

# Wade Westwood

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## CAREER SUMMARY

I am passionate about leading and driving change by focusing on business impact and deploying continuous improvement methodologies to make individuals and organizations better. I have a history of driving operational excellence on manufacturing floors and in back offices by engaging people, understanding and making complex problems visual, and communicating comfortably and concisely at all levels of the organization.

## I AM...

- A servant leader with the heart of a teacher
- A systems and process thinker
- Devoted to making organizations successful through continuous improvement
- Able to simplify and communicate complex problems
- A business-focused change agent
- Comfortable speaking in public and motivating people
- A collaborator and a team player
- Seasoned at standing up Industrial Engineering and Lean Agile departments
- A doer - willing to roll my sleeves up to get the job done

## PROFESSIONAL EXPERIENCE

### Northrop Grumman Propulsion Systems • Magna, Utah

#### Industrial Engineering & Lean Agile Manager

March 2022 – Present

I established and lead a team of industrial engineers and lean agile practitioners responsible for supporting 3,700 employees across 4 campuses in Utah and Kennedy Space Center, where we develop and manufacture solid rocket motors and other advanced technologies in support of national defense and commercial space flight.

- Developed and implemented comprehensive capacity models across all of Propulsion Systems for equipment, facilities, tooling, warehousing, supply base, test and research, and energetics synthesis
- Identify constraints to inform \$400MM+ CAPX investment
- Enable profitable growth by implementing monthly executive Sales, Inventory and Operations Planning (SIOP) reviews to align operational execution with business projections and financial forecasts
- Drive employee engagement through continuous improvement events, weekly trainings on IE, Lean Agile and business fundamentals
- Deploy performance measurement across value streams to shorten the lead time to problem resolution
- Responsible for leading strategy deployment (Hoshin Kanri) efforts with PS executive leadership, with an emphasis on execution, profitable growth, cash, and increased inventory turns
- As a new department, I defined and communicated the vision for Industrial Engineering and Lean Agile efforts across PS with an emphasis on business impact at the speed of relevance
- Developed a reputation of accepting challenging business problems, including leading performance improvement efforts on the shop floor as well as the support offices
- Serve as trusted advisor to the executive leadership team by focusing on bottom line impact and clearly communicating complex ideas

### Northrop Grumman Aerospace Structures • Clearfield, Utah

#### Industrial Engineering Manager

November 2017 – March 2022

I managed a team of industrial engineers who were focused on eliminating waste and driving efficiency through our manufacturing operations and back office support

- Led IE team responsible for driving operational excellence by writing standard work, implementing visual controls, and eliminating waste during a 12 month A350 program turnaround
- Took gross margin from -3% to 9.8% on \$110MM in revenue
- On time delivery improved from <70% to 99%
- Built IE and Lean Agile team to support a high-profile classified program from first unit delivery through low rate initial production
  - Measured and assigned over 60,000 standard labor hours on a major EMD program transitioning to LRIP
  - Drove performance through standard labor hours and continuous standard work improvement
  - Responsible for staffing models, facility layouts, rate tool analyses, and monthly touch labor hours for Estimate At Completion (EAC) updates

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page 2 • wade.westwood@gmail.com • wadewestwood.com • 918 520 3817

- Eliminated the top downtime cause (20% of operating time) on Airbus A350 stringer and frame line through kaizen facilitation, building trust through problem understanding, and enabling operations leadership to implement Standard Work In Process (SWIP)
- Led an Engineering and Manufacturing Design 3P event for jet engine fan blades to move content off of the critical path resulting in >\$20MM in operating cash savings at peak rate
- Taught IE department for 1.5 hours weekly regarding business acumen, lean manufacturing fundamentals and how to drive business performance
- Led a finance kaizen to standardize staffing projections across programs during global pandemic
  - Process lead time reduced 60%
  - The process produced a \$15MM reduction target to positively impact overhead rates
- Managed IE team through COVID-19 pandemic
  - IE team was deemed mission critical and on site full-time to support major DoD delivery milestones

## Shared Performance • Tulsa, Oklahoma

**Partner, Engineer, On-site Deployment Specialist**

**June 2012 – November 2017**

Our software as a service startup was dedicated to improving individual and organizational achievement by increasing visibility, performance and accountability at all levels of an enterprise.

- Helped structure and maintain strategy deployment efforts on behalf of C-suite executives in the food distribution, global shipping, railroad and non-profit sectors
- Participated in several Hoshin Kanri (Policy Deployment) events for strategy development and deployment
- Honed my ability to communicate at the executive level
- Developed and delivered training at all enterprise levels to over 500 end users
- Represented the voice of the customer as the Product Owner on our Agile development team
- Responsible for mining user interaction and analytics to help improve user experience and use of our products
- Supported pre-sales through research, on-site deployments and demonstrations
- Led all tiers of customer support for domestic and international customers
- Travelled extensively to domestic and international customer sites

## Spirit Aerosystems • Tulsa, Oklahoma

**Industrial Engineer**

**June 2010 – June 2012**

I supported composite and metallic production assembly lines for heritage aircraft and new business.

- Team leader for multiple kaizen events across 737, 777 and 787 programs.
- Developed and measured labor standards for 777 floor beams and 787 fixed trailing edge
- Responsible for tracking and reporting 777 floor beam inventory, and member of inventory reduction team responsible for highest inventory turns on site (300% improvement in 18 months)
- Industrial Engineering representative for multi-million dollar facility expansion with an emphasis on product flow that completed on-time and on budget

## EDUCATION

**Gonzaga University • Spokane, Washington**

*Master of Arts in Organizational Leadership*

Alpha Sigma Nu, Jesuit Honor Society Inductee

2024

**Oklahoma State University • Stillwater, Oklahoma**

*Master of Business Administration*

2012

**Oklahoma State University • Stillwater, Oklahoma**

*Bachelor of Science in Industrial Engineering & Management*

*Minor in Spanish*

2009

**Universidad Politécnica de Valencia • Valencia, Spain**

*Study Abroad*

2007

## CLEARANCE

**DOD Secret**

*Date of Last Investigation: 2019*