

## Summary of Experience

David Kane is an acknowledged leader in the area of strategic organizational change including leadership, mobilization, design, capability development and culture. He is a specialist in building organizations' capabilities to accelerate major change and achieve sustainable results – especially through broad organizational engagement. Working extensively in the process industries, he has been involved in a wide range of significant improvement initiatives that have combined a variety of hard tools including lean six sigma with innovative change management approaches. One of his major clients cited David as instrumental in their \$2 billion cash flow improvement. David's clients have included General Motors, Union Carbide, BASF, ICI, Shell, ExxonMobil, Praxair, Rohm and Haas, Millennium, Eli Lilly, SanofiAventis, AstraZeneca, Cooper Industries, Borealis, NesteJacobs, TD Williamson, Itron, Central Garden & Pet, British Petroleum, DuPont, Air Liquide, W. L. Gore & Associates, and the United States' Veterans Health Administration. He has written numerous articles and been active in the organizational effectiveness field for the last 30+ years.

## Selected Accomplishments

- Led a 'Value Stream Mapping' Capacity Release effort for a leading Advanced Materials business that achieved 20+% capacity release (capital-free) and continued working on their path to 30+% capital-lite capacity improvement; note: the "How" was as / more important than the "Whats" (cultural shift)
- Led a 'Step-Change Quality Improvement' effort for a leading Advanced Materials business that achieved a 28% Quality (pass-rate point) improvement, reduced defects by 70%, and received very positive (& encouraging) feedback from their customers - successfully mitigating the business risk
- Led a 'Whole Business Lean' effort for a leading Electronic Cables & Components business that helped them grow organically from \$198 to \$250M in 3 years with a 6% profit improvement; achieved 95% OTD targets (from base of ~70%) and reduced defects by 75%
- Led the turnaround effort for a leading global Filter Business that achieved its' stretch target of \$10M profit improvement in 2 years; significant operational improvements (unit cost reduction, [up to 35%] capital free capacity release, 7% yield improvement, 30-40% inventory reduction) and \$26M revenue growth through more focused, effective new product development
- Led the analysis, design and implementation of a strategic lean/6 $\sigma$  structural change "Repositioning for Growth" initiative that delivered more than \$100 million annual fixed cost savings while improving the competitive positioning of a global chemicals SBU and enabling future growth of over \$100 million incremental revenue
- Led the strategy and execution of an Operational Excellence program for a European chemical firm that engaged their leaders/people to validate issues, evaluate as-is situation across locations, develop standards / Best Practices, establish an implementation plan, and then mobilize the organization to achieve >€75M performance improvement.
- Co-led a high performance / lean process & cultural change effort for a European chemical firm across their R&D laboratories that delivered >22% throughput (capacity) improvement, 93% schedule adherence, >93% test time utilization, reduced Product Development project cycle time (>60%), and contributed to significant deferred/avoided infrastructure investment and €14M fixed cost in-pocket savings
- Co-led a rapid lean/6 $\sigma$  effort for a global fibers business that released significant (>5%) capacity from its' hidden factory without capital within 6 months while also holding/reducing costs that delivered more than \$3.4M PTOI and >\$35M long term; this initiative included lean-sigma training for leaders and the general population.
- Led the global lean/6 $\sigma$  supply chain transformation / ERP Value Capture initiative for a leading chemicals firm expected to deliver over \$1B financial impact while increasing their capability to serve their customers and markets
- Led an operational improvement effort for a global rubber products business that delivered 25% throughput improvement (reliability, rates & yield) & 25% cost reduction along with significant quality improvements
- Led a major 6 $\sigma$  change program in a global chemicals business involving product line (portfolio) management, network, line & site optimization, lean manufacturing, supply chain management and high performance organization concepts - delivering more than \$50M annualized benefits and operational improvements
- Played a leading role in the organization design / change management of a pharmaceutical firm's Site Excellence initiative that delivered significant increases in labor efficiency, reductions in scrap, WIP & cycle time with documented savings of more than 15% and a continuous improvement approach in place to enhance the gains
- Led a High-Performing Organization effort for multiple divisions of a major chemicals company, delivering more than \$80M in benefits to the client through strategic, process, people, and cultural improvements.

## Educational Background

MS, Organizational Psychology, Hahnemann University  
BS, Biology and Psychology, University of Michigan