

# Lawrence Management

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## MANUFACTURING LEADERSHIP

### Continuous Improvement, Lean Manufacturing, Six Sigma

Cost conscious, value-driven change agent, with 20+ years of progressive leadership in plant operations. Energized by challenges, creates practical solutions, and thrives in collaborative environments. Core values include transparency, integrity, humility, and respect.

#### EXPERTISE

AOP Development  
CMMS Utilization  
Continuous Improvement  
Financial Analysis  
Full-site and P&L  
Maintenance and TPM  
Operations  
Process Improvement  
Project Management  
Product Development  
Quality Programs  
Safety & Environment  
Strategic Planning  
Employee Development  
Training

#### SKILLS

Word  
Excel  
PowerPoint  
SAP  
JDE  
Cognos

#### SIGNATURE SUCCESSES

Consistently delivered Conversion Cost favorable to plan: labor and schedule changes resulted in 29% improvement in mainstream labor variance, changeover strategy 40-100% downtime reduction, WIP inventory management and extrusion improvements resulted in \$297M savings.

Spearhead Kaizen events that addressed both manufacturing and business processes delivering results of \$245M '07, \$309M '08 YTD.

Led plant in achieving two years injury free work performance and attained Pactiv Silver Award for environmental compliance.

Introduced Continuous Improvement Projects with estimated cost savings of \$800M.

Effectively manages \$8M plant budget; demonstrated ability to reduce costs and improve productivity in Union and non-Union plant environments.

Actively seeks opportunities to engage, involve and challenge team members at all levels to achieve results through root cause identification and solution implementation, achieving both incremental and breakthrough improvements.

## CAREER HISTORY

**PACTIV CORPORATION** *Worked from ground up to Senior Management*

**Plant Manager** | Griffith, IN May 2009 – present

- Lead all aspects of operations in a 54–68-employee plant that produces Molded Fiber products for the egg packaging business.
- Introduced Lean initiatives and drove implementation of Pactiv Production System at the plant level. Developed Griffith Plants objectives to support Molded Fiber business, to include safety, quality, cost reduction, productivity enhancement and operational improvement.
- Developed and implemented preventative maintenance program that resulted 30% reduction in Repair Materials budget.
- Restructured Maintenance Team to achieve a 28% reduction in indirect labor.
- Implemented new systems and processes that allow organization to collect analyze data and provide timely and appropriate responses to production issues.
- Implemented Supervisor Individual Development Plans to facilitate individual growth and build competencies in direct reports.
- Effectively implemented progressive change in a union environment including contract negotiation and grievance resolution.

#### **Production Manager** | Temple Consumer *January 2009–May 2009*

- Shifted shop floor focus on product quality; realigned production floor to support Rapid Response, improve flexibility and reduce waste
- Redesign of Shop Floor Metrics to support organizational goals.
- Improve training and certification process to improve skill and pay equity.

#### **Productivity Manager** | Temple Consumer *January 2007 –December 2008*

- Developed site Lean education program, “Pactiv University,” focusing on application of Lean Manufacturing principles to real-time manufacturing opportunities, enlisting managers to co-teach lean principles to a cross section of hourly and exempt employees.
- Focused on quality, forward-looking training methods: sourced external vendor to develop illustrative graphic operator training for Consumer Waste Bags, focusing on Roller Derby expansion.
- Executed Lean strategic plan for Temple Consumer including, introduction, development and execution of 08 AIP’s, Plant Wide 6S, Obeya Project Management, standard work and employee engagement initiatives.

#### **Unit Manager** | Temple Consumer *September 2003 – December 2006*

- Improvements in plant dock operation resulted in an additional 18% in annualized improvement in secondary material handling spend.
- Executed training program, which resulted in enhanced training opportunities for hourly workforce and resulted in \$120M savings.

#### **Manufacturing Excellence Implementation Leader** *January 2003 – August 2003*

- Implemented Manufacturing Excellence program for Temple Consumer including design and implementation of Floor Leadership structure.
- Developed automated programs to track and report shop floor and plant performance via “Virtual War Room”.
- Championed “Source of Loss” activities for plant and participated in division wide brainstorming and project identification. Projects netted \$430M annual savings.

#### **Consumer Cinch Sak Expansion Manager** *April 2000–January 2003*

- Managed and staffed Temple Consumer Cinch Sak expansion: addition of 14 conversion, 5 elastomer, and one EZ Flap line.
- Successfully met product launches and line start-up targets, effective management of pre-op budgets resulted in 4% favorable variance to CAR.
- Management of total direct conversion costs resulted in 13% favorable variance to AOP in start-up year.

*Additional experience includes Columbus Union Drive Team, January 2000 – March 2000; Stretch, Reclaim Unit Manager August 1996–January 2000.*

#### **EDUCATION & TRAINING**

- **B.S. Business Management** | University of Mary Hardin *Baylor, Belton, Texas*
- Kempner Trego-Problem Solving and Decision Making, Principles of Lean Manufacturing, Statistical Process Improvement, TBM Shop Floor Kaizen Breakthrough Instructor Training, DDI

#### **CERTIFICATION**

- **Green Belt, Lean, and Black Belt** | Villanova University