

# PHILLIP AVERY

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## EXECUTIVE OPERATIONS MANAGEMENT

### PROFESSIONAL PROFILE

- ◆ High-performing operations-management executive with expertise in building/optimizing organizational processes, measurement systems, and infrastructure to maximize business results in manufacturing and service operations worldwide, including commercial air travel, manufacturing, and retail/service industries.
- ◆ Skilled strategist who transforms strategic plans into workable solutions and benchmarks performance against key operational targets/goals.
- ◆ Six Sigma Black Belt with extensive scope of responsibility, proven success, and track record of delivering optimal results in high-growth environments through initiatives that exceed operational performance targets and yield measurable outcomes:
  - operational improvements
  - reduced tactical-planning cycle time
  - reduced product-development time
  - cost reductions through improved system/process performance
  - productivity gains
  - revenue growth

### AREAS OF EXPERTISE

- ◆ Multi-Site Operations
- ◆ Process Redesign
- ◆ Change Management
- ◆ Performance Management
- ◆ Total Quality Management
- ◆ Continuous Improvement of Operational Processes/Standards
- ◆ Cross-Functional Team Leadership
- ◆ P&L Management
- ◆ Revenue Goal/Growth Attainment
- ◆ Six Sigma Methodology
- ◆ Negotiation, Persuasion, and Communication
- ◆ Training and Leadership Development
- ◆ Problem Solving
- ◆ Decision Making
- ◆ Planning and Deployment of Operational Assets
- ◆ Operating Infrastructure

### PROFESSIONAL EXPERIENCE

#### **Director of Operations, *Caring Insurance Group*, Minneapolis, MN, 2003 to present**

- ◆ Recruited by COO of \$50-million, third-party administrator supporting long-term care insurance products for 20+ individual/group insurers to implement enterprise-wide quality system, improve cost structure, enhance operating performance, oversee regulatory compliance, and build training capability.
- ◆ Oversee 180 employees and \$14 million budget to drive process improvements across operation, as well as improve application processing, policy issuance, billing, commissions, and customer service.
- ◆ Orchestrated three project teams in improving business processes and ensuring optimum performance.
- ◆ Provided ongoing operational process analysis, mitigated “scope creep,” communicated project status, and identified and resolved operational issues and constraints.
- ◆ Managed project resources, progress, completion timeframes, and budget while exceeding key operational performance targets, with results that include:
  - 150 percent increase in application processing output
  - 100 percent increase in policy issuance productivity
  - 40 percent reduction in policy errors
  - 38 percent improvement in average speed of answer
  - 13 percent reduction in dropped calls
  - 21 percent reduction in commission errors
  - 18 percent reduction in billing errors

#### **Director, Performance Improvement, *Consolidated Health Group*, St. Paul, MN, 2001 to 2003**

- ◆ Recruited by CEO of \$22-billion diversified health and well-being company to develop and deploy “performance excellence” quality system.
- ◆ Successfully aligned business planning and financial processes with performance improvement and business risk-management activities.
- ◆ Deployed Six Sigma DMAIC method while leading high-level, cross-functional teams of directors and VPs in two mission-critical process-redesign projects, resulting in:
  - 23 percent improvement in process capability for sales-proposal generation and processing
  - 37 percent reduction in application issues
  - 20 percent reduction in failed applications for member enrollment processing

**Director, Medical Programs Operations, Consolidated Health Group, St. Paul, MN, 1998 to 2001**

- ◆ Developed and managed regulatory-compliance data collection for 40 health plans.
- ◆ Spearheaded process-improvement projects to ensure accurate, timely data delivery, reduced production expense, and effective relationships with regulatory organizations and vendors, resulting in:
  - 48 percent improvement in product accuracy/reliability
  - 100 percent on-time delivery of products to internal customers and regulatory agencies
  - 18 percent reduction in vendor costs
  - 60 percent reduction in FTEs through improved efficiencies
  - 37 percent improvement in overall internal customer satisfaction rating

**Business Consultant, Accel Worldwide, St. Petersburg, FL, 1994 to 1998**

- ◆ Recruited to design and lead client projects focused on operations and change management, service quality, process improvement, performance measurement, team solutions, and leadership development for international consulting/educating/training company specializing in improving individual and organizational performance.
- ◆ Achieved 35 percent reduction in cycle time from appraisal to closing, eliminating 80 percent of loan rework and significantly reducing cost, by directing quality-improvement and associated change-management initiatives for mortgage banking institution.
- ◆ Optimized performance measurement system for major healthcare provider, thus substantially improving integration of quality, operational, and financial information.
- ◆ Shared P&L responsibility for five-state market area.
- ◆ Delivered 10 percent annual revenue growth in mature market by co-developing and implementing sales/marketing strategy.
- ◆ Achieved 20 percent reduction in development time and 12 percent reduction in development cost by directing development and implementation of operations improvements and change-management strategy for R&D division of national manufacturer.
- ◆ Developed and delivered needs-assessment and developmental training for senior staff of prominent state governor, realizing 40 percent staff-satisfaction increase and 13 percent staff-productivity increase.

**Director, Customer Satisfaction, Delta Airlines, St. Paul, MN, 1990 to 1994**

- ◆ Attained fast-track promotion through series of increasingly responsible positions.
- ◆ Developed and implemented quality-improvement and change strategies for 30,000 employees in \$3-billion division of world's fourth-largest airline and international airfreight carrier.
- ◆ Implemented systems in USA, Asia, and Europe that produced operational improvements, organizational change, increased customer satisfaction, and enhanced profitability.
- ◆ Designed and implemented process-improvement initiative, achieving \$9-million cost reduction.
- ◆ Realized \$80 million in cost savings by implementing suggestion system.
- ◆ Provided strategic direction and implemented strategic-planning process enabling "voice-of-customer" data to be translated into product/service requirements, thereby reducing planning time by 50 percent and significantly improving customer satisfaction.

**Founder/President/CEO, Planning Perfection and Avery & Associates, Anoka, MN**

- ◆ Identified market opportunity, assembled leadership and production teams, secured capital investment and built business/financial infrastructure.
- ◆ Ensured revenue growth, business P&L, and operations management.

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**EDUCATION**

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- ◆ Bachelor of Arts in Organizational Management/Communication, Union Institute & University, Cincinnati, OH
- ◆ Black Belt, Motorola University, Six Sigma Institute, Chicago, IL 2001

