

## Michael A. Bates

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### SUMMARY OF QUALIFICATIONS

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I am a senior business leader that creates value through the development and implementation of sound business practices and solutions, effective program and project management, & the reduction and elimination of process waste and variation. The teams I assemble and lead are high performing and value-driven. My communication and leadership styles allow me to communicate fluently, efficiently, and effectively at all levels of an organization and with its stakeholders. I continually participate in and pursue higher levels of experiential training and education to stay current and expand my fields of expertise.

MBA | BA Management w/Operations Concentration | Six Sigma Master Black Belt (CSSMBB)  
Portfolio & Program Management Certified (PPMC) | Project Management Professional (PMP)

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### AREAS OF EXPERTISE

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

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### PROFESSIONAL EXPERIENCE

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Bates Management Services, LLC | CEO | Operating Partner

March 2007 – Present

**Operating Partner | Operations Leader | Lean Six Sigma Master Black Belt | Portfolio & Program Management Professional**

- *Special Projects Consultant - Industrial Equipment Manufacturer* - Lead Lean process improvement and project management activities.
- *Operating Partner | Special Projects Consultant - Health Care Products Manufacturer and Distributor* – Manage the sourcing of new manufacturing core competencies and project management of the transfer of equipment and processes.
- *Acquisition Integration Management Officer | Process Improvement Leader - Generic Pharmaceutical Distributor* - Led IMO for successful acquisition integration activities for \$100 million business acquisition by \$800 million corporation. Led value stream management and improvement programs for call center and order management processes.
- *Operating Partner | Vice President Operations - 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 - Automated Digital Cutting Machine Builder* - Startup program engineering and operations management 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.
- *Process Improvement Leader | Relocation PMO/Project Manager - First-in-Class Trucking Company* - Relocation Program Manager, managed relocation of HQ from Tulsa, OK to Fort Worth, TX. 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.

- *Manufacturing Systems Consultant for 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 - 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) - Diesel Turbo Actuator and Lubrication Systems Manufacturer* - 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.

HSA Bank (Milwaukee, WI)

September 2017 - October 2018

**Lean Six Sigma Black Belt**

- Lead and facilitate quality, process, and performance improvement activities using advanced problem-solving methodologies to drive Operational Excellence. Led A3 problem-solving activities resulting in over \$400,000 in cost reduction and risk reduction of 25-85% in 6 months.
- Advised senior leadership on developing portfolio and project management office structure aligned with strategic goals.
- Led the development and launch of the CI Foundations enterprise-wide training program and redevelopment of the A3 Problem-Solving process. Facilitated the CI training of nearly 400 employees.

Silgan Containers (Oconomowoc, WI)

April 2015 – September 2017

**Continuous Improvement Engineer – Master Black Belt**

- Six Sigma Master Black Belt area leader for Lean Six Sigma training development and leadership, Kaizen event facilitation, and leadership of Black Belt projects across 6 plants. 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.

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, 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 manufacturing strategies and doubled divisional revenue to \$14 million within 1 year through introduction of 7 new high-technology veterinary product lines

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.

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.

United States Navy (Various Locations)

January 1980 – June 1986

**Fire Control Technician | Petty Officer 2<sup>nd</sup> Class**

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

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**EDUCATION ♦ CERTIFICATIONS ♦ PROFESSIONAL AFFILIATIONS**

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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

Program & Portfolio Management Certified (PPMC) ♦ Program Management Leadership Group ♦ 2018

Certified Six Sigma Master Black Belt (CSSMBB) ♦ Aveta Business Institute ♦ 2017

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

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

MS Project Server Administration Certification ♦ Project Server Support, Inc. ♦ 2013

Lean Six Sigma Certified/Lean Manufacturing Certified ♦ Best Practice Research ♦ 2012

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

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

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

Former Member ♦ PMI ♦ Project Management Institute ♦ 2013 - Present