

STEPHEN J. RUSSO

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CAREER OBJECTIVES

An executive level opportunity to develop, lead and engage a diverse team of Lean Professionals in the successful implementation of multi division / site cultural and lean transformation.

SUMMARY

A Lean Sigma transformational executive with 20+ years' experience driving sustainable growth and profitability. Lead and mentored the implementation of strategic planning delivering innovative solutions with dramatic improvements in all aspects of the business. Highly adaptable and results based. I am known for my ability to coach team members at all levels to achieve organizational results. Core competencies include:

- Corporate and BU STRAP
- Strategic Thinking – Policy Deployment
- Strategic Metrics – KPI's
- Black Belt DMAIC
- Green Belt DFSS
- Change Management
- Certified Shingo Assessor – not current
- Lean Tool Suite

PROFESSIONAL EXPERIENCE

ASTRONOVA INC. WEST WARWICK, RI

2014 – Present

Executive Director Operational Excellence & Quality

Part of the Executive Leadership team reporting to the CEO, responsible for multi-site Lean Transformation

- Implemented a Strategy process via Strategy Deployment utilizing X-Matrix
- Standardized and executed the use of Lean Daily Management using a three Tiered methodology
- Reduce the reliance of annual dollar savings targets and replaced them with Quality, Lead-Time and cycle time improvements measured and reviewed at daily Gemba Walk. Metrics allowed for Point of Impact ownership
- Developed / Lead Sales, Inventory and Operations Planning (SIOP) process at the Manger and Executive levels

THERMO FISHER SCIENTIFIC, Virtual

2011 – 2014

Corporate Director Lean Enterprise

Responsible for the Lean Transformation of 6 global Divisions

- Developed the use of Strategy Deployment directly linked to the Business Strategy utilizing an X-Matrix
- Implemented standardized Key Performance Indicator and a Practical Problem-Solving process that addressed opportunities required to meet the goals and objectives
- Responsible for achieving an annual hard savings of over \$8M for the CDD division
- Continued experience in the development and implementation of Lean Conversion, Pull Systems, Inventory right sizing and all types of Kaizen

AVERY DENNISON CORPORATION, Virtual

2009 – 2011

Director Global Process Transformation, Retail Information Services Division

Responsible for the transformation of 60 independently run sites to globally common processes.

- Developed the Key Performance Indicator and Practical Problem Solving processes that supported and linked operations to the Strategy.
- Mentored 13 Junior Enterprise Lean Sigma Managers so that they could be effective in their specific region of the world.
- Continued experience in the development and implementation of Lean Conversion, Pull Systems, Inventory right sizing and all types of Kaizen.
- Trained all Regional Directors and Managers in the use of a standardized Key Performance Indicators and a Practical Problem-Solving tool to countermeasure KPI's that are not tracking to plan.
- Developed the Performance Management process used by VP of Operations to align the Regional Director of Operations to the Corporate Strategy and goals (no prior system existed).
- Implemented a standardized operational metrics process that included definition, business rules and data capture processes.

TEXTRON CORPORATION, Virtual

2005 – 2009

Corporate Lean Sensei

Responsible for the transformation of many Textron Business Units from traditional batch and queue to Lean Manufacturing.

- Developed new training materials to further enhance Textron's lean manufacturing concepts throughout the entire organization.
- Led several Lean Accelerators (Business Unit Targeted Lean Transformations). Experience in the development and implementation of Lean Conversion, Pull Systems, Inventory right sizing and all types of Kaizen.
- Developed a Lean Business System Assessment used in both operational and transactional businesses resulting in development of a specialized Lean Maturity Roadmap used to prioritize efforts.
- Assisted in the deployment and use of Goal Deployment Process (Strategy Deployment) creating clear direction for each BU.
- Implemented typical tools for the transition from traditional batch and queue to a lean business system to include: Flow, Pull, PQPR, SIOP, PFEP, SMED, 5S etc... resulting in 70% reduction in change over time, reduced lead time by 30%.
- Implemented Plan for Every Part (an inventory right sizing tool) a strategic inventory reduction process rather than subjective reduction targets resulting in a 30% reduction in finished goods inventory.

DANAHER CORPORATION, Virtual

2002 – 2005

Corporate Director Danaher Business System

Responsible for the development of management in the Danaher Business System and ensured that management understood the principles and implementation of DBS and lean conversion techniques.

- Implemented Danaher Business Systems methodology throughout the Danaher Corporation.
- Developed new training materials to further enhance Danaher's lean manufacturing concepts throughout the entire organization. Have experience in the development and implementation of Lean Conversion, Pull Systems, Inventory reduction, Strategy Development and Deployment, all types of Kaizen.
- Developed and implemented Danaher Materials Systems module – Kanban and Pull systems with Kanban basic and advanced calculators utilized to right size inventories, typical reduction of 25%.
- Developed/implemented Production, Sales and Inventory (PSI or S&OP) for all manufacturing sites resulting in level loading, forecast accuracy and inventory – Kanban resizing
- Developed and implemented Total Productive Maintenance module – typical reduced downtime by 35%.
- Conducted Strategy Deployment mentoring for Executive Leadership.
- Conducted Executive Leadership Training and Executive Champion Orientation to top management.

REXAM BEVERAGE CAN AMERICAS, Virtual

1999 – 2002

Manager Lean Manufacturing

- Directed the implementation of lean manufacturing throughout the seventeen U.S. plants.
- Developed baseline data and process capabilities for each plant to that lead to the establishment of lean goals.
- Instructed training classes on Lean Manufacturing for approximately 2000 associates and suppliers.
- Performed changeover kaizen events to reduce offset printer changeover from 45 to 4 minutes.
- Developed Kanban pull system and signals for aluminum, chemicals, storeroom and ink resulting in inventory reductions of up to 50%.

THE WIREMOLD COMPANY, West Hartford, CT

1997 – 1999

Just-In-Time Promotion Office

Responsible to consultant and facilitate continuous improvement activities within the Wiremold companies.

- Conducted shop floor and administrative Kaizen events focused on refined pull systems, visual controls, set-up reduction, cell design resulting in improved response time, refined inventory levels.
- Team leader of team responsible for submittal of achievement report for securing the Shingo Prize for 1999.
- Developed Kanban system for primary raw materials and internal customers resulting in two deliveries per day using only Kanban and plant inventory turns of approximately 80.
- Developed supermarkets, kanbans and pull signals linked to Kanban system results above.
- Performed Lean Manufacturing training prior to each Kaizen event.
- Completed set-up reduction kaizen events resulting in reductions to 40 seconds for 150Ton Minster press, assembly reductions and packaging reductions.
- Performed over 80 kaizen events from manufacturing to administrative / transactional.

UNITED STATES SURGICAL CORPORATION, North Haven, CT

Manager Continuous Improvement

1997

Direct and coordinate continuous improvement efforts at USSC and the supplier base including the development and execution of facilitator training programs.

- Managed a group of four Continuous Improvement facilitators.
- Develop pull systems with the supplier base and internal assembly units resulting in inventory reductions of up to 30%.
- Performed over 45 supplier kaizen events in assembly, stamping, machining and molding.
- Performed over 50 internal kaizen events for assembly, shipping, packaging and administration.

Manager Suture Engineering

1995 – 1997

Direct and coordinate processes necessary for the successful production of existing and new products in a Suture business growing at a rate of 35% per year. Responsible for twelve Industrial, Project, Mechanical and Design engineers and an annual capital budget of \$12 million and an annual expense budget of \$1.02 million. Additionally responsible for implementation of manufacturing projects resulting in a \$40 million bottom line cost reduction over a 10-month period

Continuous Improvement Facilitator

1995

Responsible for the implementation and facilitation of Kaizen, TQM Continuous Improvement efforts focused on customer requirements both internally and the supplier base. Events for both manufacturing and administrative, assisted in the development of the corporate Continuous Improvement training program. Experience in set-up reduction, material handling, warehouse utilization and process/employee utilization. I also facilitated approximately 40 Kaizen events per year.

Sr. Industrial Engineer

1993 – 1995

CENTRAL CONNECTICUT STATE UNIVERSITY, New Britain, CT

1993 – 1995

Adjunct Professor

Professor of 300 Level Business Management Systems course. The thrust of this course is to give students the skills necessary to comprehend and develop techniques to successfully interact and utilize the internal and external environments to achieve organizational goals.

EDUCATION

MS, Operations Management, Manufacturing Specialization, RENSSELAER POLYTECHNIC INSTITUTE, GPA 3.6/4.0

BS, Productivity Management, CENTRAL CONNECTICUT STATE UNIVERSITY, GPA 3.30/4.0

CERTIFICATIONS

- Shingo Assessor – no longer current
- DMAIC Six Sigma Black Belt
- DFSS Six Sigma Green Belt
- Danaher certified to train and facilitate SMED, Standard Work, 5S, Danaher Materials Process (DMP), Pull Systems, Plan For Every Part, Kanban Resize and Recalculation, Level Loading, Variation Reduction Kaizen (VRK), Transactional Process Improvement (TPI), Strategy Deployment, Value Stream Mapping, Six Sigma Leadership, Sales and Operations Planning (S&OP).

MILITARY

USAF Enlisted E-4 Nuclear Weapons Specialist, Top Secret Critical Nuclear Weapons Design Information (CNWDI) clearance

AFFILIATIONS

- Former North East Board of Directors and Member of the Association for Manufacturing Excellence
- Member Association for Manufacturing Excellence
- Member New England Lean Consortium