

There is a process/protocol to be utilized when developing strategic plans – this has been tried and tested & requires a strong cultural discipline to be effective along with executive support and commitment. Further, one of the key elements often missed is the importance of communication and information dissemination to enable the whole organization to be involved and engaged.

I have personally initiated and executed 3/5 year strategic plans (in a number of different environments) using a policy deployment methodology that also allowed for alignment of organizational annual objectives. I have ensured that tactical activities were developed and linked to key strategic objectives whilst ensuring appropriate and timely execution.

Below are some examples of achievements:

#### Drove culture change developing:

- talent management programs (creating high performance teams)
- continuous improvement environments (new processes and IT systems to eliminate waste)
- load/capacity, staffing plan initiatives
- employee engagement activities (raising employee engagement score by 25% yr over yr)

#### Identified initiatives required to support business growth and appropriate actions that supported improved profitability:

- Drove globalization initiatives in Mexico, China, Brazil and Poland, building plants and transferring product lines achieving 15% efficiency gains
- Successfully implemented plant closures (seamless to customers), transitioning complex and diverse products to sister facilities allowing improved focus on remaining core competencies while driving manufacturing consistency across N.A. and European facilities (combined annual savings of \$300M)
- Ensured timely reviews of actions that supported such objectives

#### Identified new technology platforms:

- Implemented and executed Capital plans to install new equipment allowing new program/customer requirements to be met
- Developed and executed new load and capacity planning methodologies into the Corporation
- Developed organizational training plans to support implementation

#### Succession planning:

- Seamless transition of aging key employees
- Developed succession plans for all managerial positions supporting expected and unexpected attrition
- Supported key strategic and cultural needs

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