

Executive Résumé

John Ballis

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Expertise

Samurai Master Black Belt Expert of LEAN, Six Sigma, Corporate Culture, Lean Supply Chain, Project Management, Continual Process Improvements, Cross-functional Teams, Change Management, Business Development, Executive Mentor/Advisor, Corporate Strategist, Transformational Processes, Cross Industry & International Expertise

Leadership Profile

Innovative and resourceful professional with a record of streamlining daily processes, introducing technology solutions, and implementing process improvements for bottom-line results. Hands-on experience in executive leadership, operational excellence management, continuous improvement, and change management. Astute operational strategist and transformational leader that consistently delivers high performance results in deadline-driven environments. Expertise in assessing corporate culture, navigating organizational dynamics, and translating corporate strategies into tangible results for sustainable change. Regarded for the ability to expertly drive processes and successfully motivate cross-functional teams. Comprehensive Lean Supply Chain and Project Management background coupled with a track record of exceeding expectations locally and internationally. Highly successful taking organizations (union and non-union represented) to the next level of operational excellence.

Professional Experience

Lean Your Way, LLC
Lucas, Texas

CEO/Founder
2016 to 2019

Led The Oneida Group through a corporate Lean Transformation.

- The TOG achieved a 15:1 ROI through Super Kaizens.
- Increased productivity 3 fold and lowered overtime to 6% from 27%.

Led the closing and moving of a Plant for the Crosby Group in 90 days.

- Temporarily filled in as GM to lead the management team to complete the move under 90 days.
- Reduced the cost of running 2 plants by more than \$350K a month during the transition. Won the Union over by engaging them to complete the move by improving safety, reducing absenteeism and implementing their ideas.

Unipart Expert Practices
Montvale, NJ

Vice President of USA Operations
2014 to 2016

Built an extension of a UK consulting firm in USA, including delivery, practice development capabilities, and Unipart Way for the Americas. Developed client transformational processes and executive leadership accountability.

- Produced revenues of \$12 million each of the first two years and a third-year contract of \$8 million.
- Built US team from 8 to 54 consultants in 18 months.

NBTY
Smithtown, NY

Operational Excellence (O-Ex) Director
2013 to 2014

Built Op-Ex capabilities and the execution of Op-Ex projects across Supply Chain operations. Planned and implemented Op-Ex systems across NBTY. Directed operations and coached improvement projects.

- Reduced changeover times by 72% across packaging lines by conducting kaizen events with cross functional teams.
- Designed and implemented pull systems that increased daily output from an average of 387K bottles a day to 550k and reduced overtime from 38% to 14%.

Dr. Pepper Snapple Group
Plano, TX

Senior Director
2010 to 2013

Evaluated operations and designed a strategy in Rapid Continuous Improvement. Promoted to Senior Director to realign RCI. Led and deployed Lean development, training, mentoring, and certification for 22,000+ employees across 159 sites.

- Trained over 1,800 DPS employees in 2011. Devised Enterprise Lean Strategies for 2013 and beyond for company-wide Lean/Six Sigma tools for all employees. Developed corporate-wide 5S Training for 2012, which included scripting a video series for 22,000 employees.
- Directed 13 team members in completing 67 Kaizen events that realized \$87 million in savings over 2 years.
- Formulated a strategy of Super Kaizen events that included 3-5 Kaizen events within the same week, which yielded \$1 million to \$5 million in savings per event.
- Pioneered the implementation of 32 Super Kaizen events and 31 other events yielding \$87 million in savings in Supply Chain and Sales improvements for USA/Mexico operations.

FlowCycle, LLC
Dallas, TX

Founder/CEO
1994 to 2010

Developed and managed Lean/Six Sigma for process improvement operations, software and education consulting practices, business development, sales, project management, change management, client relationship management, and client solution delivery. Oversaw team of 27 consulting professionals to a peak of \$6.5 million in annual revenue.

- Achieved over \$2 billion in cumulative cost savings for client base utilizing Lean methods and practices.
- Accrued \$3 million in annual productivity improvements for Metro Labels Printing Company by establishing training programs that promoted smooth employee transitions and faster cycles of learning.
- Redesigned the manufacturing process for Parker Hannifin Green Camp Plant by mobilizing the plant through training workshops and redesigning jobs to eliminate steps, which resulted in \$7 million per year in cost savings.
- Reduced backlogged orders from \$600,000 to less than \$70,000.
- Cut cycle times by 80% and reduced the age of the oldest order from 90 to 30 days.
- Reclaimed over 70,000 square feet of factory floor space and cut inventory by 66%.
- Played a key role with client company, Parker Hannifin, awarded "Best Lean Plant Operations in Ohio."

SNE Enterprises, Inc.
Wausau, WI

Director of Logistics – Reporting to CEO
1992 to 1993

Operational responsibility for information systems, purchasing, production control, inventory control, supply chain management, and transportation at manufacturer of Vetter, Crestline, and Visions branded windows and doors with \$280 million in annual revenue. Administered \$140 million operations and inventory budget.

- Drove revenue growth 70% (+\$100 million) in one year by re-inventing window customization manufacturing process and reducing cycle time from 8 weeks to 2 days
- Boosted on-time delivery rate from 69% to 98% and reduced back orders to less-than 1%

George Group Dallas, TX

Director 1988 to 1992

Executed projects involving lean manufacturing practices for electronics, metal fabrication, processed foods, and assembly plant clients at a boutique consulting firm. Lead contact for client interactions and product delivery. Developed curriculum for becoming a certified CFM-Lean Black Belt Coach/Consultant (Train-the-Trainer Program).

- Directed the ITT corporate-wide Lean project at 17 plants in Germany, Italy, Mexico, and the US, resulting in a decrease of average cycle time between 50-70% per plant while improving quality.
- Developed the supply chain strategy at Hill's Science Diet Pet Food, which reduced can packaging material inventory by 90% while eliminating two buildings dedicated to empty cans.
- Led 10 teams of 150 Union Members of Machining in the first "U" Shape Assembly Cell at Allied Signal, which resulted in a 70% reduction in cycle time.

IBM Austin, TX

Staff Manager 1978 to 1988

Established a Participate People Program and reduced labor codes from 175 to 15. Taught CFM concepts and Kanban design to 2,000 employees Added a vertical cross-training program that provided flexibility for production workers. Reduced cycle time from 45 days to 4.5 days.

Education

North Carolina State University, Maynard Institute, Raleigh, NC
BS, Industrial Engineering Management

1984

Continued Education/Professional Development

- DFSSB certified UTD Certified 2010
- Lean Six Sigma Master Black Belt – Refresher 2009
- PMP certified by Project Management Institute Inc. 2002
- Shingijitsu Certified in Lean Manufacturing Principles 2001
- Certified Lean Instructor and Implementation Leadership – (FlowCycle™ Institute) 1999
- APICS certified CPIM 1998
- CPIM - APICS Aerospace SIG Board Member 1988
- Just-in-Time/Toyota Production System Continuous Flow Manufacturing Training (Japan) 1987
- Certified Lean Six Sigma Master Black Belt, IBM/Maynard Sponsored Training 1984

Honors & Awards

- Toyota/IBM – 25 Years Certificate for 1,400+ Kaizen Events completed as a Toyota's mentor as a Lean Sensei with Japanese Manufacturing Techniques.

- Samaria level at the Toyota Lean Conference in Tokyo, Japan, March 2013
- Received IBM's President's Award for plant wide cycle time reduction, 1987

Publications

- Managing Flow – Achieving Lean in the New Millennium to Win the Gold 2001
- TQM-III™: An Alternative to Reengineering 1996
- Featured in 26 magazine articles (Advance Manufacturing, I.E., APICS, Quality Digest)

Key Accomplishments

Resolved Corporate Conflict and Drove Organizational Excellence

Situation:

A U.S. glassware manufacturer needed assistance implementing their vision of continuous improvement. The CEO wanted to create ownership at the operator level to improve quality and allow a union environment to participate in creating improvements. The COO preferred to build new glass capability machinery to address manufacturing problems, ship offshore to improve the supply chain, and outsource customer and financial services to India. The CEO needed to gain alignment with the COO. After seven weeks of consulting and implementation of a pilot plan, the COO advocated layoffs rather than deployment of employees to increase efficiency and wanted to eliminate consulting services prior to the end of the contract date.

Action Plan:

- To persuade the COO to buy into the process without jeopardizing the contract, worked with him daily.
- Coached him to ask open-ended questions with the implementation team to allow him to see the benefit of letting operations implement their own solutions.
- Persuaded the COO to dress more appropriately when visiting the plant floor so his attire would not intimidate the operators.
- Demonstrated a different demeanor and communication style when working with operators and union representatives.

Results:

The pilot team of 90% of union operators, two supervisors, and one manager reduced costs by \$3.5 million through improved efficiencies and productivity that reduced headcount from 12 people per line to six and reduced overtime by 85%. As the COO was the champion of this pilot project, he learned how to interject his ideas effusively. He won the operators over during the weeklong super kaizen event by participating in the pilot and personally packaging glass products for the first time.

The CEO and the COO became the driving force for the senior leadership team to implement our methodologies. The participation of the senior management team created a competition to see which organization could create the most change through operational excellence and continuous improvement. The result was an ROI of greater than 20 to 1 and over \$25 million in savings.

Key Accomplishments

Implemented Corporate LEAN Manufacturing Across Multiple Sites and Three Languages

Situation:

An American manufacturer of power tools, hardware, and home improvement products planned to move its South American manufacturing plant and headquarters from São Paulo to Ubraba and needed a consulting firm to design the new plant and deliver educational materials in English, Portuguese, and Spanish. The USA president/CEO for Brazil operations was committed to the concepts of Lean manufacturing. Challenges were keeping a team on the ground in Brazil for nine months, coaching a management team required to move 500 km from their home base, and working with a union with an autocratic leadership style.

Action Plan:

- Educated leadership at all levels to create a win-win relationship by coaching them through our Methodologies of MARIS: Mobilization, Assessment, Redesign, Implementation and Sustainability.
- Created all materials and tool sets in English, Spanish, and Portuguese.
- To align consulting efforts with the internal culture of the facility, hired three employees from Brazil who would eventually become employees of the client company.
- Coordinated with the construction team of the new facility to design the plant layout, assuming a 50% reduction in cycle time.
- Created an educational platform for senior management. Piloted and demonstrated the results achievable through a systematic approach.
- Over a 12-week process, mobilized the management team and the hourly operators daily around a visual management board. Created an assessment process and created a value stream map of the pilot line. In weeks three and four, began the redesign process.
- In weeks 5, 6, 7 and 8, implemented a new process with standard work in Portuguese and Spanish. During the next four weeks, implemented over 100 ideas from the operators.

Results:

The initial results included a reduction of 75% in cycle time, 25% reduction in scrap, 50% reduction in re-work, 80% reduction in inventory and a 60% reduction in floor space. In nine months, facilitated replicating this process across all major product lines and moved product lines to new facility. For the first time in Brazil, key operators moved their families to a new city for opportunity and personal growth. 70% of the management team made the transition and continued to run the facility.

Key Accomplishments

Created a New Vision and Win/Win Management Style Devoted to Operational Excellence

Situation:

A major retailer and manufacturer of durable goods used in hotels and homes needed to implement methods of operational excellence to make the company profitable. Mentoring and coaching services were needed for team members reporting to the CEO: CFO, COO, Senior VP of HR, SVP of Marketing, SVP of Sales, VP of Legal, and VP of Communications. The goal was to move the group away from historical silos of excellence into an operational excellence team with sustainable results to reduce costs and improve organizational functioning.

Action Plan:

- Created executive education program with hands-on coaching on Lean rapid continuous improvement methodologies. Designed a two day off-site educational hands-on program for the leadership team.
- Leadership team read a book and completed homework about their individual functions. This included data collection used during the course to identify potential projects and champions. Each leader identified projects of \$250,000 or higher within their function that would contribute to cost reduction through rapid continuous improvement.
- After the two-day course, educated the entire management team and cross functional groups to ensure all leadership understood the methodologies to achieve the CEO's vision for the company.
- The leadership team used visual management boards or centers to understand daily metrics. The CEO measured the effectiveness of how his team was utilizing visual management to understand the operations and the effect each of them had on their functional groups.
- Each functional leader built an end-to-end value stream map of their process and responsibilities. These maps were connected to study the value stream of the customer from receipt of orders to delivery and payment.
- Educated leadership at all levels to create a win-win relationship with the management team by coaching them through our Methodologies of MARIS: Mobilization, Assessment, Redesign, Implementation and Sustainability.

Results:

Hands-on coaching provided insights into each functional area and facilitated identification of projects likely to deliver substantial results by the CEO and management team. The greatest result came when the team understood that the effects of changes within their functional areas might be good for them but could create unneeded costs in other functional areas. To ensure the success of a new vision created by the CEO during his initial coaching sessions, the team became more collaborative. The team embraced the mission to create continuous improvement rapidly by utilizing a simple methodology driven by visual management. The team now meets weekly as the steering committee of operational excellence and continuous improvement.

Industry Insights

Rapid Continuous Improvement Drives Revenue Growth When Based on Company Culture

Creating Excellence with Lean Six Sigma

Successful companies achieve results from Lean Six Sigma with committed leadership from the top. Toyota is an example of sustainable continuous improvement. From the beginning, CEO and President Ohno led by example. He visited the floor daily to inspect the visual management boards. He asked open-ended questions of the supervisors and operators. Leaders that want sustainable continuous improvement must be engaged. When organizational culture rewards problem solving, employees will identify waste and implement tools to remove it, so positive change occurs rapidly. Engagement at all levels is the fastest strategy to reduce costs and improve ROI.

Build Continuous Improvement into Company Culture to Leave a Legacy

Operational excellence is not a program of the month or a short-term fix. To achieve sustainable results with Lean Six Sigma, the value of continuous improvement must be recognized as a commitment to excellence at all levels of the organization. New processes must be crafted from a company's current DNA so the culture can develop in ways that fit its unique reality, not an arbitrary standard. Commitment and persistence are the keys to creating a legacy of excellence.

Continuous Improvement Programs Must Be Tailored

The elimination of waste means understanding the pulse of your continuous improvement efforts. Too many experts mandate unrealistic and complex methodologies for continuous improvement. Don't shoot for huge changes quickly. Small improvements add up over time. Design and build a program, tailored to the company's needs, that can be sustained over the long term.

A Collaborative Culture is Human Centered

A collaborative culture centers around serving customers. Customers want the best quality goods, delivered complete and on time. To make this happen, hands-on leadership is needed. Engaging employees to increase productivity is the name of the game. For employees to be engaged, they must be trained in a simple methodology that allows them to assess performance from the day before, redesign the process if needed, implement change, and sustain results. Lean methodology needs to be used to develop a collaborative approach to solving problems daily.

Understanding Data Leads to Accountability

The ability to recognize trends and control an organization's position can be the strategic difference between leading or simply following. Organizations that understand the value of employees document trends on a visual management board to encourage ownership of issues. When employees collect their own data, they quickly learn when problems occur and how to resolve them to improve performance. Daily visibility creates accountability. It's also the first step in becoming servant leaders. A communication tool is a key to success in the journey to continuous improvement.

Communication is the Foundation for Success

CEOs report that failure in their continuous improvement efforts was associated, 96% of the time, with communication issues. Assigning the right people to document data and progress is essential. Taking the time to build a strong foundation with clear, accurate information pays dividends in the amount of organizational engagement created even before the improvement processes begin. Conflict at all levels is minimized with public data and transparency.