

**T. M. Kubiak**

QA/OE Coach, Author

QA Superpowers: Lean Six Sigma Continuous Improvement Deployment,  
Metrics and Process Design**SUMMARY**

Pragmatic leader with more than 30 years experience and expertise in quality and Lean Six Sigma across a variety of businesses including aerospace, retail, and financial sectors. Possesses broad business acumen and a strong work ethic with a passion and bias for driving improvement and delivering results. Builds team cohesiveness and drives individual productivity through direct coaching, mentoring, and a no-hidden agenda style. Quickly grasps problems and issues and decomposes them down to their basic actionable elements. Exhibits analytical and innovative thinking including the ability to plan and execute along the entire spectrum from strategic to tactical to operational. Challenges the status quo. Translates data into action. Selected areas of experience and expertise include:

- Lean Six Sigma/Continuous improvement deployment
- Process metrics development
- Training, coaching, mentoring
- Deployment rescue
- Quality engineering/management
- Industrial engineering/Logistics
- Process design
- Simulation

**PROFESSIONAL EXPERIENCE****PERFORMANCE IMPROVEMENT SOLUTIONS, Weddington, NC****Apr 2009 – present***President and Owner*

Responsibilities include: Providing consulting support in the areas of quality planning, control, and management; training, coaching/executive coaching, and mentoring in Lean Six Sigma; project support; Malcolm Baldrige performance excellence; performance metric development; cultural improvement through C-suite development; process design, implementation, and improvement; policy and procedure development; proprietary course content development; data accuracy and integrity; customer satisfaction analysis; process simulation; and strategic planning as related to organizational development and improvement.

**ACCENTURE, Process and Innovation Performance, Dallas, TX****Jan 2008 – Apr 2009***Engagement Director*

Responsibilities included: Providing consulting support to clients and serving as their trusted advisor; providing operational oversight, and management at client sites to ensure “deliverables” outlined in the statement of work as well as client satisfaction are achieved; developing a high performance, cohesive client-based team; teaching the concepts of Lean Six Sigma to all levels of the organization including: executives, champions, sponsors, master black belts, black belts, and green belts; providing coaching and mentoring; conducting ad hoc workshops; and responding to requests for proposals.

**PERFORMANCE IMPROVEMENT SOLUTIONS, Weddington, NC**

**Nov 2005 – Jan 2008**

*President and Owner*

Responsibilities include: Providing consulting support in the areas of quality planning, control, and management; training, coaching/executive coaching, and mentoring in Lean Six Sigma; project support; Malcolm Baldrige performance excellence; performance metric development; cultural improvement through C-suite development; process design, implementation, and improvement; policy and procedure development; proprietary course content development; data accuracy and integrity; customer satisfaction analysis; process simulation; and strategic planning as related to organizational development and improvement.

**BANK OF AMERICA, Consumer & Small Business Banking, Charlotte, NC**

**Aug 2004 – Nov 2005**

*Senior Vice President/Master Black Belt*

Responsibilities included: providing support to Consumer and Small Business Banking Consumer Operations; identifying improvement opportunities to generate bottom-line cost savings, designing processes to support customer relationship management strategies and tactics; developing quality and productivity plans to focus on selected opportunities and projects; coaching and mentoring black belts and other master black belts; leading the department's Hoshin Planning/Kanri processes; leading a direct staff of 5 black belts; and managing a \$1.6M budget to plan. Selected accomplishments include:

- Developed and implemented a metrics tracking and reporting system for teller balancing accuracy that resulted in increasing accuracy to 93% from 88% across 5800 banking centers
- Developed measurement systems to support customer relationship management prototype development processes
- Developed cross-channel processes that generated a 1% revenue and 2% customer satisfaction increase
- Achieved \$28M in bottom line cost savings in 2004 and \$61M in 2005

**SEARS, ROEBUCK & CO., Hoffman Estates, IL**

**May 2002 – Aug 2004**

*Corporate Director, Six Sigma*

Responsibilities included: providing overall corporate-wide direction and oversight for the strategic implementation of Lean Six Sigma; building the infrastructure necessary to develop and maintain a Lean Six Sigma mindset; providing various levels of training; coaching and mentoring black belts and master black belts; leading a direct staff of 7 black belts and 3 master black belts, along with an indirect staff of 45 black belts and master black belts located in varying geographical locations across the corporation; and managing a \$4.4M budget to plan. Selected accomplishments include:

- Developed and implemented a DMAIC tollgate system that ensured projects were selected properly, resourced appropriately, and executed swiftly
- Implemented a project and cost-savings tracking system that linked project savings to ledger accounts resulting in credible and booked cost savings
- Trained over 1500 executives, managers, and associates in Lean Six Sigma, metric development, and process management to achieve buy-in and an understanding of the



importance of Lean Six Sigma as a competitive strategy

- Generated \$57M in bottom-line cost savings in 2002, \$138M in 2003, and \$92M YTD July 2004

## **HONEYWELL INTERNATIONAL, Commercial Aviation Division, Phoenix, AZ**

*Program Manager/Technical Senior Staff (May 1997 – May 2002)*

Responsibilities included: serving in a variety of program management roles and leadership positions to implement division-wide quality and productivity initiatives; serving as the Customer Quality Engineering Manager and liaison for the division's largest international OEM customer; serving as the Y2K program manager; serving as Six Sigma program manager; and providing general quality, ISO 9000, and AS 9100 consulting support.

Selected accomplishments include:

- Reduced a long-standing backlog of significant quality audit findings and implemented process improvement changes to prevent recurrence which resulted in the division being awarded two follow-on contracts
- Implemented Six Sigma in a \$1.5B division that resulted in \$26M cost savings over a two-year period
- Certified as a Black Belt with project savings totaling over \$1.25M
- Trained and certified over 450 Green Belts including division executives
- Operated within a \$5M budget with a direct staff of 6 and indirect staff of 15 to achieve a successful transition into the year 2000 with no major or moderate deficiencies
- Directed and coordinated the Honeywell Quality Value process that resulted in the division achieving the corporate award three years in a row
- Implemented a division-wide initiative directed at consolidating all policies, processes, procedures, work instructions, and records within an intranet database environment resulting in a reduction of documents to 300 from 3000; achieving ISO 9001 and AS 9100 certifications; and restoring the division's credibility with its largest customer by addressing contractual requirements and removing the division from the customer's probation list
- Trained 1800 employees in the fundamentals of the quality management system being implemented in support of the ISO 9000 and AS 9100 certification efforts

## **HONEYWELL INTERNATIONAL, Satellite Systems Operation, Glendale, AZ**

*Manager of Process Improvement, Supply Management (Aug 1996 – May 1997)*

Responsibilities included: improving department and overall supply chain systems; establishing and implementing supply management process metrics and; serving as a corporate senior examiner for the Honeywell Quality Value and leading corporate teams to visit, evaluate, and score sister divisions against the Baldrige criteria. Selected accomplishments include:

- Developed and implemented a comprehensive, responsive, and effective supplier assessment process that identified and removed poorly performing suppliers resulting in an increase in on-time delivery to 98% from 86% and improving the product acceptance rate to 96% from 79% over a five-month period
- Migrated the organization from the traditional process of procuring material to a strategically-focused, commodity-based process through the establishment and facilitation of commodity teams that leveraged economy of scale buys across three business areas and six production lines resulting in \$2.5M annual savings



- Created and implemented metrics which addressed both process and department efficiency and effectiveness resulting in a 8% reduction in headcount and 17% reduction in purchase order requisitions equating to an annual savings of \$1.9M
- Implemented an internal ISO-based audit process to ensure compliance with policies and procedures reducing non-compliance violations to 9% from 43% over a six-month period

***Total Quality Advisor (Jun 1994 – Aug 1996)***

Responsibilities included: advising operation-executive management in the use of the Baldrige as a business model; implementing business and technical process improvements across all areas of the business; serving as a corporate senior examiner for the Honeywell Quality Value and leading corporate teams to visit, evaluate, and score sister divisions against the Baldrige criteria. Selected accomplishments include:

- Directed and coordinated the Arizona Governor's Award for Quality application and site visit which resulted in the Operation receiving the award in the large manufacturing category
- Directed and coordinated the Honeywell Quality Value application and site visit which resulted in the Operation receiving the award
- Led and facilitated multi-level, cross-functional quality improvement teams in all areas of the organization that resulted in an 11% reduction in cycle time and 28% reduction in defect levels across three production lines.
- Led the implementation of a location-wide cost of quality system resulting in a \$1.6M reduction in scrap and rework costs

**HONEYWELL INTERNATIONAL, Space & Strategic Systems, Clearwater, FL**

**Feb 1979 – May 1994**

Promoted through a series of progressively increasing levels of responsibility:

- **Principal Engineer (Oct 1989 – May 1994)**
- **Senior Engineer (Jan 1982 – Oct 1989)**
- **Engineer (Feb 1979 – Dec 1981)**

Responsibilities included: providing production line support in the areas of industrial, production, and quality engineering across all production lines; interfacing with prime contractors, DoD, and NASA customer representatives to ensure contractual requirements are met; developing quality plans; ensuring production schedules are achieved; reducing production scrap and rework; leading cross-functional improvement teams; serving as a corporate senior examiner (one of six corporate-wide) for the Honeywell Quality Value (i.e., Baldrige-based performance excellence model); leading corporate teams to visit, evaluate, and score sister divisions against the Baldrige criteria; and providing work direction to engineering, technicians, and administrative personnel. Selected accomplishments include:

- Directed and coordinated the Florida Governor's Sterling Award application and site visit which resulted in the Operation receiving the award in the large manufacturing category
- Led and facilitated multi-level, cross-functional improvement teams to standardize and rewrite production layouts resulting an 18% defect reduction rate; 37% fewer and simpler documents; and the reallocation of 7 quality inspectors
- Implemented and administered a location-wide cost of quality system resulting in a \$4M reduction in scrap and rework costs over a 3-year period
- Developed and taught quality-related courses to over 375 production and quality engineers; technicians; assembly operators; and inspectors in support of ISO 9000



certification

- Developed simulations of production lines to identify scheduling bottlenecks, requirements for capital equipment, and alternate line configurations; attain line balance; and increase throughput resulting in a 6% headcount reduction of assembly operators, a 12% increase in throughput, and the elimination of over \$3M in appropriate capital equipment expense
- Designed and implemented a location-wide source data collection system to unify the process of production line and quality data collection across seven production lines that increased data accuracy and integrity by 68%

**PPG INDUSTRIES, INC., Pittsburgh, PA**

**May 1976 – Jan 1979**

*Programmer/Systems Analyst*

Responsibilities included: utilizing structured programming techniques to achieve and deliver error-free software systems to production facilities located throughout the United States and providing support and consultation to field-based analysts regarding program capabilities, features, and functions.

**EDUCATION**

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| PhD <u>coursework</u> in industrial engineering | University of South Florida, Tampa, FL, 1984   |
| MS in industrial engineering                    | University of Pittsburgh, Pittsburgh, PA, 1978 |
| BS in industrial engineering                    | University of Pittsburgh, Pittsburgh, PA, 1976 |

**CERTIFICATIONS AND LICENSES**

- **Professional Associations**
  - American Society for Quality (ASQ)
 

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| Certified Quality Engineer                             |
| Certified Manager of Quality/Organizational Excellence |
| Certified Reliability Engineer                         |
| Certified Six Sigma Black Belt                         |
  - Institute of Industrial Engineers (IIE)
 

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| Certified Systems Integrator |
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  - Society of Logistics Engineers (SOLE)
 

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| Certified Professional Logistician |
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- **Organizations**
  - Honeywell
 

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| Certified Black Belt |
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  - Bank of America
 

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| Certified Master Black Belt |
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- **Government Agencies**
  - State of Florida
 

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| Professional Engineer (Industrial) |
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**See “Addendum to Thomas M. Kubiak Resume” for a complete listing of honors/awards; publications; and invited speeches, and presentations.**