



## Alden B. Davis

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“Specialist in regenerating institutions”

### Competencies

- ✓ Leading leaders through institutional transformation
- ✓ Operationalizing executive intentions
- ✓ Creating financially-based visions of excellence with theValueTree™
- ✓ Kaizen material flow for double-digit performance improvements
- ✓ Implementing EHS & quality philosophy in all manufacturing & business processes
- ✓ Visualizing the future with group-based processes
- ✓ Turning around businesses; “brown-field” operation
- ✓ Starting up businesses; “green-field” operation
- ✓ Diagnosing complex business and social systems; taking corrective actions
- ✓ Managing production operations in organized environments
- ✓ Delivering results in multi-cultural environments
- ✓ Planning and strategizing through scenarios
- ✓ Teaching, coaching and counseling at all organizational levels
- ✓ Mobilizing people to action

### 2009 – Present

PRIVATE PRACTICE

#### MyValueTree.com, Avon, CT

Founder of MyValueTree.com, a consulting practice that leads large-scale institutional change within business and social systems. Ensures long-term institutional viability and increasing value for all stakeholders by establishing infrastructure capable of delivering sustainable performance improvements.

### 1991- 2009

TRANSFORMATION YEARS

#### United Technologies Corp., Hartford, CT \$52B sales.

International management consultant for Otis, Carrier, Sikorsky, Fuel-Cells, Hamilton Sundstrand, Chubb, Automotive, Pratt and Whitney and corporate functions. Resource to corporate councils in strategic thinking and policy creation required for continuous, double-digit performance improvements; EHS, Financial Planning and Analysis, Supplier Development and Quality. Operationally conversant in every organizational function resulting in a holistic and systemic consulting approach. Corporate “king of kaizen” and resident expert in Image Management, M&A assimilation, collaborative Union-Management relations, executive coaching, teaming effectiveness and event-based change processes. Ushered in kaizen and the 10-year rise in stock from \$18 to over \$228 per share.

### 1995 – 2009

TURNAROUND YEARS

#### Pratt and Whitney Aerospace, East Hartford, CT \$12B sales.

Propulsion systems for commercial and military aircraft and rockets. Instituted the first high performance worksystem and first Result\$sharing system in the corporation. Transformed a 1,700 person factory targeted for closure into a world class factory with metrics best in the corporation. Designed, orchestrated and led a multi-year project resolving dissatisfiers of a 5,000 person technical workforce. Induced a best-in-country HPWO contract with the Machinists Union; first management person to teach at the IAM’s Leadership Institute in Placid Harbor. Established the “bricks to clicks” strategy launching the e-business agenda. Created a statistically significant shift of 8% in employee engagement over a 36 month period across 28 global operations through supervisory development. Coalesced restructuring efforts in all major organizational units. Distilled and institutionalized best practices for M&A assimilation creating a \$1B aftermarket network. Developed “HR, Inc.” as a methodology shifting the performance and cost structure of staff functions resulting in an 82% headcount potential in administrative functions. Strategized and launched the Sustainability agenda within the corporation. Deployed the first Learning Map in the corporation and predictably delivered the complex aerospace situation to thousands of employees at \$13 per person. Internal consulting to all major business functions resolving the toughest department problems; known as “the Plumber.”

### 1991 – 1995

RESTRUCTURING YEARS

#### Hamilton Standard, Windsor Locks, CT \$2B sales.

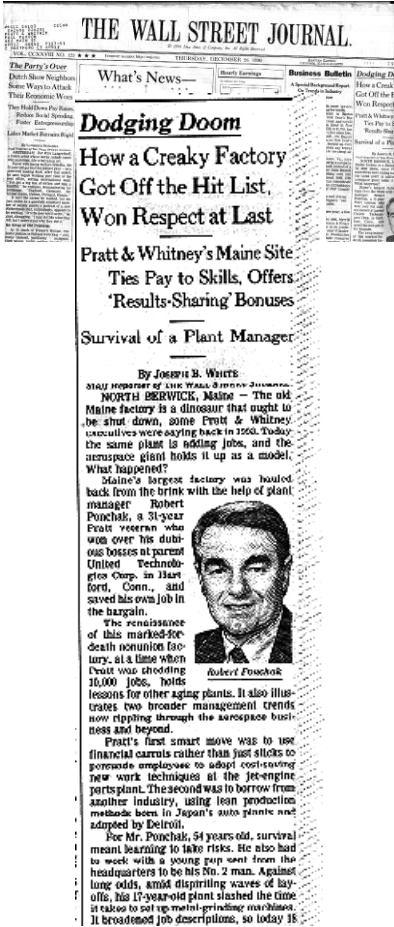
Aerospace systems: propellers, environmental control systems, fuel controls and pumps. Project management establishing business infrastructure and cost profile compatible with the collapsed aerospace market. Led over 100 kaizens consistently delivering double digit improvements. New business start-up consultant for a distribution center, overhaul shop, waste treatment facility, and industrial chiller factory. Led a joint labor-management process redesigning work to enable cellular flow, teaming and work enrichment. Reduced 800 job codes to 122 in a hostile labor environment. Orchestrated and led the redeployment of traditional centralized departments into business units with a large-scale change process. Participated in taking the business from 13,000 employees to 7,000, paving the way for a sustainable future to this day.

## 1980 – 1991

OPERATIONS YEARS

**FMC Corporation, Ordnance Operations**, San Jose, CA \$550M sales.

Military support vehicles: Bradley Fighting Vehicle and M113 personnel carrier. Shop floor control, conversion from finite scheduling to dynamic scheduling with an MRP installation, assembly floor shop supervision, armor business unit manager, JIT champion, Assist. Operations Manager. Major realignment of job codes to enable cellular flow in IAM shop using a joint process; first in the defense industry. Led the strategic change effort shifting a 40 year old business culture built on variable priced contracts to the new world of fixed priced contracts.



### Education and Professional Involvement

- ★ 1979 B.S., Business and Engineering, Arizona State University
- ★ Published, "Labor in Aerospace, a Business Perspective," MIT Industrial Relations Research Association Journal, Winter, 2004
- ★ Conference speaker and workshop leader for Ecology of Work, Goal QPC, Automation Forum, Boston University Emerging Technologies Conference, MIT Labor Dept., MIT Lean Aerospace Initiative, IRRR Conference, IAM Placid Harbor Training Center, Connecticut Quality Conference, Young Entrepreneurs' Organization, Adclub of Western Massachusetts, Springfield Area Council for Excellence and Crusade against Conflict.
- ★ Pro bono work includes strategic planning and process improvements for UNA-USA, IAUP/UN Commission on Peace, Portland, ME schools, Hartford, CT schools, UCONN School of Business, University of Hartford, Hartford College for Women, Hartford Chamber of Commerce, Leadership Hartford, City of Hartford, University of Mayaguez, PR, CONNSTEP, CT Quality Improvement Award, The Village for Children and South-end Community Services.
- ★ Private consulting includes American Airlines, RTI International Metals, US Steel, Aerojet, Kollmorgan (successfully kaizenizing what the Costanza Institute, the George Group and Olie Wright Associates claimed impossible, creating one of the best plants acquired by Danaher), Joining Technologies, Adclub, Huffman Corp., Novelis, Sportography, ADV0, Amatek and GEI Consulting.
- ★ Hold two patents
- ★ Web site [www.MyValueTree.com](http://www.MyValueTree.com)
- ★ Founder of It's Our Time, Inc., an educational non-profit on peace
- ★ Facilitated at "Listening to the City", Manhattan, NY. A 5,000 person dialogue on redeveloping the World Trade Center site post 9/11

### Positive Results Generated

Success created by applying world-class concepts in a 1,700 person, \$350M aero-business.

- Cost/hour down 38%
- Productivity up 51%
- Indirect labor down 62%
- 10 years of year-over-year improvements

### Multinational Experience

Brazil	India	Norway
Canada	Ireland	Puerto Rico
China	Italy	Singapore
England	Malaysia	Spain
France	Mexico	Taiwan
Germany	New Zealand	United Arab Emirates