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## **Lean / 6 Sigma / Quality / Engineering & Compliance**

*GSHA - Alcoa - Ford Motor Company – Auto Alliance / Mazda – Visteon – General Motors – Tenneco Automotive*

### **Executive Profile**

Globally accomplish lean Six Sigma, quality administrator with 27+ year track record of revitalizing, restructuring, improving growth, and launching new processes and products to assist companies in transitioning to the next level of continuous improvement and compliancy. Customer focused leader with vision to define strategic direction and translate the vision into reality. Skilled at helping to shape an organization to create greater value and produce higher returns by stabilizing processes and reducing cost to produce a higher performing organizational team.

### **Key Areas of Expertise**

- Effective leadership style aimed at developing and empowering people for sustainable process improvements.
- Visionary strategist with proven ability to translate vision into reality.
- Equally strong organizational skills to complete initiatives successfully and deliver business results by maintaining strong relationships with customers, vendors, and internal departments.
- Compelling speaker; able to develop presentations and convey business message with passion and purpose to ignite the workforce.
- Expert in bringing teams together across departmental boundaries to achieve the “best-of-all-worlds” performance results.
- Seasoned Six Sigma BB and compliance auditor
- Skilled lean, Six Sigma, quality trainer to assist with lean (continuous improvement) transformation.
- Global reputation for delivering lean, six sigma process improvements in Brazil, Taiwan, Spain, China, India, South Africa, Mexico, Japan, and United States.

### **PROFESSIONAL EXPERIENCE AND ACCOMPLISHMENTS**

**GSHA- Lean Solutions**, Ann Arbor, MI  
**Principal Consultant**

**2008 to Present**

An independent management consulting firm that helps organizations go *Lean*.

- Launch a start-up firm from concept to strategic partnership and revenue generation.
- Identified business opportunity in the competitive North America service markets to assist industries with understanding the “Voice of the Customer”.
- Develop a Patient-centered business model for the Healthcare industry to improve safety, quality, service, and cost performance.
- Consultatively facilitate and/or train both non-manufacturing and manufacturing teams in lean, Six Sigma quality principles and tools to continuously increase company’s efficiency and minimize waste to continuously improve operating performance.
- Collaborated with partners and investors to develop an architectural lean, Six Sigma, quality software for the healthcare industry to support the client’s lean transformation.
- Provide the client with assistance in strategy planning and performance metric setting.
- Conduct web-based Lean, Six Sigma e-training and radio marketing.

**Alcoa Electrical and Electronic Solutions**, Farmington Hills, MI

**2007 to 2008**

**Manager, Continuous Process Development**

Reported to the President of EES of the Americas. Responsible for driving the process, product, and system improvements of Alcoa’s \$2.3 billion global business unit – Electrical and Electronic Solutions.

- Deployed Six Sigma Green Belt certification training to all operational and administrative sites resulting in 115 projects to achieve over \$5.1 million savings .
- In 18 months, lead the development and training of lean tools (5S, APQP Product Development Process, Change Management Process, Business Metrics and Time Management, etc) across the N.A. organization to yield 50% improvement in operating efficiency, fewer product development errors, and improve new product time to market.
- Lead quality team to improve and standardize the Global Quality Management System (QMS / QOS ).
- Support team efforts to merge Supplier Quality activities with Procurement organization to improve

supplier selection, quality, delivery, and cost.

**Ford Motor Company**, US, South Africa, Brazil, India, China, Taiwan (automotive)

**2003 to 2007**

### **Six Sigma Deployment Director / Supplier Development Manager**

Assigned to Sterling Heights MI to assist with the transition of Visteon Axle Plant to Ford Motor Company Powertrain Operations. Responsible for improving the quality of 179 suppliers while overseeing the deployment of six sigma tools to the 3000+ workforce.

- Coach the quality team to manage with data through the development of daily quality reports to both **stabilize and improve internal quality performance.**
- Introduced supplier priority ranking report and monthly supplier quality meeting to **drive customer-supplier discussions to resolve quality concerns resulting in fewer supplier issues.**
- Work with local Master BB to **develop 6 sigma green belt training** schedule to train 55% of salary and 35% of the hourly workforce to achieve \$7.8 million savings by end of 2006 calendar year.

### **Quality Operation Manager**

Assigned to Sharonville Ohio to stabilize quality performance of the high volume (300K+ annually) Automatic Transmission business while the quality staff decreased by 20% to 5 area supervisors, 1 Six Sigma master BB, 17 engineers, and 47 hourly personnel. Manage \$8 million L & O budget. Scope of work included rejuvenating a highly competent workforce of 1600 to a Quality 1<sup>st</sup> mindset.

- **Developed a comprehensive Quality Organization Career Development model** providing clarity and direction to the quality team
- **Work to build team cooperation and confidence** by deploying a Reward and Recognition program to acknowledge individual's contribution.
- Transitioned the weekly quality meeting from conference room to floor reviews **increasing both management and hourly involvement to resolve quality concerns quickly.**
- Developed Supplier quality improvement process targeted at reducing purchase part "defects" from re-occurring. **Yielded 43% fewer Quality Rejects (QR's) after 3 months of implementation.**

### **Technical Service Operations Manager**

Promoted to direct Southern Africa region technical service operations comprising of 6 department managers, 36 technical engineers, 212 district service managers, and 2 customer relation centers. Total operating budget of \$17 Million. Challenged to organize and coach new leadership team to improve a faltering technical service operation in Southern Africa (South Africa, Botswana, and Namibia).

- Led team in developing a **common vision, targeted strategy, and manageable data-driven results to meet 100% of the 2005 objectives.**
- **Credited for launching the Certified Master Technician training program** to 212+ Ford/Mazda Dealers within the regions. 100% of the initial 87 technicians successfully completed 1<sup>st</sup> level Master Technician certification within 10 months.
- **Introduced distance (e-tool) technical training to region** to accelerate service technician training in the remote area(s).
- Recognized as **ranked #1 in Dealer Service Satisfaction after 6 months** of implementing strategy; a transition from the #4 rank in 2004.
- **Rank #1 in Technical Training** (1<sup>st</sup> North American Manufacturer to introduce Certified Master Tech to Market) and **Rank "Most Improved" in Customer Relations Responsiveness**

### **Director of Quality Systems**

Assigned to deploy corporate Quality Operating System to Ford Motor Company Operations in South Africa. Challenged to communize and stabilize the region's Quality Operation processes and procedures by coaching Quality teams comprised of a Quality manager and staff of approx. 25 salary and 50 – 75 hourly employees at (2) facilities - Pretoria (Land Rover, Volvo, Mazda, & Ford Vehicle Mfg) and Port Elisabeth (Ford Engine Plant) in South Africa.

- Led Quality management team in **developing common Quality System Model** with policies and procedures to manage day-to-day quality of multi –brands and commodities.
- Led Team as Launch Manager in **successfully launching new compact truck in local market.**
- **Introduced new problem-resolution process to local market** to improve quality team responsiveness and effectiveness resulting in **37% improvement in Ford/Mazda brand warranty within 10 months.**
- Represented region in leadership role to build relations and resolve external customer quality concerns in China, Brazil, India, and Spain which resulted in **secured current business and increased future business with India.**
- Core team member to develop manage-the-change process in the market improving cycle time and quality (fewer errors).

**Auto Alliance, International** , US, Japan (Mazda and Ford Joint Automotive Venture)

**2000 to 2003**

**Quality Systems Manager**

Promoted to direct Mazda's North America \$16 million manufacturing quality operation. The assignment comprised of (6) managers, 32 salary, and 95 direct hourly personnel and reported directly to president/CEO of AAI with quarterly review with board of directors. Challenged to turn-around existing plant quality performance by establish a common Mazda/Ford Quality Operating System in an environment divided by the (2) parent companies.

- Within 12 months, **led workforce of 2300 in a "back to basic" effort to identify and control the 6 M's of variation** introducing 6 sigma tools and techniques to problem-solving. Yielded a **74% warranty improvement** in both Ford/Mazda products produced at the AAI facility.
- **Championed lean manufacturing principles** with special focus on In Station Process Control (ISPC) by improving floor visual aids, color marking, and 5S floor organization.
- Champion waste identification program **yielding \$500K reduction in scrap and \$250k reduction in inventory carrying cost for 2001 calendar year.**
- **Develop Quality Operating System manual** adopted as guidelines for the development of Ford Motor Company corporate manual.
- Recognize for quality efforts in **successfully launching the all new Mazda 6 to the North America market. Noted as "Best Quality Launch" in 10 years for both Ford and Mazda.**

**Visteon Automotive**, U.S. – MI (Division of Ford Motor Co \* Instrument Panels & Consoles)

**1995 to 2000**

**Quality/Reliability Engineering Supervisor**

Facilitated a staff of 9 in the deployment of Quality/Reliability tools & methods to improve automotive "cockpit" systems at delivery and 10 YIS performance.

- Core team member **to develop 7-step Useful Life Reliability process (ULRP)** for Visteon automotive components, as well as, the integration of the ULRP to the product development process (VPDS).
- Directed staff to **capture Customer Real World Usage programs to design Key Life Test** that accurately represented product application in the real world.
- Led team in the **development of "Sample Size Guidelines for Reliability Testing" and product performance specifications** published as corporate documents to company knowledge based system.
- Served as **Lead Recruiter** in the recruitment of technical talents from U.S. colleges and universities.
- Participated on Personnel Development committee in **identifying and developing technical competency models** for employee career development.

**Manufacturing Engineer**

Assigned as QS-9000 Lead Assessor for Midsize & Small Car Instrument Panel manufacturing facility in Saline MI. Task with improving the 1996 warranty performance and aiding the plant in achieving QS9000 certification.

- Developed warranty report used to quickly identify special and common cause warranty issues by component created data-driven quality team that effectively **improved IP and console warranty performance by 60% within 18 months.**
- **Led facility in QS9000 certification** with development of ISO policy and procedures, daily floor coaching, and administering ongoing ISO awareness training courses.
- **Achieve \$800k material cost save** by communizing supplier base and reducing product complexity.

**WALKER MANUFACTURING**, U.S. - MI (Division of Tenneco Automotive \* Exhaust Products)

**1993 to 1995**

**Account/ Project Mgr**

Responsible for managing the engineering activities for the Ford Motor Company - Truck Account (VC4). Manage staff of 8. Oversee budget of \$6 Million. Designed exhaust systems and **develop Quality Operating Procedures and Engineering guidelines.**

**DELCO REMY**, U.S. - IN (Division of General Motors Corp. \* Controls, Alternators, Batteries)

**1983 to 1993**

**Design Analysis Engineer**

Responsible for **reducing electro-magnetic noise** in light duty generators. Act as internal Consultant (Support services) to resolve product issues and recommend actions to optimize the design.

**ABS Solenoid Product Design Engineer**

**Responsible for the ABS solenoid concept design for the electrical vehicle.** Lead (Sr.) development Engineer for the 1992 ABS solenoid; Responsible for the design of ABS solenoid from concept to launch of production. Supported 6 month launch of program/product in Juarez, Mexico plant which included training operators & setting up equipment.

## **EDUCATION AND PROFESSIONAL DEVELOPMENT**

- M.S., Business Administration - Indiana Wesleyan University, Marion , IN (1990)
- B.S. , Electrical Engineering - Purdue University, Indianapolis, IN (1987)
- Six Sigma Black belt Certification (2005)
- Six Sigma Greenbelt Trainer Certification (2006)
- Harvard University Executive Management Program – Boston, MA (2001)
- Lean Learning Academy – Ford Motor Company (2000) Refresher (2005)
- QS 9000 Lead Assessor (Auditor) Certification (1998)
- Shainin Statistical Method Certification (1987)
- Peter Senge Organizational Learning Academy – Eastern Michigan University (1999)
- College Recruitment Certification (1999)
- Diversity Educational trainer (1996 – 1997)
- Healthcare (CEU) Quality Courses:
  - Fundamentals of Quality Improvement
  - IHI Quality Model for Improvement
  - Measuring for Healthcare Improvement
  - Fundamentals of Patient Safety
  - Human Factors & Safety
  - Teamwork & Communication
  - Healthcare Leadership

## **AFFILIATIONS AND PROFESSIONAL MEMBERSHIPS**

- Institute for Healthcare Improvement (IHI)
- AIAG Performance in Practice (PIP)
- American Management Society
- Indianapolis Entrepreneurial Academy
- Society of Automotive Engineering
- Society of Women Engineering
- American Society of Quality Engineers
- Delta Sigma Theta Sorority (Ann Arbor Alumnae Chapter)

## **CIVIL AND COMMUNITY INVOLVEMENT**

- National Healthcare Reform focus group (2009)
- University Music Society (UMS) Advisory Committee (2009 – Present)
- Women Crisis Center, board member – (2009 – present)
- Eastern Michigan University Foundation, board member – (2010- present)
- Automotive Action Group Performance in Practice (PIP), member – (2009 to present)
- Youth Empowerment Program (YEP) Board Member (2007-2009)
- Focus Hope, Volunteer (2000)
- Society of Women Engineers , SWE, Committee Chair (1987 – 1990)
- Bethel Church, Adult Sunday School Teacher (1997 – Present)
- Ann Arbor Youth Academy, High School Math Tutor (1994 – 1998)
- Ann Arbor Big Sister Program, Volunteer (1993 – 1998)
- Ford Motor Company Executive Mentor Program, Mentor (1999 – 2007)
- Jack and Jill of America (Ann Arbor Chapter), Committee Chair (2002 – 2003)
- Joint Programs, Diversity Council (1997 – 2000)
- Minority Engineering Advance Program (MEAP), Summer Counselor, Guest Speaker (1984)

## **REFERENCES**

References will be furnished upon request.