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EXECUTIVE COMPANION *— Supplemental context to resume. Prepared for PE operating partners, retained search consultants, and hiring principals evaluating senior operational leadership.*

I. OPERATING APPROACH

The resume shows eight consecutive operational recovery, greenfield, and scale-up engagements since 2018 — each exited after delivering measurable structural improvement. This document explains how. What follows is the operational approach developed across those engagements: a diagnostic signature that surfaces what most operators miss, an eight-step turnaround process that runs consistently regardless of industry, and a set of named techniques deployed within that process. The results are not accidents. They are the output of a methodology that can be explained, named, and — where useful — replicated by the teams left behind.

II. THE DIAGNOSTIC SIGNATURE

The operating principle that sits beneath every engagement: **the data is there — nobody is using it.**

Failing operations are rarely failing for lack of information. The measurement systems exist. The ERPs are running. What has broken down is the discipline of looking across data sources for patterns nobody thought to check. The highest-leverage work in a turnaround is typically a cross-domain overlay move — pulling two or three datasets that each individual function has, then layering them against each other to surface a correlation that none of the function owners could see from inside their own domain.

At Carestream, overlaying workforce hire dates against material parts outages revealed that the parts availability crisis was not a supply chain problem — it was a supply chain team that had turned over three times in eighteen months, losing institutional vendor knowledge each cycle. Neither the supply chain director nor the HR director could see the pattern from their own seat. The overlay surfaced it in twenty minutes.

This diagnostic instinct is a physics background applied to operational systems. Physics trains an operator to decompose a complex behavior into underlying variables, then look for the variable that actually explains the observed outcome rather than the variable that looks most obviously connected. Most operators arrive at a failing site and start executing a methodology checklist — Lean, Six Sigma, Kaizen. The engagement opens with a first-principles question: *which variables, overlaid against which other variables, would reveal what is actually broken here?* The methodology gets deployed after that question is answered, not before.

III. THE EIGHT-STEP TURNAROUND PROCESS

Every engagement since 2018 has run the same operational sequence, adapted to specific conditions on the ground but structurally consistent in its progression:

Step 1 — Dual Lens Intake. Separate conversations with the executives the role reports to and the site leaders who report to the role. The gap between what the two groups describe is typically where the real problem lives.

Step 2 — Basic Principles Audit. Attendance patterns. Workmanship standards. Floor cleanliness. Morale indicators. Before any data work, a structured walk registering foundational operational disciplines. If the basics have eroded, the sophisticated metrics are downstream symptoms.

Step 3 — Floor Observation. Most of the day on the floor, every area, viewed through three separate lenses: safety, quality, efficiency. Three structured passes produce three distinct diagnostic data sets rather than a blended impression.

Step 4 — Data Pull and Cross-Domain Overlay. Twenty-four months of operational data across every available domain — production, quality, supply chain, workforce, safety. Then the overlay work: layering datasets typically analyzed separately to find correlations that function-based reporting structures systematically hide.

Step 5 — Identify Top 2–3 Themes. From the overlay, the engagement thesis emerges. Not a list of thirty opportunities — the two or three themes that, if addressed, produce structural improvement across the operation.

Step 6 — Leadership Authorization. Present the diagnosis and proposed interventions to the sponsoring executives. Secure authorization before moving to the workforce. Reverse this order and the workforce absorbs changes that leadership has not fully committed to supporting.

Step 7 — Local Team Findings Presentation. Diagnosis and plan delivered to the site team. Voice their questions and concerns. Secure buy-in before execution. This is where Phase 1 Expectations — named pain, transparency about what the change will cost — lives.

Step 8 — Measure Everything from Baseline. Every intervention gets baseline metrics captured before deployment. Every week the delta gets reviewed. Adjustments made based on what the data is actually showing, not what was predicted. The operational cadence that sustains the turnaround past the initial intervention window is installed here.

IV. NAMED TECHNIQUES DEPLOYED WITHIN THE PROCESS

The eight-step process is the operational sequence. The techniques below are the most formalized leadership moves deployed within the steps — each developed through specific engagements, named deliberately, refined across subsequent deployments.

Authentic Leadership Disclosure *(Steps 1, 7)*

The introductory meeting with the workforce. Stated directly: safety is the number-one priority, and leadership will use strategically authentic emotional expression — not the uniform affect most corporate leaders present. Teams register this as human rather than constructed, accelerating trust formation and shortening the time required to earn the right to ask for change.

Workforce Dynamics Diagnostic *(Steps 2–3)*

A structured observation period before any intervention design. Watching how teams actually work rather than how they are described as working — who communicates with whom, where informal authority sits relative to formal authority, which standards have drifted and which have held. The diagnostic is invisible to the workforce being observed, which is what makes it accurate.

Phase 1 Expectations — Change Pain *(Step 7)*

The hardest single moment in any turnaround. The workforce must understand that the change ahead will be uncomfortable, and that the discomfort is not optional. The pain is named directly: standards will rise, accountability will increase, some current practices will be removed. Teams asked to endure change are more likely to endure it than teams managed into it.

Phase 2 Expectations — Greatness Narrative *(Post-Step 7)*

Once buy-in is secured, the narrative shifts to what the team is capable of becoming. Three reinforcing elements: teamwork (the work is collective), magic (genuine satisfaction is available in doing difficult work well), and choice (being here is a choice, honored by the quality of work produced). First developed at Marley Spoon; refined across every engagement since.

Beat the Boss ***(Workforce Engagement Infrastructure)***

A live head-to-head assembly competition on the production floor. Three workers compete against the leader simultaneously at the same station for three minutes — if any of the three completes more assemblies, they have beaten the boss. Winners receive a photo with the championship belt and a free lunch. Developed at Belden/PPC Broadband. Works on multiple layers: legitimate stakes, shared memory for the full workforce, and public vulnerability that communicates something KPI dashboards cannot.

Moments of Significant Influence ***(Deployed Throughout)***

A discipline for recognizing and acting in the small, fleeting moments when the team is watching and the leader's action installs a standard. Example: walking the production line and encountering debris on the walkway floor with five to ten employees watching. Stepping over it communicates that debris is acceptable. Stopping to pick it up installs the opposite standard. Cost: five seconds. The installed message travels across every shift those employees work.

Cost of Complacency ***(Deployed When Safety Focus Has Drifted)***

When workforce attention to safety has eroded, the entire plant is shut down operationally and the full workforce assembled. Three personal safety stories are delivered — Becky Ferry, Michelle Smith, and Bob Moor — each a real person who lost something that cannot be recovered because of a single unsafe moment. The shutdown itself proves safety is a priority. Typically required only once per team; the memory becomes the enforcement mechanism going forward.

Monetizing Waste Streams ***(Universal Deployment, Every Engagement)***

The reframe: waste is not disposal cost — it is inventory at the wrong price. Every manufacturing operation produces material streams that leave the facility. A full audit classifies each stream into one of four categories (recycle, resell, reuse, energy), pilots a single monetization opportunity for 90 days, and locks the controls. At Polymer Resources, overstock corrugate converted from recycle haul-off to $5K/truckload revenue. Outcome at every engagement: reduced haul-away fees, reclaimed floor space, and new revenue from material that previously carried negative P&L; contribution.

V. FIVE ENGAGEMENT PROOF POINTS

The operating approach, diagnostic signature, eight-step process, and named techniques have been deployed across eight consecutive engagements since 2018. The five engagements below — chronological, spanning five different industries — illustrate how the methodology produces consistent structural outcomes regardless of industry context.

Benjamin Moore & Co. — Newark, NJ

Plant Manager | Mar 2015 – Apr 2018 — Architectural Coatings

Incoming Condition. Newark was Benjamin Moore's flagship site and it was failing. The C-suite had issued a 12-month mandate: show improvement or close. The workforce was old, proud, and had been managed by prior leadership that valued friendship over output. Basic attendance and shift discipline had eroded.

Root Cause. Corporate had attributed operational failures to worker attitudes rather than doing the diagnostic work. The actual constraint sat elsewhere: filtration system downtime attributed to equipment inadequacy was actually a detection-delay-and-single-housing-architecture problem. Corporate had proposed a $1.5M capital investment with $859K in annual consumables to solve what was not actually the problem.

Solve. Opened with an explicit exchange offered directly to the workforce: respect and prestige for the facility in return for trust and willingness to absorb the change pain ahead. Diagnosed the filtration constraint through structured investigation. Designed a $5K intervention — an engineered GUI-integrated audible alarm triggered before filter saturation, plus a toggle switch redeploying existing decommissioned backup filter housings to keep the line

running during bag changes.

Results.

- $5K intervention eliminated 100% of filtration downtime
- $5.8M in five-year avoided cost against a $1.5M capital + $859K/year consumables proposal
- Newark moved from third to first in company-wide rankings within the first year; held for two additional years
- OSHA recordables down 50% YoY; company-best 344 days without a lost-time accident
- Plant remains operational — corporate divestiture decision reversed

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Marley Spoon — Newark, NJ

Head of US Production — Turnaround #2 | Jan 2019 – Sep 2019 — DTC Meal Kit Manufacturing

Incoming Condition. A ~$125M DTC meal-kit manufacturer whose Newark greenfield had stalled three months into the move. Productivity at ~1 order per man-hour against a 6 orders-per-man-hour target. Workforce of 170 — 150 temps with no vetting. Substance abuse and chaos observable on arrival.

Root Cause. Startup cost-cutting logic that appeared rational in each individual decision but was catastrophic in aggregate. "Send 150 bodies to this address" produced a workforce the operation could not run on. The operational failure was not fundamentally an operations problem — it was a sequence of apparent-savings decisions that had accumulated into system-wide dysfunction.

Solve. Executed a disciplined workforce reset: all-hands meeting naming conditions directly, two-week window for adjustment to new expectations, consistent enforcement, systematic separations. Rebuilt the build plan in partnership with the contractor whose prior warnings had been validated. Installed a recurring weekly all-hands rhythm with public recognition, subordinate metrics review, and team-level competition. First deployment of the Greatness Narrative.

Results.

- 650% productivity improvement: ~1 to 7.5 orders per man-hour, exceeding 6-unit target by 25%
- Customer complaints reduced 55% (from 320/week to 176/week)
- 98.2% inventory accuracy achieved through cycle counting and counting scales deployment
- Company subsequently acquired

Polymer Resources — Rochester, NY

Plant Manager — Turnaround #4 | Jun 2021 – Dec 2021 — Plastics Carveout

Incoming Condition. Hired under a Plant Manager title for what was actually a carveout-and-greenfield mandate. The Rochester site was operationally part of Polymer Resources but financially consolidated under a separate P&L.; The owner had decided to separate the two entities and physically relocate the operation. The existing GM was hostile to the separation — combined financials had been masking his underperformance.

Root Cause. Ownership-convenience accounting had consolidated two entities' performance to the point that neither could be separately managed. The separation was a forcing function required for the owner to regain visibility to each entity's actual state.

Solve. Two parallel workstreams from day one. Workforce separation: established PR-specific KPIs, expectations, and meeting cadences before the physical move — identity precedes geography. Facility takeover: cleared overstock through secondary-market liquidation, executed municipal zoning approval, designed utility infrastructure split, specified water chiller tower infrastructure, deployed full waste-stream monetization including overstock corrugate converted to $5K/truckload revenue.

Results.

- 30% increase in weekly output (115K to 150K lbs/wk)

- 33% increase in production efficiency (150 to 200 lbs/mhr)
- 38% reduction in labor cost per pound ($0.12 to $0.075)
- Site moved from 60% to 100% staffing in two months
- Safety and compliance scope expanded across all company sites

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Belden, Inc. — PPC Broadband — Syracuse, NY
Value Stream Manager — Turnaround #6 | Nov 2022 – Apr 2023 — Mechanical Assembly and Precision Machining

Incoming Condition. $100M P&L;, 500-head workforce across 7 shifts running 24/7, spanning 19 nationalities. The machining area within hardline was running red (unprofitable).

Root Cause. A prior CI initiative had replaced economic run quantity discipline with a make-to-order model. This broke the sequencing wheel entirely — every order required a different part family, meaning full two-shift retooling for each changeover. Absorption collapsed, changeover time exploded. Nobody had noticed because nobody was looking at the data against the prior economic model.

Solve. Mined SAP data to reconstruct what the operation looked like before the CI initiative. Identified the sequencing-wheel break as the cause of the absorption collapse. Returned the area to economic run quantity discipline with planned within-family sequencing. First deployment of Beat the Boss as a named workforce engagement technique for a 19-nationality multi-shift workforce.

Results.
- Machining area moved from red to full absorption virtually overnight
- 200% increase in assembly output
- 50% reduction in scrap and rework; 20% improvement in on-time delivery
- 99% reduction in past-due orders
- Record-high utilization, absorption, and employee engagement scores

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PALIoT Solutions, Inc. — Shortsville, NY
VP of Manufacturing and Operations | COO Scope | Mar 2024 – May 2026 — IoT Pallet Greenfield

Incoming Condition. A greenfield manufacturing site that had failed to launch for two years despite the investment. Week one surfaced cascading issues: a critical installer resignation, install failures across multiple workstations, an FM Global audit failure looming. The operational foundation the executive team thought existed did not exist.

Root Cause. Two compounding failures at the design and installation layer. Automotive assembly expertise was sourced to design a pallet manufacturing process — automotive design does not transfer cleanly to pallet manufacturing. Leadership then signed off on installations without factory acceptance testing discipline. Equipment was accepted without verification that the design would actually work.

Solve. Scaled the greenfield to full production inside six months. Most impactful structural work: equipment simplification — decommissioning portions of the automotive-origin design and replacing with fit-for-purpose industrial technology at materially lower capital and operating cost. Designed and built a 57-table custom ERP system from scratch covering manufacturing execution, procurement, inventory, quality, and logistics. Deployed AI-driven automation for production planning and quality monitoring. Absorbed seven executive-level positions as other leaders departed.

Results.
- Greenfield operational within six months after two years of failed attempts
- Seven executive positions absorbed — $1.1M in annual salary savings
- Named lead inventor on PALIoT's RAPTR IoT-enabled smart pallet patent
- 61% reduction in operating costs; 130% improvement in cycle times; 65% reduction in waste

- Custom 57-table ERP system designed and deployed from scratch
- Manufacturing 2.0 architecture validated: 8x hourly output in 10x less physical space