

6775 Scioto Chase Boulevard | Powell, Ohio 43065 | 614-745-7700 | [jeffkarl@hotmail.com](mailto:jeffkarl@hotmail.com)

## SENIOR-LEVEL CONTINUOUS IMPROVEMENT PROFESSIONAL

Strategic Planning | Process Improvement | Resource Optimization

Providing experience guiding multi-million dollar projects, navigating continuous improvement initiatives and resolving business issues through use of Lean Six Sigma methodologies; compelling blend of strategic business savvy, and success enhancing overall operating functions in diverse environments. **Candidate: Master Black Belt**

### CORE COMPETENCIES | STRENGTHS | EXPERTISE

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- Strategic Planning
- Business Process Design
- Vendor Management
- Coaching/Mentoring
- Information Technology
- Organizational Change Management
- Certified Lean Six Sigma Black Belt
- Budgeting & Expense Control
- System Implementation
- Project Management
- Staff Development
- Recruiting/Staffing

### PROFESSIONAL EXPERIENCE & CONTRIBUTIONS

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**NATIONWIDE MUTUAL INSURANCE COMPANY** – Columbus, Ohio September 2011 to Present  
*Group of large U.S. insurance and financial services companies; 36,000 employees and annual revenues of more than \$30 billion; ranked 100 on 2012 Fortune 500; iSixSigma's Most Successful Lean Six Sigma Start-up Programs in 2011.*

#### **DIRECTOR, CONTINUOUS IMPROVEMENT – NATIONWIDE FINANCIAL SERVICES, RETIREMENT PLANS**

**Brought in to develop and navigate continuous improvement program within call center of wholly-owned subsidiary generating \$1 billion annually;** oversee and ensure performance of continuous improvement and impact management teams comprising 4 Six Sigma Black Belts and 10 senior consultants/consultants (liaisons to IT).

**Combined scope of responsibilities include coordination of user acceptance testing and issues/defect resolution after software releases by IT department;** collaboration with business leaders to secure buy-in, initiate and execute process/procedure improvement projects; delivery of Six Sigma training workshops educating associates on continuous improvement; creation and presentation of performance progression reports; navigation of projects spearheading business issue resolution.

- **Conceived 2-3 year strategy providing insight into future of continuous improvement within organization;** includes metrics demonstrating “big picture” view of program expectations and results; three year benefits from continuous improvement projects estimated to exceed \$4 million.
- **Clear contributor to time and budget expense reduction enabling repositioning of both financial and professional resources;** along with positive culture changes and employee feedback, estimated business benefit results in first year exceeded \$500,000; responsible for 8 champion workshops; 127 associates trained; 17 champions certified; 20 champion quick hits.
- **Orchestrated 5 Kaizen events; 5 Black Belt and 6 Green Belt projects which provided benefits such as:**
  - Avoided estimated \$400,000 in consulting fees per year by improving IRS 5500 filing process.
  - Reduced gain/loss by estimated \$160,000 per year by reducing transactional processing errors.
  - Saved nearly \$60,000 through initiative improving workflow of emails into call center.
  - Saved estimated \$200,000 by reducing time spent handling suspense items by 1-2 days.
  - Achieved \$55,000 in benefit from improving managed account services paperwork process by 2 weeks.
  - Gained \$49,000 in efficiency by improving signature verification process.

## **CARDINAL HEALTH** – Dublin, Ohio

July 2001 to September 2011

*\$100 billion, Fortune 21, healthcare supply chain company providing pharmaceutical and medical products and services nationwide and internationally; operations supported by approximately 45,000 employees worldwide; recognized as 2009 Top 10 Best Places to Work for Six Sigma professionals.*

### **SR. CONSULTANT, OPERATIONAL EXCELLENCE** (September 2006 – September 2011)

**Functioned as individual contributor and Six Sigma Black Belt leading businesses and executive leadership through development and execution of missions, visions and high-level strategies;** delegated responsibilities and oversaw contributions of project teams.

**Led Six Sigma projects as part of certification program,** liaised on projects between business and information technology (facilitating transformation to lean manufacturing model), and launched Hoshin Kanri strategy execution methodology within medical channel unit (hospital supply, ambulatory care, and OptiFreight).

- **Enabled renewal of \$3.6 million 2-year contract (providing custom surgical kits) after improving customer request process 80% and overall process 50% (outperforming initial customer request of 25% improvement in delivery time);** collaborated with customer, sales and sales support to review and modify upfront order process, ultimately lowering order lifecycle from 5-8 months to 2-3 months.
- **Led Process Action Team (PAT) as component of CMMI program creating software development lifecycle (SDLC);** led Build-to-Run transition process and contributed to process improvement, procedure development and training for 100 managers and project managers.
- **Clear contributor to launch of Lean Six Sigma program within Cleveland Clinic (utilized to capture \$150 million supply contract);** performed Lean assessment of materials warehouse and subsequently led 4 Kaizen events and Black Belt projects improving medical supply flow through warehouse and into hospitals.
- **Played fundamental role (as member of Presource business within medical segment) in reduction of expense and complexity delivering customer surgical kits to hospitals;** executed Six Sigma projects for business and customers as well as introduced Hoshin Kanri as strategy execution methodology.
- **Led medical channel strategic marketing team through process improvement assisting customers to make informed and strategic sourcing decisions;** estimated benefits exceeded \$3 million.
- **Enabled \$1 million estimated benefit to Presource business through project improving accuracy of lot number tracking in manufacturing plants** (in Chicago, Illinois, Charlotte, South Carolina, Ontario, California and Juarez, Mexico); standardized plant handling of lot numbers and introduced additional EDI functionality to improve accuracy of information transferred between upstream suppliers and warehouses.
- **Spearheaded introduction of Hoshin Kanri within medical channel unit** as means of reducing cost and complexity delivering medical supplies to hospitals across all 5 regions.
- **Guided Presource business Kaizen event focused on improving sample lab process (creating sample kits for introduction and approval by customers prior to mass production);** lowered 9-hour kit development time 40% and saved estimated \$300,000 via introduction of standard resource and task alignment throughout 3 domestic facilities.

### **MANAGER/INTERIM DIRECTOR, NETWORK SERVICES** (September 2004 – September 2006)

**Coordinated, oversaw and ensured peak operations of LAN, WAN and Internet infrastructure for 3 primary data centers in Columbus, Chicago and Las Vegas supporting company locations in US and Mexico as well as Cardinal.com web environment;** ultimately accountable for data network performance ensuring progression of hospital and pharmacy orders as well as movement of drug shipments into hospitals and surgical centers.

**Administered \$5 million capital budget (contained within \$29 million expense budget) spread throughout portfolio of over 100 projects;** directed staff of 25 network engineers, including 3 team leads and 4 senior network engineer direct reports; supervised and contributed to network planning, design, development, implementation and support; managed network hardware assets; developed and maintained relationships with hardware vendors and service providers.

- **Administered portfolio exceeding 100 active projects supported by \$5 million annual budget;** clear contributor to RFP consolidating multi-vendor network into single global service provider (expected to save \$15 million over 3 years); navigated initiative selecting single hardware maintenance partner, co-terminating maintenance contracts, and establishing settlement agreement with vendor (all saving \$300,000 annually).
- **Recognized with 2003 Chairman's Award** for success developing and carrying out long-term network strategy as well as multi-year approach maintaining current and new technologies.
- **Instrumental in consolidation of 30 small call centers into 2 large call centers (saving estimated \$95 million over 5 years);** ensured service installation on time and within budget through effective direction of network teams, vendors and contractors; technology comprised DS3 and T1 connections over SONET rings.
- **Successfully avoided \$20,000 - \$30,000 in maintenance fees** through annual audits on hardware in data centers to ensure accuracy of maintenance contracts.
- **Clear contributor to consolidation of multi-vendor network into single service provider and use of MPLS (Multiprotocol Label Switching) technology;** estimated savings of \$15 million over 3 years through enhanced protection of order flow applications over network to reduce outages as well as ability to run VoIP.

#### TEAM LEAD, NETWORK SERVICES (July 2001 – September 2004)

**Orchestrated and oversaw operations maintaining functionality of LAN, WAN and Internet infrastructures utilized throughout organization;** supervised up to 15 network engineers based in multiple locations; navigated 25 projects ranging \$50,000 - \$2.5 million; directed network planning, construction and execution.

- **Orchestrated year-long \$2 million project replacing entire network infrastructure in corporate office and data center;** with no impact to daily operations, coordinated communications and contributions of vendors, information technology, and business units.
- **Formulated and carried out \$2.5 million project upgrading network infrastructure of pharmaceutical distribution warehouses nationwide;** successfully executed project with no negative impact to service levels.
- **Elevated operating efficiency through strategy transitioning multiple network teams** into service delivery model and consolidating into single support process for entire network.

#### PREVIOUS CAREER HISTORY

**LUCENT WORLDWIDE SERVICES** – Columbus, Ohio  
Network Systems Engineer (July 2000 – May 2001)

**GREIF BROS CORPORATION** – Columbus, Ohio  
Internetwork Specialist (December 1998 – July 2000)

**INFORMATION CONTROL CORPORATION** – Columbus, Ohio  
Network Consultant (July 1997 – December 1998)

**THE GOODYEAR TIRE & RUBBER COMPANY** - Akron, Ohio  
Network Engineer (June 1995 – April 1997)

#### EDUCATION & PROFESSIONAL DEVELOPMENT

**OHIO UNIVERSITY** – Athens, Ohio  
Bachelor of Science in Electrical Engineering, 1995 | GPA 3.7 | summa cum laude  
ITIL v3 Foundations Certified, 2012 | Certified Lean Six Sigma Black Belt, 2009

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