture of aerospace structures, systems and services

Vice President, Performance Excellence, July 2016 to November 2018. Reporting to the CEO, recruited to drive revenue, profit, productivity, quality, customer satisfaction and other Operational improvements. Oversaw business units spanning machined components, electronics, composites, wing/fuselage structures and engineered systems. Managed 1,500 multidisciplinary professionals across dozens of sites and lead 15 P&L accountable Presidents. Notable achievements include:

Orchestrated a turnaround. Underperforming operations impeded Triumph deliveries and new business opportunities. Directed a *Return to Green* program, implementing data-driven process/systems improvements. Transformed 22 of 25 sites from Red to Green performance status. Won/retained millions in business with clients such as Boeing.

Strategic transformation saves \$50M. Triumph's 47 separate and heavily siloed operating companies missed opportunities for synergy and economies of scale. Created an enterprise-wide strategic roadmap. Built a Lean-trained team of 500 *Triumph Change Agents*. Held 1,000 Kaizen events. Created and rolled out the business practices to elevate KPIs to record levels. Saved tens millions in labor, materials and other costs.

Restructuring slashes space needs & saves \$10M annually. Triumph operations were bloated with excess staff and facilities. Identified opportunities for cutting fat. Closed or sold 20 sites with 1 million sf of space, consolidating into 50 remaining locations. Rightsized staffing. Captured millions savings improving productivity, efficiency and quality.

Overcame capital limitations to ramp up R&D. Triumph's product pipeline was falling behind competitors. Worked around funding constraints with a steering council to prioritize developments for commercialization. Propelled three breakthrough technologies into pre-production that are projected to generate tens of millions in high-margin revenues.

UTC - Aerospace Systems (now Collins Aerospace), Landing Systems Division

A world leader in aerospace/defense systems and a subsidiary of \$59B United Technologies Corporation
Rising through the ranks, roles include:

VP of Military Programs, January 2014 to July 2016. Promoted to direct the \$350M Military Programs for the joint operation of firm's Landing Gear and Wheel/Brake divisions, which included 4,000 employees at 21 sites in three countries and \$2B in revenues. Reporting to the president, played a key role in integrating the two divisions. Key accomplishments include:

Exploited cross-selling to win \$2M in new business. UTC Landing Gear struggled to grow its US and foreign defense spare parts business. Identified potential sales synergies between Landing Gear and Wheel & Brake divisions. Trained joint teams to collaboratively pursue cross-sale opportunities. Captured millions in new high-margin sales.

Director of Military Programs, January 2012 to January 2014. Selected to join UTC Aerospace Landing Gear leadership team following its acquisition of Goodrich as P&L leader for the \$250M Military line of business as part of 2,400 professionals at 11 facilities in North America and Poland. Key programs include the F-35, F-15, F-16, F/A-18, C-17, B-52 aircraft. Contributions include:

Innovated solutions for the F-35 Fighter. Cost/performance issues threatened funding for a \$50M/yr. program at UTC Landing Systems. Directed multiple rounds of improvements, solving numerous technical challenges. Won approval for redesigns from DoD leadership, qualifying the landing systems for the three variants of the next generation fighter platform.

Goodrich Landing Gear*(Acquired by UTC in 2012)**Rising through the ranks, roles include:*

VP Manufacturing Integration Projects, July 2011 to January 2012. Promoted to direct the transition of manufacturing programs in a large scale restructuring for the 737, 747, 767, 777, F-35, C-17, E2D and F-16 Landing Gear manufacture and assembly. Significant accomplishments include:

Reinvented an international business unit, boosting profits 25%. Goodrich Landing Gear needed revitalization. Handpicked by president to lead a \$150M restructuring program. Shuttered a costly facility in Cleveland, opened new advanced sites in Texas and Poland and revamped operations around the globe. Cut costs by up to \$20M annually.

VP Program Management, January 2006 to July 2011. Promoted to direct program management operations and manufacturing of systems for clients such as Boeing, Bombardier, Gulfstream, Cessna, Dassault and Agusta. Managed 900 professionals and P&L on revenue to \$500M. Achievements include:

Spearheaded complex multi-divisional negotiations for \$3B in new high-margin business. Sales to Goodrich's #1 customer, Boeing, were stalled over contract issues. Took command as lead negotiator, coordinating strategy across six Goodrich divisions. Resolved dozens of contractual challenges, paving way to billions in sales at margins 5-10% above the previous contract.

Swiftly cured a safety crisis, limiting impact. Goodrich's Q-400 landing gear suffered several incidents. Led collaboration with Canadian aviation authorities and Bombardier. Directed root cause/risk analysis, inspections and design/engineering fixes. Limited impact of flaw to days rather than weeks of grounding. Saved airline clients potentially upwards of \$2M per day.

Previously at Goodrich: Director Strategic Planning & Deployment, July 2004 to December 2006, Director Procurement, September 2003 to July 2004, and Director Program Management, January 2000 to September 2003. Contributions in these roles include:

Turned around a delay, avoiding millions in penalties. A Goodrich plant closure put production of landing gear for Boeing 747 and 767 programs behind schedule. Shifted production to another site, using Kaizen / SMED events to reengineer workflow to speed production. Recovered the six-week backlog, putting the program back on schedule.

Earlier roles:

Product Support Engineer, Goodrich Landing Gear; Stress Engineer, Cummins Diesel; and Stress Engineer, Boeing.

PERSONAL INFORMATION

Enjoy family, world travel, sports, golf and coaching youth hockey.