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# Joseph Gorman

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## Introduction and Career Aspirations:

I am a proven business leader seeking a senior level position in operations with a growing diverse company. My key strength is in Operational Excellence & Cultural Transformations originating from the operations floor to the executive level. I have over 25 years of leadership and kaizen experience. I have led organizations ranging from 80 to 800 (employees) and \$13M to \$220M in revenue. My core belief is that **'Processes create results, people work on processes, therefore results start with people.'** I utilize a set roadmap for achieving results based upon leadership, teamwork & problem solving through data analytics.

## Professional Certifications & Education:

- Udemy certificates in SQL, Power BI & Tableau
- Author of 'Business Performance System' & 'The 9Q's of Leadership'
- Emerson Executive Leadership Development Program
- 7 Habits of Highly Effective People (Signature Series) Facilitator
- Goodyear Leadership Development Program – Mahler
- Six Sigma Greenbelt, Quality Management Association
- Bachelor of Science in Mechanical Engineering, University of Mississippi

## Leadership:

I have led organizations to high performance by investing in the team members. Also, I have trained over 2000+ in kaizen methodologies and leadership concepts at 8 or more organizations. In addition to developing and implementing company management operating systems designed to achieve (R2) results at multiple organizations. My team and I submitted for and won awards for our plant's cultural transformation. I was the designated Employee Engagement Officer for the Union City plant at Goodyear. In that role I developed the engagement method and trained the plant leadership team. Stephen Covey's Seven 7 Habits of highly effective people has been a fundamental training resource. Increased plant & interplant communications via daily manufacturing support team meetings. Established cost reduction systems for goals achievement. I established plant SIOP process covering bookings to work cell utilization.

I established key performance indicators such as: {**Safety:** ['Total Incident Rate', 'Recordables', 'First Aids', '# Observations'], **Quality:** ['DPU', 'PPM', 'Yield', 'Scrap as % of sales'], **Productivity:** ['OEE', '100% Theoretical', 'Output per hour', 'Meantime between failure'], **Delivery:** ['OTD%', 'Schedule Attainment'], **Cost:** ['Gross Margin', 'Labor cost per unit', 'Material cost per unit', 'Earned hours vs target', 'Capital Expenditures'], **SIOP:** ['Bookings', 'Inventory \$', 'Inventory turns'], **Morale:** ['Absenteeism', 'Turnover', '#Employee Suggestions', 'Employee Survey Results']}.

## Data Analytics:

I led teams to setup the enhanced data analytics focus for several organizations; using Microsoft Office, Python & Power BI. This system's approach allowed the teams to translate data into information thereby immediately exposing the condition of the process for further analysis and improvement. Transitioned leadership meetings to be more data driven. KPI's translated to daily /weekly cadence versus monthly via team empowerment efforts and the use of Microsoft Power BI.

## Kaizen:

I have led organizations toward improving operations via lean manufacturing and six sigma. I utilized kaizen as a tool to build something greater. I ensured that leaders were trained in continuous improvement and then relentlessly improved the processes to have them to become predictable and repeatable. We utilized appropriate continuous improvement tools necessary to achieve our targets. The application of kaizen has produced many results over the years. A few key examples of the results are the following:

**Performance Results:**

KPI Category	Metrics	Results	Organization
Safety	TRR & TIR	100% improvement from 6.28 to 0 94% Improvement from 3.8 to < 0.2	Leroy Somer Greenfield Products
Quality	Scrap	83% improvement \$41.7k per month to \$7k; 58% improvement 1.7% of sales to .72% Zero PPM status for 2006 & 2007 75% reduction in DPU from 36 to 9; Marbles Strategy	Greenfield Products Leroy Somer Goodyear JCB
Cost	Build hours Net Income Productivity Productivity Productivity	53% reduction from 199 to 95 Net income (\$300k) to \$900k in a year; \$2.7M 5-year period 48% improvement (2010) & 11% (2011) 28% cost per unit improvement over three years 15.8% improvement for (2001), 10.2% (2002), 9% (2003)	Greenfield Products Greenfield Products Goodyear Stabilus Stabilus
Delivery	On Time Delivery	85% improvement (Open Market); from 53% to 98%	Leroy Somer
Inventory	Turns and dollars	70% decrease of (work in process) inventory	Ducommun
Kaizen Projects	One Point Lessons	1,000 improvements from Gemba via OPL process 265 improvements from Gemba via OPL process	Leroy Somer Goodyear

**Managerial Career Progression:**

Organization / products	Location	Size	Position	Years	Exit Reason
Northern Engraving Corporation / automotive aluminum trim	Sparta, WI	Multi-site (4) 735 employees 7 direct reports	General Manager	.8	Called to pastor a church in TN
Greenfield Products / 20-ton cranes	Union City, TN	105 employees 7 direct reports	General Manager	1.5	Advancement
JCB / backhoes & skid-steers	Pooler, GA	250 employees 4 direct reports	General Manager	1	Family move
Leroy Somer / 5MW generators	Lexington, TN	806 employees 10 direct reports	Plant Manager	6	Downsized
Goodyear / passenger automotive tires	Union City, TN	750 employees 7 direct reports	Plant Operations Manager	5.5	Plant Closure
Ducommun / electrical wiring harnesses	Phoenix, AZ	80 employees 7 direct reports	Director of Operations	1	Family move
Batesville Casket / wood dimension mill	Vicksburg, MS	180 employees 7 direct reports	Operations Manager	2	Advancement
Stabilus / gas springs for automotive industry	Gastonia, NC	250 employees 6 direct reports	Operations Manager	4.5	Advancement

**Portfolio:**

Service	Internet address	Purpose
Profile website	<a href="http://jggitttruth.github.io/cv">http://jggitttruth.github.io/cv</a>	Website to showcase career improvements