Brian Schofield

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# Objective

My objectives are to connect customers with optimal products and services, achieve operational excellence, and drive company strategies.

In addition, advance a continuous improvement culture through training, coaching, implementation, and execution of projects using principles of Lean and Six Sigma in day-to-day transactional and/or operational operations.

# Skills & Abilities

* **Lean:** Kaizen Facilitator/Trainer, Total Production System (TPS), Cycle-Time Reduction, TPM/Zero Loss, Waste/Muda elimination, 6S
* **Six Sigma:** Project Facilitator/Trainer, DMAIC, DfSS, PDCA, Defect Prevention, Voice of Customer, Customer Critical to Quality/Cost/Safety/Productivity, Reduce Process Variation
* **Project/Process Improvement:** DMAIC, DfSS (Design for Six Sigma), Current/Future State Mapping, Value Stream Mapping (VSM), Failure Modes and Effect Analysis (FMEA), Business Process Management (BPM), Prosci Change Management, ITIL, and Capability Maturity Model Integration (CMMI),
* **Data-Driven Problem Solving:** Root Cause Analysis (RCA), Key Performance Indicators (KPI)/Metrics Management, ISO 9001, Minitab, Fishbone, 5 Whys, A3/8D,

# Experience

## Continuous Improvement Manager, Shamrock Foods 10/2023 – 10/2024

## Aurora, CO

* Ensured top-level vision and strategic goals of the organization aligned to continuous improvement projects with these goals, ensuring that the selected projects contributed directly to the organization’s long-term success.
* Responsible for coaching and training production personnel in the implementation of continuous improvement.
* Implemented a Lean, Six Sigma Quality Management System for documenting processes and procedures for achieving quality policies and objectives. The QMS included a central repository (MS Teams) for storing training and project documentation/templates.
* Led hands on initiatives (Kaizens, just-do-it, Projects) through implementation of Lean tools & philosophy to drive process improvement.
* Implemented and managed the Total Productive Maintenance (TPM) program utilizing SAPs Plant Maintenance (PM) Module focusing on maintaining equipment and assets.
* Led efforts to enhance operational efficiency and equipment reliability in the manufacturing environment by leveraging SAP ECC modules and implementing Total Productive Maintenance (TPM) strategies to include driving improvement initiatives to minimize downtimes, optimize resource utilization, and align maintenance practices with organizational goals.
* Developed, Identified, and deployed Lean tools designed to drive core revenue growth of the business (e.g. Supplier Base Management, Cost Savings & Funnel Management, and Transportation & Logistics Management).
* Led Performance Analysis by managing Key Performance Indicators (KPIs) for each of the functional domains and effectively leveraging data to measure success and identify areas of improvement.
* Implemented and supported cultural changes across the organization and drove business improvement.
* Provided expertise, professional advice and guidance to leadership in business improvement, drawing from proven industry best practice and methodologies.
* Coached and facilitated teams and individuals to identify and implement improvement opportunities.
* Worked collaboratively, negotiated and engaged with key stakeholders to facilitate delivery and compliance with the Lean strategy.

## Writer/Author 01/2023 – 10/2023 Book Publication:

[Improving the Customer Experience, A Lean Perspective for Business](https://books2read.com/u/bOkqQA)

Barnes & Noble Booksellers, Inc.

- [35 Must Read Books (LinkedIn)](https://www.linkedin.com/pulse/35-must-read-books-customer-experience-cxmtoday-apipf?utm_source=share&utm_medium=member_ios&utm_campaign=share_via), #18

## Technical Continuous Improvement Expert, Applied Materials 10/2020 – 01/2023

### Longmont, CO (Remote)

* Guided Champions in project selection and scope, assuring linkage between projects and business and customer priorities.
* Led large projects using Six Sigma DMAIC methodologies, Just Do It (Kaizen), and Lean Implementation best practices to significantly increase customer satisfaction ratings and meet company objectives.
* Based on CMMI, conducted current-state assessments of business and manufacturing processes and identification of improvement opportunities. Based on this assessment, designed, implemented, and managed process improvement initiatives utilizing Lean Six Sigma methodologies.
* Assessed current and future resource needs for projects, including personnel, materials, and equipment as well as collaborating with cross-functional teams to align resource planning with overall business goals and developed and standardized best practices for planning and scheduling resources.
* Used data-driven decision-making to assess the effectiveness of resource allocation and planning and developed dashboards and key performance indicators (KPIs) to track progress and communicate insights to stakeholders.
* Managed cost improvement programs using CMMI and Benchmarking to reduce operational costs, improve efficiency, and enhance service quality across BUs.
* Facilitated groups through process mapping, root cause analysis, brainstorming, business impact assessments, gap analysis, and project planning.
* Trained, mentored and coached Champions, Black Belts and Green Belts in the use of Six Sigma tools and methodologies to ensure timely completion of projects with expected client results.
* Ensured consistent product quality, reducing defects, and improving efficiency.
* Developed rigorous control plans, communications, risk assessments and maintenance of documentation.
* Employed project/program management skills related to overall project tracking, deliverables management, action item tracking, meeting minutes, team communications, and presentations. Kept stakeholders apprised of project status and defined deliverables.

## Site Mgr./Sr. Bus. Architect, Dept. of Agriculture (LS3 Technologies, Contractor) ****10/2019 – 08/2020****Fort Collins, CO

* Supported the U.S. Dept. of Agriculture by leading large, cross-functional process improvement and process management activities. Activities included planning, performing, and implementing process improvement initiatives.
* Process management functions included data gathering and analysis, best practice benchmarking, process mapping, developing, and recommending alternatives for improvement, developing performance metrics, obtaining leadership or stakeholder agreement, implementing improvements, and monitoring post-process improvement initiative performance to updated standards.
* Activities are undertaken and executed in support of organizational goals and are accountable for providing business process solutions to meet internal and external customer expectations.
* Drive continuous process improvement initiatives using Lean, Kaizen, Six Sigma, and problem-solving tools (i.e., Ishikawa Diagrams, Root Cause Analysis, 5 Whys and A3s)
* Train and Mentor junior personnel in Lean and Six Sigma project management methodologies (e.g., DMAIC).
* Managed and led a team of software engineers, technicians, and other technical staff.
* Performance Management: Set goals, conducted performance reviews, and provided coaching and mentorship to team members.
* - Resource Allocation: Ensured the right resources (personnel, equipment, materials) were available to meet project and operational needs.
* Developed and implemented long-term strategies for site development and technological advancements.

## Lead Process Analyst, CenturyLink ****02/2018 – 03/2019****

### Broomfield, CO

* Had overall responsibility for implementing a lean six sigma program into the Quality Assurance (QA) organization by developing a LSS framework and training, coaching and directly applying Lean Six Sigma tools and methodologies to all business improvement initiatives within the QA value streams.
* Implemented a Lean, Six Sigma Quality Management System for documenting processes and procedures for achieving quality policies and objectives. The QMS included a central repository (MS Teams) for storing training and project documentation/templates.
* Worked with site and business unit leadership to achieve improvements to processes that are linked to corporate strategy and focused on the customer.
* Trained employees in Lean, Six Sigma at Yellow, Green and Black Belt levels in preparation for their certification journeys.

## Writer/Author – Lean, Six Sigma Business Excellence 08/2017 – 02/2018 Book Publication:

[Lean Six Sigma Implementation, A Business Excellence Operating Model](https://www.amazon.com/dp/B08FP3SRD3)

Amazon.com Services LLC.

## Lean, Six Sigma Master Black Belt, Stolle Machinery (Insight Global, Contractor) 04****/2017 – 08/2017****

### Centennial, CO

* Led large projects using Six Sigma DMAIC methodologies, Just Do It (Kaizen), and Lean Implementation best practices to significantly increase customer satisfaction ratings and meet company objectives.
* Analyzed critical to quality process workflows by mining, filtering, pivoting, and exploiting data to identify anomalies and ways to improve business processes.
* Implemented a Lean, Six Sigma Quality Management System for documenting processes and procedures for achieving quality policies and objectives. The QMS included a central repository (MS Teams) for storing training and project documentation/templates.
* Implemented Zero Loss Program in coordination with Total Productive Maintenance (TPM) to drive business improvements though:
  + Understanding losses to see hidden opportunities.
  + Well known tools used in a step-by-step methodology.
  + Involvement of all employees
  + Sustainable results
* Managed projects to improve performance by systematically removing waste, combining lean manufacturing/lean enterprise and Six Sigma to eliminate waste (Muda).

## Lean, Six Sigma Training and Program Administrator, Ball Corporation ****09/2014 – 02/2017****

## *Broomfield, CO*

* Managed major project/program initiatives utilizing Lean, Six Sigma tools and methodologies to implement a strategy for 8D Problem solving and process improvements at all North American Aluminum Can Packaging Plants.
* Led Transformation and Continuous Improvement initiatives aligned with other Global Process Team Owners (GPTO) to standardize or automate process steps, harmonize data, identified, and supported the implementation of tools to improve accuracy and efficiency, reduced process costs and maximized investment returns.
* Implemented a Lean, Six Sigma Quality Management System for documenting processes and procedures for achieving quality policies and objectives. The QMS included a central repository (MS Teams) for storing training and project documentation/templates.
* Worked closely with Global Shared Services (GSS) and other business stakeholders to ensure robust, sustainable process and data design, policy, technology requirements and governance to deliver best-in-class operations.
* Provided strategic and operational direction to global teams on the execution of operations and transactional processes, while ensuring a high level of standardization with minimal local variants; balanced standard process with out-of-the-box application processes to ensure implementation costs were balanced.
* Performed data analysis as needed to assess various performance attributes of cycles, including process and performance efficiencies, identifying opportunity areas.
* Managed the definition, design, and implementation of a Global SharePoint Site for Lean, Six Sigma training and governance documentation.
* Supported project managers and mentored and coached local trainers concerning Lean Six Sigma training content and tools.

# **Education**

* University of Phoenix – Bachelor of Science in Business Management

# **certifications**

* Lean, Six Sigma Black Belt – Seagate Technology
* ISO 9001:2015 - Applied Materials
* ITIL Foundation v2 – Loyalist Certification Services