

ANTHONY E. GREEN

Subject-Matter Expert ♦ Transformational Leadership ♦ Entrepreneurial Mindset ♦ Status Quo Suspicious

SENIOR VICE PRESIDENT – OPERATIONAL EXCELLENCE

A Broadly Experienced, Consistently Successful Operational Excellence Professional with 15 years of transformative accomplishments produced for large, global enterprises operating multiple sites. Masterful at devising process changes that improve quality, increase output, shrink costs, and grow competitive advantage. Achieve enduring results by instilling in corporate leadership an obedience to lean principles and practices through exercise of influential interpersonal skills that build productive relationships at all levels of the organization.

Passionate about continuous learning and building a similar allegiance within succeeding levels of senior managers. Work hand-in-hand with all members of cross-functional teams to gain a complete understanding of each aspect of the business and ensure thorough and accurate direction for change. Equipped with mature emotional intelligence and results-bolstered self-awareness, which is the source of confidence to view any situation as a resolvable challenge.

- ♦ Integrity / Concern for Others
- ♦ Innovation Plus Detail Focus
- ♦ Dedication / Reliability
- ♦ Servant Leadership

CORE COMPETENCIES

Multi-Site Direction	Productivity Enrichment	Conflict Conciliation
Analytics / Metrics / KPIs	Dependability & Reliability	Stakeholder Relationships
Team Building & Guidance	Change Initiation & Governance	Corporate Culture Conversion
Teaching / Coaching / Mentoring	Business Planning / Tactical Execution	Vision / Direction / Implementation

PROFESSIONAL EXPERIENCE

Boehringer-Ingelheim | St. Joseph, MO

2021 - Present

A \$27 billion international, privately held pharmaceutical company that operates a \$5 billion animal health division providing vaccines, parasiticides and therapeutics along with diagnostic and monitoring platforms to veterinarians, farmers, and owners of companion animals and livestock.

Senior Associate Director of Business Process Excellence / Animal Health

Serve as chief of staff in the executive leadership team with responsibility for designing and implementing a framework to drive lean practices into the business operations of an \$800 million site containing four focus factories.

- \$6 million of operational savings realized in three years by conducting in the first two years a dozen kaizens and 44 gemba walks and initiating a suggestions program that produced 500 ideas yielding a \$300,000 ROI.
- Assisted site leadership teams in generating the maximum impact possible with limited resources by creating a plan and performance monitoring digital dashboard that facilitates daily activities management at the operator level.
- Turned around a failing, decentralized operational excellence department (OPEX) by restructuring the division, introducing the four-block method to drive accountability and accelerate initiatives, and employing one-on-one and team meetings to ensure cohesive understanding of all activities across the facility.

Trane Technologies (formerly Ingersoll Rand) | Lenexa, KS

2019 - 2021

A global company offering innovative climate-control technologies that help customer operations move closer to a neutral carbon footprint.

Regional Operational Excellence Change Agent

As a member of the six-state regional leadership team, facilitated the planning and execution of procedural strategies that delivered executional sales excellence in a transactional selling environment.

- Cultivated lean competence in the executive team by baselining each person's competence, providing an individualized roadmap for improvement, and holding bi-monthly coaching meetings.

- Eliminated rivalries between key US stakeholders by introducing Hoshin Matrix planning as the basis for strategic alignment of sales efforts along with accompanying KPI metrics. Coached leadership on how to assess the health of the business and make effective adjustments and trained sales personnel in problem-solving.
- Lowered turnover in next-generation leadership by authoring the region's year-long leadership development program in which up to 20 candidates received instruction and a supervised exercise in the nine steps of problem-solving in addition to exposure to core management principles.

Thermo-Fisher Scientific | Lenexa, KS

2017 - 2019

A \$40 billion worldwide supplier of scientific equipment and diagnostic services used in bioscience research laboratories.

PPI Value Stream Manager

Facilitated in collaboration with the director and operating team of a \$350 million area the lean roadmap for value-stream-identified cost savings and waste reductions.

- \$1.2 million of annual cost-saving projects propagated by highlighting the potential areas for reductions, the type of appropriate lean activity to initiate, and the framework for managing accountability.
- Augmented the ability of one product management team to overcome limited resources in executing the operating plan by framing current and future value stream maps, identifying through kaizen improvement activities, and formulating the metrics that drove results accountability.

Tempur-Sealy | Kansas City, MO

2016 - 2017

A worldwide mattress manufacturer and marketer of three brands: Stearns & Foster, Tempur- Pedic, and Sealy.

Regional Operational Excellence Engineer

Managed a series of projects in the Kansas City and Minneapolis facilities in cooperation with the advance manufacturing group, plant supervisors, and production operators.

- \$400,000 added to the combined bottom lines of two manufacturing sites by guiding extrapolation of value stream maps for both operations and mentoring local officers in arranging and shepherding lean directives.
- **10% efficiency increase** and a 5% decrease in space usage attained by installing supermarket warehouse layouts, redesigning picking carts to buttress safety, activating inventory auditing, and putting a visual control system in place.

ITT Goulds Pumps | Seneca Falls, NY

2014 - 2015

A global manufacturer of highly engineered critical components and customized technology solutions for a broad range of transportation and industrial-energy markets.

Operational Excellence Manager

Charged with originating and managing lean initiatives aimed at reducing waste in facilities around the world.

- \$3 million in overhead expense removed by redesigning the manufacturing areas of three production sites guided by insights gained through spaghetti diagrams, inventory analysis, and time studies. The changes cut headcount in half, reduced walking-by 50%, and shrunk the production cell size 25%.
- 10% rise in machine uptime achieved by piloting institution of a total productive maintenance (TPM) campaign, a structured approach to preventive maintenance, and operator upkeep of assigned equipment.

Enviri (formerly Harco Corp) | Tulsa, OK

2013 - 2014

A \$2 billion industrial environmental enterprise that serves the recycling, rail, and sustainable-operations industries.

Continuous Improvement Leader

Led execution of each business unit's continuous-improvement strategy and trained employees on use of lean tools.

- \$1.8 million in productivity contribution reached by reducing wasted manufacturing time 67% through application of spaghetti diagrams, operator load charts, and time studies.

SPX Cooling Technologies | Overland Park, KS

2008 - 2013

A \$1.5 billion manufacturer of specialized heat exchangers used in indoor climate control and industrial refrigeration.

Operational Excellence Leader

Spent two years in the rotational engineering development program as a manufacturing supervisor, design engineer, operational excellence lead, purchasing agent, and supplier quality engineer. Traveled the world rescuing failing manufacturing sites during the following three years.

- \$4 million of labor savings supplied through a 300+% boost in productivity by starting a preventative maintenance program that hiked machine uptime, removing encumbering waste, and minimizing non-value-added activities.

- Preserved on-time delivery of a new product by proactively auditing potential suppliers' financial health, production capability, quality systems, operational excellence programs, and culture to avoid selection of an unqualified vendor.
- Redesigned the oversight structure of a component manufacturing process to give supervisors a previously unavailable tool for identifying daily the need for assistance from support functions by running method and time studies and evaluating the effectiveness of existing processes.

EDUCATION / CERTIFICATIONS

Master of Engineering in Industrial Engineering, University of Tennessee
Bachelor of Science in Packaging Science, Rochester Institute of Technology
Lean Six Sigma Green, Missouri State
Lean Six Sigma Black Belt, Missouri State
Lean Certification, Milwaukee School of Operational Excellence (MSOE)