

KENNETH EBEL

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SENIOR OPERATIONS EXECUTIVE

Business Process Reengineering / Cross-functional Leadership / Operational Planning & Management

Performance-focused business and process-reengineering expert credited with generating over \$100M in profits with crucial advances in executive and team management. Highly regarded, visionary proponent for cultural change with infectious passion for improving whole-organization functioning, output quality, and employee productivity. Superior public speaking, consensus building, and career development expertise.

CORE QUALIFICATIONS

- Innovate & Overcome Obstacles
 - Performance Enhancement
 - Operations Planning
 - ISO 9000 Series Standards
 - Project Management
 - Corporate Culture Change
 - Organizational Development
 - Quality Assurance & Control
 - Strategic Planning & Deployment
 - High-performance Team Development
 - Decision Making
 - Policy Development
 - Contract Administration
 - Accounting Oversight
 - Business Development
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PROFESSIONAL EXPERIENCE

ACHIEVING EXCELLENCE, Chattanooga, TN

1990 – 2003 & 2006 – Present

Consulting and coaching firm offering assistance with organizational development, performance improvement, business process reengineering, management system audit and evaluation, quality certification, and environmental safety management standards.

OWNER / PRINCIPAL

Lead cross-functional and cross-organizational teams charged with business and production process reengineering and achieving performance excellence. Spearhead improvements in client organizational performance and initiate cultural shifts based on performance excellence principles. Evaluate management systems for ISO 9001 registration firms and state quality award foundations. Develop and present numerous keynote speeches and seminars on use of ISO 9000 to create profit and satisfy stakeholders, effective leadership, applied quality principles, performance measurement systems design, employee motivation, management system design, and policy/procedure development. Lead client strategic planning and deployment, and design organization-wide management systems.

Selected Achievements:

- Authored ISO 9000 starting point for U.S. standard for Quality Management Systems for the service industry.
- Recovered \$1.5M in project expenses, facilitated eventual sale representing eightfold increase in value, and achieved owner retirement transition at 350-employee corporation by leading quality management and reengineering project to refine all processes, improve output quality, and overcome senior executive resistance.
- Drove 70% sales increase representing over \$100M in addition to 40% rise in earnings per employee before interest and taxes for plastic colorant manufacturer by spearheading reengineering project to train management in ISO 9004 standards, establish performance excellence standards, and refine all quality control processes. Identified and remedied product nonconformance, late shipment, variation, and rework issues.
- Published “*Achieving Excellence in Business (A Practical Guide on the Total Quality Transformation Process)*” with Marcel Dekker and Quality Press.
- Increased awareness of Baldrige Criteria for Performance Excellence within Georgia business community and cut learning cycle time for volunteer examiners to one year from three, refining training and assessment tools. Enhanced member education through coaching, project management, policy creation, and evaluation processes.
- Demonstrated leader and innovator supporting early ISO 9001 principles as one of first Lead Auditors certified by Registrar Accreditation Board and member of U.S. TAG 176 charged with development of ISO 9000 family of standards. Developed and taught first Lead Auditor and reengineering courses in the U.S. based on ISO 9001.
- Served as regular contributing journalist for Business Pursuit and Chattanooga Business Journal on performance excellence topics.

Continued

- Enabled client transition from nonexistent management system to winning Supplier-of-the-Year from largest customer and achieving QS9000 registration in 11-month timeframe.
- Attained Senior Member status within the American Society for Quality.

BATES, LLC, Lobelville, TN and Livonia, MI

2004 – 2006

Tier 1 automotive supplier to Big Three companies plus import Original Equipment Manufacturers (OEMs) providing rubber and nylon component manufacturing and assembly.

MANAGER, PERFORMANCE EXCELLENCE

Oversaw performance review, strategic planning, deployment, and relationships with ISO 9001, ISO/TS 16949, and ISO 14001 registrars. Facilitated leadership team; supervised Continuous Improvement/Projects Administrator, Process Engineering Manager, Audit Manager, and Environmental Health Safety Officer. Served as senior management owner of cross-functional safety and environmental team.

Selected Achievements:

- Attained 230% improvement in warranty score to perfect 100 in less than 11 months and retained business from customer representing 60% of sales with proof that warranty claims originated from other sources. Served as key customer warranty reduction team member, performing extensive data studies and helping customer's engineers to reduce claims.
- Upgraded company registration to ISO/TS 16949:2002 and ISO 14001:2004 standards.
- Doubled team productivity leading to two positions fully reallocated to production improvement plus elimination of two positions through creation of new performance excellence standard built upon comprehensive individual productivity and accountability, performance management, and leading by example.
- Facilitated company's position as most profitable within parent corporation during period where competitors filed for bankruptcy, saving \$523K with improvements and slashing reportable injuries by more than 50% by setting new standards for leadership team performance and managing staff charged with leading continuous improvement projects.
- Designed and implemented Layered Process Audits as mandated by two largest customers.
- Eliminated need for manual oversight of management corrective action with development and promotion of corrective action database allowing automatic progress and performance monitoring.

TLC, TALK LISTEN COMMUNICATE, LLC, Chattanooga, TN

1999 – 2003

Training, coaching, mentoring, and public speaking service organization focused on improving interpersonal communications.

BUSINESS MANAGER

Served as CFO, CIO, and Agent of Record with oversight of office operations and personnel. Managed information systems, financial systems, regulatory compliance, scheduling support for service providers, and human resource functions.

Selected Achievements:

- Effectively increased revenue, profitability, and customer satisfaction by reducing office workload by 25%, tracking all service charges, reducing accounts receivable timeline, and eliminating billing and commission errors.
- Spearheaded improvements resulting in company recognition as Small Business of the Year in Chattanooga.
- Mentored CEO into Executive Vice President role, as well as eventual position as President of the National Association of Women Business Owners.

Previous positions included:

RADIAN CORPORATION, Oak Ridge, TN

1991 – 1993

REGIONAL QUALITY MANAGER

COMMUNICATION CLINIC, Chattanooga, TN

1986 – 1988

BUSINESS MANAGER

TENNESSEE VALLEY AUTHORITY, Chattanooga, TN

1977 – 1990

NUCLEAR FUEL QUALITY ASSURANCE ENGINEER

Continued

EDUCATION / TRAINING

MASTER OF SCIENCE IN NUCLEAR ENGINEERING, UNIVERSITY OF TENNESSEE, Knoxville, TN

BACHELOR OF SCIENCE IN PHYSICS, MATH MINOR, UNIVERSITY OF NEW ORLEANS, New Orleans, LA

CERTIFIED QUALITY ENGINEER, AMERICAN SOCIETY FOR QUALITY

CERTIFIED QUALITY AUDITOR, AMERICAN SOCIETY FOR QUALITY

CERTIFIED QUALITY SYSTEMS LEAD AUDITOR, REGISTRAR ACCREDITATION BOARD

Professional Training:

- SOFTWARE QUALITY ASSURANCE SEMINAR, Rochester, NY
- PRINCIPLES AND TECHNIQUES OF QUALITY CIRCLE MANAGEMENT, Westinghouse Quality College
- CERTIFIED MANAGER, NATIONAL MANAGEMENT, Chattanooga, TN
- EFFECTIVE QUALITY AUDITING SEMINAR, Atlanta, GA
- AUDITING ISO 9000 MANAGEMENT SYSTEMS WORKSHOP, Naperville, IL
- MANAGEMENT OF QUALITY WORKSHOP, Juran Institute
- PROCESS QUALITY CONTROL SELF-STUDY, Chattanooga, TN
- LAYERED PROCESS AUDIT, ADVANCED LAYERED PROCESS AUDIT, Daimler Chrysler Quality Institute
- ADVANCED PFMEA SEMINAR, Daimler Chrysler Quality Institute
- SENIOR EXAMINER TRAINING SEMINAR, Atlanta, GA
- EXAMINER TRAINING SEMINAR, Atlanta, GA
- INCIDENT INVESTIGATION & ROOT CAUSE ANALYSIS, Knoxville, TN

Courses Taught:

- CERTIFIED QUALITY ENGINEER MODULE, Chattanooga State University
- ISO 9000 MANAGEMENT SYSTEMS DESIGN, West Arc Community College and The University of Tennessee in Chattanooga, TN
- TRANSITIONING ISO/TS 16949 SEMINAR, Lobelville, TN

PROFESSIONAL AFFILIATIONS AND ACTIVITIES

Senior Member; Past Section Chairman, **AMERICAN SOCIETY FOR QUALITY**

Member, ASQ Standards Committee representing the Human Development and Leadership Division

Observer Member, **U.S. TAG 176 – ISO 9000 STANDARDS ORGANIZATION**

Senior Member, **ISO AUDIT CONSORTIUM**

Publications:

- *Achieving Excellence in Business*, published by Marcel Dekker and Quality Press, 1990
- "Achieving Excellence," Monthly Article, *Chattanooga Business Journal*, 1992; 1993
- "Achieving Excellence," *East Tennessee Business Pursuit*, 1991; 1992