

Natural Leader + Process Improver Who Drives +17% Top- + Bottom-Line Performance

Proven Leadership in High-Stakes, High-Pressure Environments

Senior efficiency and strategic planning expert with enterprise experience spanning supply chain management, operations, finance, and HR. Cross-functional track record gained through multidisciplinary education, international experience in Europe, Asia, and Africa, and a highly decorated military career encompassing operations, logistics, and training. Current Top Secret Clearance.

Frank Multicultural Communicator + Consensus-Builder with an Inclusive Leadership Style that Cultivates Accountability

Executive MBA in Progress with an Emphasis on Innovation, Strategy Design + Organizational Leadership

SELECT CAREER ACHIEVEMENTS

SUPPLY CHAIN MANAGEMENT	▶ Led employment of thousands of assets spanning 8 major and 31+ smaller global locations.
BUSINESS OPERATIONS	▶ Saved \$45M, leading crisis planning to enable in-operation refueling after base decertification.
FINANCE	▶ Administered \$3.7B supply chain; built business case for \$630M DOD investment.
HUMAN RESOURCES	▶ Possess >13 years' experience in leadership development; led thousands of indirect personnel.

LEADERSHIP STRENGTHS

GLOBAL OPERATIONS LEADERSHIP ♦ CRISIS MANAGEMENT ♦ STRATEGIC PLANNING ♦ BUSINESS PROCESS REENGINEERING
DECISION CHAIN INFLUENCER ♦ PROJECT MANAGEMENT ♦ COST CONTAINMENT ♦ EXECUTIVE COMMUNICATIONS
TALENT + LEADERSHIP DEVELOPMENT ♦ STAKEHOLDER RELATIONSHIP MANAGEMENT

SENIOR LEADERSHIP ACHIEVEMENTS

US NAVY – SAN DIEGO, CA

2000 – PRESENT

EXECUTIVE DIRECTOR – STRATEGIC PLANNING [2014 – PRESENT]

Instrumental in steering the development and rollout of the Navy's first internal PhD-level strategic planning training program from the ground up with zero budget, requirements, structure, or curriculum in place. Led build-out of budget, candidate screening process, and curriculum from scratch. Roadmapped 5-year budget growth from \$1700K to \$5M as program matures.

- ▶ **Screened, selected, and oversaw an initial pool of 30 Ph.D. candidates at 15 US universities** in preparation for expansion to 90 in 6 years. Positioned to carve out Army-wide savings on the hire of external strategic planning consultants.

CHIEF OF AIR OPERATIONS – AFGHANISTAN [2011 – 2014]

Drove air operations for US naval forces in Afghanistan impacting >4K assets. Defined and articulated \$3B in contract aviation, personnel, and supply chain logistics.

- ▶ **Generated +\$45M in aviation fuel savings** by establishing aircraft/staging operations and aerial refueling within Afghanistan to eliminate twice-daily round trips to prior staging locations.
- ▶ **Optimized fleet safety**, authoring point paper for Department of the Navy Congressional testimony on sequestration effects. Saved \$420M detailing maintenance reset and correlated accident rates.

CHIEF OF OPERATIONS – SAN DIEGO, CA [2009 – 2011]

Presided over leadership development/education operations with >5K employees and a \$325M budget. Directed semi-annual adult learning conference for 250 officers. Nailed down \$25M+ FY14 savings through the redesign of cost and structure strategies.

CHIEF OF AVIATION OPERATIONS – CHARLESTON, VA [2007 – 2009]

Tapped lead aviation operations for the US Navy Central Command in support of Operations Iraqi/Enduring Freedom.

- ▶ **Tightened interoperability with US forces and NATO partners** as a key advisor. Coached and demonstrated a formal problem-solving methodology for large enterprises impacting HR, operations, logistics, strategic planning, and intelligence.
- ▶ **Standardized interface with USAF and increased ground crew safety**. Mapped integration plan and established operational best practices to optimize cross-functional communications and performance.

CHIEF OF OPERATIONS – SAVANNAH, GA [2005 – 2007]

Maximized the performance of the Navy's aviation training brigade with oversight of 9 units, >4.5K employees, and 9K students yearly while ensuring the safe operations of 531 aircraft flying > 370K flight hours annually. Managed a \$4M annual budget.

- ▶ **Built the business case for, won, and executed Department of Defense approval of \$630M increase in aviation training.** Laid the groundwork for training of 500 additional pilots – a 125% combat readiness rate.
- ▶ **Resolved 6-month helicopter training backlog** through direction of business process reengineering initiative. Identified and repaired lapses to cut accident rates and reverse declining graduation rates. Increased output by 100s of pilots.
- ▶ **Strengthened disaster preparedness in the event of a Gulf Coast hurricane.** Strategized emergency evacuation plan for 531 aircraft and 650 personnel, including communications, lodging, and flight operations.

MILITARY TRANSITION TEAM CHIEF – BAGHDAD, IRAQ [2004 – 2005]

Directed and advised Iraqi interforce battalion with 950 personnel on enterprise management, HR, supply, maintenance, intelligence, IT, and operations as part of US-embedded force. Assured 0 US casualties in >450 combat missions averaging 8+ attacks daily.

EXECUTIVE OFFICER – SAVANNAH, GA [2002 – 2004]

Oversaw heliport operations with >100K flight hours, 350+ staff, and 133 helicopters as second-in-command. Enabled Navy access to emerging technologies via business case development for product acquisitions valued up to \$7.5B.

- ▶ **Facilitated comprehensive aviation capacity assessment** for the Pakistani military spanning training, maintenance, operational employment, procurement, and integration involving 18 types of aircraft and 12 bases.
- ▶ **Eliminated >3.75K man-hours**, overseeing system management as key interface between users/manufacturers for a new defense technology while improving communications, safety, performance, and oversight.
- ▶ **Bolstered operational readiness status** through leadership of satellite telemetry system installation and integration. Synchronized testing, field training, maintenance, and deployment.
- ▶ **Improved the strategic planning, tactical execution, and leadership capabilities of multinational officers** by delivering coaching and training. Devised leadership development curriculum to enable training of 1K new officers.

ASSISTANT OPERATIONS OFFICER – SAVANNAH, GA [2000 – 2002]

Readied 3K personnel for combat operations in Iraq and Afghanistan, leading the planning, resourcing, and execution of 6 units. Strategized and integrated a bilateral operation with Japan involving 7K US and 7K Japanese personnel.

EARLY CAREER OVERVIEW

Promoted 3 times in 5 years into increasingly responsible and cross-functional leadership roles with the US Navy, including Company Commander, Chief of Logistics, Chief of Personnel, and NATO Liaison, respectively. Select achievements from this period include:

- ▶ **Exceeded operational readiness for a \$35M helicopter unit by 26%**, transforming negative culture into the group's highest performer. Trained and developed 75 leaders; cultivated 4.6K accident-free flight hours.
- ▶ **Selected to spearhead unit migration** from GA to AK encompassing >1.5K personnel and \$420M in specialized equipment.
- ▶ **Strengthened talent management**, leading implementation of a new HR management system for 926 staff.
- ▶ **Integrated and orchestrated multinational operations in Europe** involving personnel from >41 nations.

EXECUTIVE PROFILE

EDUCATION:

Candidate for Executive MBA ♦ UNIVERSITY OF CALIFORNIA AT SAN DIEGO [2015]
Master of Military Art & Science ♦ SCHOOL OF ADVANCED MILITARY STUDIES (SAMS)
BS in Supply Chain Management ♦ GEORGIA STATE UNIVERSITY
Focus on Joint/Multinational Operations Graduate ♦ US NAVAL COMMAND & GENERAL STAFF COLLEGE

AWARDS:

Bronze Star | Defense Meritorious Service Medal | Combat Action Badge | General Spruance Safety Award | Order of St. Michael Bronze Medal | Nevada Boys' State Hall of Fame Inductee

PROJECT SITUATION:

George is a long-time Navy man who came to me for help in strategizing his post-retirement career. He wants to leverage his impressive operational credentials to improve the efficiency & profitability of a for-profit educational corporation, airport, or aircraft-related company in the western US.

DOCUMENT CHOICES:

Given George's focus on his work with education/air operations and his connections in the Middle East, I gave his resume an executive and highly corporate look and used his summary and achievements to draw attention to his long history of operational gains. I softened military lingo whenever possible and eliminated Navy-specific language while translating his achievements into terms corporate executives and recruiters can relate to. His summary emphasizes his results, his educational credentials, his leadership under fire, and his top secret clearance, the latter of which could position him for a role with a US defense supplier.

JOB SEARCH RESULTS:

George is an intelligent? long-term planner who had his career communications tools developed well in advance of his retirement. As a result, he has not yet begun to job search as he cannot retire before 2015 if he wants to exit the Navy with full retirement benefits. He has shared his documents with key private sector influencers, though, and has received very positive feedback.