

Oliver C. Nwofia

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Highly experienced and efficient **Director of Operational Excellence** with **16+ years' experience** in translating analytic and managing ideas into actionable projects. Exceptional background with a proven track record of **developing and sustaining performance improvements, increasing adoption throughout the transition; designing and launching directives to facilitate cultural change**. Organizational leader, exceeding in promoting operational excellence initiatives to attain target goals and executive-level vision. A multifaceted professional. Change Agent.

PROFESSIONAL COMPETENCIES

- Organization & Prioritization
- Leadership & Supervision
- Problem Solving
- Corporate Strategy and Performance Improvement
- Lean and Digital Transformation
- Strategic Sourcing and Capital Expenditure Planning
- Relationship building
- Critical Thinking
- Process Redesign and Change Management
- Transformation and Process Optimization
- DMAIC, PDCA, Design for Six Sigma (DFSS), Agile Methodology & Design Thinking
- Employee Engagement
- Mentoring & Team Development
- Team Building and Multi-tasking
- Performance Excellence
- Cross-functional collaboration
- Six Sigma Master Black Belt & Agile Certified Scrum Master
- Global Experience (North America, Europe, Asia, Africa)

WORK EXPERIENCE

Director of Operational Excellence, Corporate Master Black Belt **CEMEX, Inc., Houston, Texas**

June 2016 - Present

- Direct report to Executive Vice President of Operational Excellence in leading worldwide continuous improvement efforts.
- Developed customized 2-day Agile and Design Thinking event to reduce the average truck delivery time for Direct Response Sites. Event identified 20+ opportunities to optimize inbound and outbound flow process; implemented solutions resulted in 18-minute reduction, improved customer experience, and \$1.5M in savings.
- Manage US procurement capital expenditure planning with service operations redesign, resulting in improvements in delivery time and \$5MM in capex avoidance.
- Led cross-functional team to design and implement organization-wide maintenance cost program for CEMEX Ready Mix businesses globally. Reduced maintenance cost by \$4 million per year and promoted global best practice sharing.
- Serve as a key member of the chain leadership team responsible for developing and implementing strategic initiatives around variable cost and working capital improvements through strategy deployment.
- Led initiatives to reduce the amount of rental equipment not available for use by over \$2MM, enabling the company to generate incremental revenue.
- Coach, mentor and direct teams of black belts and green belts managing a portfolio of projects focused on safety, quality, and cost, which contributed \$56MM in EBIT to three Business Units over a 2-year period.
- Established and implemented short- and long-term business plans to increase growth, promote sales, and enhance operations. Compiled data and evaluate workflow to identify root causes and design effective resolutions to avoid delays and control costs.
- Developed and managed executive-level reporting and governance processes, defined key performance indicators while establishing an internal scorecard to closely monitor operations and prioritize projects.
- Developed training and certification programs for Lean Six Sigma, 5S/Visual Factory, Just-In-Time, Total Productive Maintenance, Value Stream Mapping, Standard Work, QCO-SMED, Visual Management, Kaizen and other aspects to improve efficiency and productivity.
- Designed and executed customer segmentation project, coupling quantitative customer surveys (net promoter score) to actual buying behavior showing statistically significant segments. This led to specific salesforce operating procedures enabling capture of higher market share and margins.
- Led matrixed teams leveraging Agile and Design Thinking principles to improve operations, drive financial gains, and enhance the customer and employee experience.

Director of Quality and Continuous Improvement

March 2014 - December 2015

Hydratight / An Actuant Corporation Company, Deer Park, Texas

- Directly reported to Vice President of Operational Excellence and indirectly to Division President. Accountable for the strategic improvement initiatives for North America.
- Inventory reduction of \$2MM; efforts included setting new production targets and developing models for optimal quantities of incoming raw material.
- Led cultural change through training selected leaders as green belts and providing yellow belt training to the entire business area, including hourly and management staff.
- Receivables improvements to reduce invoicing defects by 50% resulting in a \$1MM cash impact.
- Led projects using lean principles such as Value Stream Mapping, Just-In-Time, Kaizen, 5S, Visual Management.

- Introduced a 3-year operational improvement program that included Agile and Lean Six Sigma training, Business reviews and changes for project identification, prioritization, and selection processes.
- Championed changes that improved quality and customer service, decreasing complaints by 30%, increasing productivity by 30%, improving quality performance by 15%.

Chief Operating Officer

January 2012 - February 2014

Pain & Spine Consultants, A Medical Group Practice Specializing in Physical Medicine & Rehabilitation

Brentwood, Tennessee

- Led Lean Six Sigma training and project management for over 200 physician leaders, supervisors, managers and directors. Facilitated improvement in the areas of clinical quality, operations and The Joint Commission readiness.
- Collaborated with operational leadership to plan and execute the centralization of the hospital admitting areas, and bed management, resulting in an 80% reduction in patient admission cycle time.
- Developed bed management program and reduced patient discharge times from 5 hours to 2 hours by providing process and patient placement support to the transfer centers and medical/surgical units.
- Developed Performance Improvement program and led accreditation process to the Joint Commission and Centers for Medicare & Medicaid Services, resulting in re-certification of the multi-million-dollar surgery center, which increased revenue by 20%.
- Generated \$250K net income through reducing missed required pre-certification for reimbursement from major insurance companies.
- Decreased clinical network turnover by 50% in one year through leading deep-dive sessions to identified opportunities and implemented significant process improvements.

Director of Engineering and Continuous Improvement

April 2011 to January 2012

Phillip Services Corporation / A Lindsay Goldberg Portfolio Company, Houston, Texas

- Conducted operational audits to identify opportunities for improvement and introduced initiatives to enhance workflow. Selected and trained change agents to effectively deliver process redesigns and obtain adoption from all levels.
- Improved annual cash flow by \$1 Million and reduced cash process cycling time by 50% by aligning more than 15 locations and introducing Lean Six Sigma tools to over 80 team members.
- Implemented Lean foundations in the service operations and reduced variable costs by 20%.
- Successfully changed the culture of the region through full adoption 7 months ahead of schedule, improving productivity by 30% and eliminating 20% of the work in progress.

Global Manager of Lean Six Sigma

March 2003 - April 2011

Bechtel Oil, Gas & Chemicals, Houston, Texas

- Configured and deployed programs and Process Improvement Projects for Engineering, Construction, Project Controls, Finance, Human Resources, Business Development Quality, Safety and Procurement.
- Trained and mentored 20+ Lean Six Sigma Black Belts and Master Black Belts, 100+ Six Sigma Champions and 250+ Yellow Belts globally; put metrics in place to capture progress among 300+ Six Sigma projects.
- Trained hourly employees and developed new-employee orientation, on-boarding procedures, and individualized training plans.
- Piloted a Lean construction initiative that increased productivity by 25% and saved over \$8.5 Million.

Assistant Project Manager

February 2001 - March 2003

Houston Airport Systems / Houston Hobby Airport, Houston, Texas

- Led a team consisting of airport support, engineers, procurement specialists and construction consultants, ensuring projects met all objectives on-time and under-budget.
- Oversaw a capital improvement projects for the \$150 Million renovation and expansion of the airport.

EDUCATION

Master's in Clinical Service Operations, Harvard Medical School, Boston, Massachusetts, 2021 (Expected)

Master's in Business Administration, Kellogg School of Management, Northwestern University, Evanston, Illinois, 2015

Doctor of Philosophy in Industrial Engineering, University of Houston, Houston, TX, 2011

Master of Engineering, Texas A&M University, College Station, Texas, 2007

CERTIFICATION

- Experience Point-IDEO Design Thinking Certification, 2018
- Agile Scrum Master Certification, 2015
- ITIL Foundation Certification, 2015
- Lean/Six Sigma Master Black Belt Certification, 2010
- Project Management Professional (PMP) Certification, 2006

REFERENCES AVAILABLE UPON REQUEST