

GARY MICHAL

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DIRECTOR OF CONTINUOUS IMPROVEMENT

Root Cause Analysis / Project Management / FMEA / SPC / Minitab Analysis
Innovative Process Expertise / Business Process Improvement / Strategic Planning
Strong Interpersonal Skills / Lean Six Sigma / Training and Coaching

Hands-On Lean Six Sigma Expert: I have significant experience with the Lean Six Sigma tools including process mapping, cause & effect matrix (diagram), failure modes and effects analysis (FMEA) in driving toward the root cause in process issues. In addition, I have applied many statistical analysis tools such as control charts, ANOVA analysis, process capability, design of experiments (DOE), pareto charts, regression, Gage R&R, and measurement systems analysis (MSA) among many others using Minitab to solve difficult process problems in both manufacturing and transactional environments.

Process Improvement / Continuous Improvement Leader: For over 20 years, I have applied various process improvement techniques in the roles that I have held. These techniques include Lean, Six Sigma, Quick Response Manufacturing (QRM), Reengineering, etc. and these efforts have improved the efficiency, productivity, and reduced defects or improved quality in hundreds of processes. Likewise, I have lead teams responsible for improving processes that have demonstrated significant financial impact for the business.

Practical Process Problem Solver: Using experience gained in many industries over the years and with a trained eye, I have had success in improving processes incrementally using a practical approach. I judiciously use the Lean Six Sigma skillset to confirm obvious process observations without wasting valuable production time.

Proven Record – Team Building and Employee Development: I am knowledgeable in all functional areas of management and have become extremely skilled in developing and managing cross-functional teams for joint-ventures, company turnarounds, and new business ventures. My teams, the products that they have developed, and the services they provided have consistently exceeded company objectives; achieving double-digit gains in revenues and profits.

International Experience: I have assembled teams and coached Lean Six Sigma students from the US and international business units and led them solve process problems leading to enhanced process performance that produced significant cost-savings and cost-avoidance. I have also trained and coached Six Sigma process improvement in Canada, Europe, Middle East, and Far East.

MBA – Technology Management. **BS** – University of Phoenix. **AS** – Triton College.

CSSMBB – Certified Six Sigma Master Black Belt.

Technology Commercialization – University of Texas/NOV Ventures.

SELECTED ACHIEVEMENTS & SKILLS

- ☐ **Created and delivered Six Sigma training worldwide that delivered more than \$50M of process improvement savings for NOV in the first three years.** Created practical Lean Six Sigma training materials, exercises, and testing tools at the White Belt, Yellow belt, Green Belt, and Black Belt levels so that employees of all experience levels and roles could learn and apply the techniques to remedy difficult problems, improve flow, reduce costs, and improve quality.

- ☐ **Trained over 1,000 employees in the Six Sigma problem-solving methodology in the first three years of the program.** Coached students thru their projects in group and individual sessions, around the world, in-person and remotely using video and web conferencing. Certified dozens of students working manufacturing and transactional problems at the Green Belt and Black Belt levels showing significant financial benefits. Trained students on Minitab statistical analysis software in conjunction with the Six Sigma training.
- ☐ **Improved timeliness of project completion and drawing releases on 90% of land rig and offshore projects** by implementing a project management structure and Primavera scheduling to the structural engineering group at NOV. Managed 72 people and a \$10M to \$12M budget for 4 years without ever exceeding budgeted amounts. Passed 100% of internal, API, and ISO audits each year by revising internal processes, revising group workflows, and accurately defining work instructions.
- ☐ **Achieved \$2.4 million first-year revenue target, four months ahead of schedule.** Recruited to lead a new start-up business unit for Rockwell Automation, I recruited key technical staff, implemented project management and improved business processes, and developed the strategy while building relationships with distributors, customers, vendors, and competitors for a multi-faceted approach to the industrial electronic controls and services market.
- ☐ **Lead company turn-around and increased revenues.** I was recruited to establish an engineering team to design, manufacture, support, and bolster equipment, services, and system sales in the North American market for ITW/Strapex Corporation. I reversed a sharp revenue decline by establishing targets markets, providing innovative product design and project solutions, and implementing project management techniques.
- ☐ **Headed R & D efforts that lead to a 200% labor savings** as the Research and Development Manager of the Lightseam/Special Projects Group of Union Special Corporation. I lead this high-profile joint-venture group in developing a laser-enhanced bonding machine based on patented technology; assembling the team and motivating them to succeed in meeting and exceeding technical performance goals and project milestones.
- ☐ **Skills:** Exceptionally strong written, verbal, and presentation skills. Excels in training situations and has delivered process improvement training on dozens of different topics. Highly personable and capable of working with other senior executives, professionals, and line staff. Proficient in solving problems and implementing solutions under tight deadlines. Six Sigma expert who can solve challenging manufacturing or transactional problems that have been tolerated for months or years. Hands-on manager, capable of efficiently managing all types of products, projects, budgets, and individuals. Innovative background exemplified by the issuance of two U.S. Patents. Excellent computer skills.

CAREER OVERVIEW / ENTREPRENEURIAL AND FORTUNE 500 EXPERIENCE

- ☐ **National Oilwell Varco** – Director of Continuous Improvement/Engineering Manager 2007-Present
- ☐ **Reynolds Industries** – Engineering Manager 2004-2007
- ☐ **Consultant** – Technology & Process Improvement 2002-2004
- ☐ **Rockwell Automation** – Engineering Services Manager 2000-2002
- ☐ **ITW/Strapex Corporation** – Technical Director 1997-2000
- ☐ **Union Special Corporation** – R & D Manager, Product Line Manager, Project Engineer 1989-1997