

Michael A. Bates

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SUMMARY OF QUALIFICATIONS

I am a senior business leader that creates value through the development and implementation of sound business practices and solutions, reduction and elimination of process waste and variation, and effective program and project management. The teams I assemble and lead improve their operational effectiveness, throughput, and profitability. My communication and leadership styles allow me to communicate fluently, efficiently, and effectively at all levels of an organization and with organizational stakeholders. I will create value in any organization.

MBA | BA Management/Operations | Project Management Professional (PMP) | Six Sigma Master Black Belt (CSSMBB)

AREAS OF EXPERTISE

- Senior Operations Leadership | P&L
- Growth | Turnaround Management
- Lean Six Sigma Master Black Belt Projects | CI
- Program | Project Management | PMO | IMO
- Change Management
- Strategic Planning and Execution
- Training Development and Facilitation
- New Product Development | Commercialization

PROFESSIONAL EXPERIENCE

HSA Bank (Milwaukee, WI)

September 2017 - Present

Lean Six Sigma Black Belt – Master Black Belt

- Lead and facilitate quality, process, and performance improvement activities using advanced problem-solving methodologies such as Lean and/or Six Sigma to drive Operational Excellence. Teach, coach, and mentor continuous improvement tools and methodologies across the organization.

Silgan Containers (Oconomowoc, WI)

April 2015 - Present

Continuous Improvement Engineer – Master Black Belt

- Six Sigma Master Black Belt area lead for Lean Six Sigma training development and leadership, Kaizen event facilitation, and leadership of Black Belt projects across 6 plants. Production lines include 16 three-piece welded can lines, 30 end presses, 5 coating lines, 4 coil lines, 2 draw-redraw lines and numerous packaging, palletizing, and warehousing operations. Led over 60 Kaizen events engaging over 180 plant participants across 6 plants leading to improvements in the areas of Safety, Quality, Cost, and Continuous Improvement. Led 2 Black Belt projects.
- Lead for Total Productive Management CI tools and Coil Coat and Lithography Technology Team facilitator.

Bates Management Services, LLC | Independent Consultant | Operating Partner

March 2007 – April 2015

Operating Partner | Management Consultant | Project-Program Manager (PMO/IMO) | Lean Six Sigma Practitioner

- *Turnaround Manager | Operating Partner – Specialty Gear Manufacturer* - Developed restructuring, loan workout, and cash flow plans to reestablish profitability for failing business turnaround and established leadership point with banks and prospective buyers of the business. Led operations team, developed and initiated strategic growth platform, introduced Lean process improvement and project planning and management for complex manufacturing jobs.
- *Project Manager – Startup Project and Engineering Management for Digital Finishing Machine Builder* - Managed project with UK-based machine designer-builder and identified materials, engineering, suppliers, and production requirements and successfully established US manufacturing presence. Recruited operations and engineering team, implemented standard operating policies and procedures for engineering.
- *Integration Management Officer | Process Improvement Leader for Generic Pharmaceutical Distributor* - Led IMO for acquisition integration activities for \$100 million business acquisition by \$800 million Corporation. Led value stream management and improvement activities for call center and order management processes.

- *Process Improvement Leader | Relocation PMO/Project Manager for First-in-Class Trucking Company* - Led transactional process improvement for order-to-delivery processes by applying Lean Six Sigma methodologies. Improved on-time delivery and increased transactional throughput. Completed Master Black Belt project. Relocation Project Manager, managed relocation of HQ from Tulsa, OK to Fort Worth, TX. Sourced contractors, developed workflow and layout, made equipment selections, moved employees into 24,000 sq. ft. office facility.
- *Manufacturing Systems Consultant – Solid Surface Manufacturer* - Led initiatives to improve divisional on-time delivery and manufacturing efficiencies including implementation of Value Stream Management, 6S, single-piece workflow, and management coaching. Project management of the plant improvement and plant layout project teams including the development of project timelines.
- *Owner | CEO | Program Management Officer* - Commercial and Residential General Contracting Business - Established and operated home improvement business including sales/marketing, finance, operations and customer service functions. Implemented Lean and project management methodologies leading to on time and on budget completion of projects.
- *Operations Leader (Interim)* - Deployed Lean office and manufacturing strategies to improve order fulfillment processes resulting in on-time delivery improvement and past due order recovery. Identified problem-solving targets for past due performance and inventory accuracy issues using a variety of Management By Fact (MBF) problem-solving tools. Led order management, Value Stream Mapping, Cummins quality/process improvement, and SMED teams. Worked closely with materials manager and LEAD coordinator to improve overall plant effectiveness. Decreased past due sales from \$500,000 to \$176,000 in 2 months with effective recovery plans. Improved product and manufacturing quality to satisfactory level for Cummins and other automotive Tier 2 suppliers.

Ottawa University (Brookfield, WI)

August 2004 – March 2007

Adjunct Instructor (Adult Learning Evening Courses)

- Researched and developed course materials for general business courses at the graduate and undergraduate levels including MBA Graduate Seminar-Strategies and Policies, Project Management, Business Management, New Business Ventures, and Planning & Budgeting.

Trico Corporation (Pewaukee, WI)

March 2005 – September 2006

Director of Operations

- Implemented Lean Office and manufacturing strategies to reorganize operations leadership and improve order fulfillment processes resulting in 13% increase in revenue, 119% operating profit, and increased inventory accuracy from 65% to 95% within 9 months.

SRPM, LLC (New Berlin, WI)

April 2004 – March 2005

Owner | Chief Operating Officer

- Formed and managed business start-up activities including technology licensing, product development, marketing and business planning, and investor relations. Executed exit strategy after patent claims were rejected on second design iteration.

Summit Packaging Systems, Inc. (Racine, WI)

January 2001 – April 2004

General Manager | Plant Manager

- Turned around and improved divisional operational performance of high-speed assembly, injection molding, customer service, and quality control departments to avoid closing business. Designed and installed 6,000 sq. ft. warehouse employing RF technology to improve production output through 99.8% inventory accuracy for over 2 million components.

- Trained and coordinated continuous improvement teams, which increased assembled product output by 42% with a 71% increase in earnings and molded product output by 17%. Decreased operating costs by 32% through lean improvement activities including 6S, Single Minute Exchange of Dies (SMED), and Total Productive Maintenance (TPM).

Heska/Sensor Devices, Inc. (Waukesha, WI)

November 1997 – January 2000

Manager of Operations | Quality Manager

- Introduced Lean Six Sigma manufacturing strategies and doubled divisional revenue to \$14 million within 1 year through introduction of 7 new high-technology veterinary product lines. Led operational shift from low-skilled human biomedical product lines to high-end veterinary product lines through mass-layoff and recruitment of highly skilled production and engineering technicians within 2 month period.

Fishercast | Fisher Gage, Ltd. (Watertown, NY)

January 1996 – June 1997

Materials Manager | Supervisor

- Coordinated logistics and material handling systems design for Gillette Mach III razor handles between Gillette engineers and local subcontractors. Directed the design and installation of 9,000-sq. ft. warehouse for finished goods. Reduced daily transportation costs to subcontractors by approximately 50% through outsourcing to local carriers and increased equipment uptime by redeploying company truck driver to equipment maintenance responsibilities.

Lachat Instruments, Inc. (Milwaukee, WI)

April 1984 – January 1996

Vice President of Operations | Manufacturing

- Led growth of operations and engineering groups that increased revenue by over 800% through the development of 7 new product lines and business support systems. Evaluated, selected, and implemented 2 MRP systems. Coordinated the business relocation plans through Realtors, moving company, and landlord. Implemented cellular manufacturing reducing manufacturing cycle times from 4-6 weeks to 4-6 days.

United States Navy (Various Locations)

January 1980 – June 1986

Fire Control Technician | Petty Officer 2nd Class

- Maintained and repaired weapons radar systems, assigned to emergency fire and rescue response team, trained in various leadership and 3M equipment maintenance programs.

EDUCATION ♦ CERTIFICATIONS ♦ PROFESSIONAL AFFILIATIONS

Master of Business Administration ♦ Ottawa University ♦ 2003

Bachelor of Arts in Management ♦ Operations Management ♦ Ottawa University ♦ 2000

Associate of Science in Business Administration ♦ Cardinal Stritch University ♦ 1995

United States Navy ♦ Various Leadership, Technical Training Programs ♦ 1980 - 1986

Certified Project Management Professional (PMP) ♦ Project Management Institute ♦ 2013

Certified Six Sigma Master Black Belt ♦ Aveta Business Institute ♦ 2017

Certified Six Sigma Black Belt (CSSBB) ♦ ASQ ♦ 2016

Lean Six Sigma Certified ♦ Best Practice Research ♦ 2012

Former Board of Directors ♦ CATI ♦ Center for Advanced Technology and Innovation ♦ 2002

Former Member ♦ Racine County Economic Development Plan Implementation Team ♦ 2002

Former Milwaukee Programs Co-Chair ♦ TMA ♦ Turnaround Management Association ♦ 2014

Active Member ♦ PMI ♦ Project Management Institute