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Career History Summary

2016	Career Break & set up Lean Leadership COACH 1 Year
2013	Senior Lean Consultant - AWG Lean Consulting (Australia) 3 Years
2010	National Lean Deployment Manager - BAESystems (Australia) 3 Years
2006	Senior Lean / Business Improvement Manager - BAE Systems (Saudi Arabia) 3.5 years
2005	JSF Project Manager / Lean Advisor - BAESystems (UK) 1 Year (Secondment)
2004	Lean / 6 Sigma Change Manager - BAESystems (UK) 18 Months
2002	Supply Chain Improvement Engineer - BAESystems (UK) 15 Months
2001	Supply Chain Group Leader - BAESystems (UK) 18 Months
*1999	Airbus Lean Change Agent / Facilitator - Airbus (UK) - 2 Years
*1997	Sponsored Graduate Development Programme - British Aerospace (UK) - 2 Years
*1995	Undergraduate Placements (x3) - British Aerospace (UK) - 1 Year

**Roles not included in Career History*

Career History - Key Roles



Career Break & Set Up Consulting & Coaching Business - *Lean Leadership Coach (Australia)*

July 16 - to date

- 12 month career break to travel extensively in South America, North America, Europe and Asia. The trip allowed me to meet some life goals / tick off 'bucket list' items and expand my own perspectives, knowledge and horizons in different cultures and environments.
- Whilst traveling I set up Lean Leadership COACH, a leading Business Improvement Training, Consulting & High Performance coaching Practice with an on-line membership portal to teach professionals and businesses about Lean & Six Sigma, Change Management as well as provide coaching, support and guidance for transformation projects, etc.



Senior Lean Consultant / Principal Consultant - *AWG Lean Consulting / SA Partners (Australia)*

Apr 13 - July 16

- Set up AWG Lean Consulting as a self employed Business Consultant & Coach providing client based consulting services including Lean Leadership Training, Lean diagnostics, kaizen events, facilitation, coaching and problem solving to support sustainable profitable growth and competitive advantage in small, medium and large companies. Clients included Liebherr, BAESystems, MFB, Red Cross Blood, NAB and NBN.
- Working as a Principal Consultant for S.A Partners to deliver Executive Lean Training, coaching, mentoring and consulting with a variety of clients across different industries including Banking, Aerospace, Healthcare, Mining, Emergency Services, Retail, etc.



National Lean Deployment Manager - *BAESystems Australia, Defence Logistics Business Unit*

Jan 10 - Apr 13 (Across 4 Regions, 26 Sites, 1200 People)

Defence Logistics is a \$250m contract to provide Maintenance services including vehicle servicing, repair, and upgrade of Military equipment for the Australian Defence Force (ADF) as well as providing logistical support of all assets through Warehousing & Distribution operations for all Defence Joint Logistics Units (JLU) within Australia.

Key Responsibilities

- Develop and deploy a Strategic National Lean Programme across 26 Sites with a key focus on engaging all levels of Leadership, front line teams and Customers to support the Strategic Reform Programme cost savings of \$20bn in 10 years.
- Recruitment and development of a small Lean / Business Improvement team to support and drive Lean deployment, mentored and coached by myself to deliver training, kaizen events and team based problem solving using Lean Principles in all areas.

Key Achievements

- Facilitated executive workshops to gain alignment on the Business Vision, Strategy, Objectives, targets and plans to align to a common purpose and deploy the strategy and targets down the organisation to create the need for improvement.
- Developed a 5 day Lean Leadership Academy Training programme and personally delivered this training to 250+ people including internal team members, Customers and developed a 'Train the trainer' programme for change agents.
- Personally developed, facilitated and delivered approx. 15 (3 day) Value Stream diagnostic workshops to understand and identify opportunities for improvement i.e. Reduction in Lead-time of approx. 60%, created 50% more storage capacity in Warehouses, reduced receipt and issuing cycle times by 50%, increased weekly throughput of vehicles, reduced payroll process labour requirements from 17FTE's to 3FTE's and many other improvements.
- Facilitated and delivered approx. 15 (5 day) follow up kaizen events with front-line teams in both Warehouse and Maintenance areas to achieve major improvements with significant savings through involvement with our Customer.
- Lead facilitator of a strategic joint Lean event with Army Brigadier / Commanding Officers and BAE Systems executives to demonstrate the power of Lean using the tools, engaging people and understanding real value for the Customer.
- Process confirmed plans, processes and Leadership to help sustain change and continue improving using PDCA.



Senior Lean / Business Improvement Manager - *BAESystems Saudi Arabia, Dhahran Air Base*

*Tornado Aircraft Maintenance & Upgrade (2 Aircraft Hangars, Support Bays, 450 People)
Oct 06 - Jan 10*

Tornado Aircraft Maintenance & Upgrade Programme - BAESystems largest Maintenance Defence contract working in partnership with the Royal Saudi Air-Force to maintain, repair and upgrade the full fleet of Saudi Tornado Aircraft over 5 years.

Key Responsibilities

- Greenfield Site - helped set up the project and advise / inject Lean Thinking into the planning phase pre-contract start.

Professional Profile

- A highly competent and capable individual with specialist skills in Lean/Sigma, Change Management, Project Management, Lean Transformation, Coaching and Training with effective people skills, communication and Customer focus.
- Extensive knowledge and experience (18 years+) implementing Lean in different countries, cultures, projects and business areas including manufacturing, assembly lines, aircraft & vehicle maintenance, warehouse & distribution, transactional / office based processes, Non Profit Government Services and extended Supply chain partner companies.
- A genuine passion for improvement, leading change and teaching others with a proven and credible track record of engaging / influencing people at all levels to add value and achieve breakthrough results, using a pragmatic approach.
- Can work simultaneously at both strategic and operational levels to help develop Vision & strategy and support implementation for quick wins and development of a sustainable Continuous Improvement culture.

Core Skills / Competencies

- Lean/Sigma coach, advisor, consultant
- Accomplished Project Manager
- Strategic Cultural Change / Lean Transformation
- Stakeholder / Relationship Management
- Training / Facilitation of Lean Leadership & tools
- Team building and motivation
- Business diagnostics / assessments & analysis
- Lead by example Leadership
- Run Lean / kaizen Workshops
- Run / Co-ordinate 6 Sigma projects
- Facilitate Visioning / Strategy Workshops & Events
- Build Customer relationships (internal / external)
- Structured Problem Solving / Troubleshooting
- Business Consulting

Education / Qualifications

6 Sigma Black Belt - American Society for Quality (ASQ)

University of South Adelaide - 2012

Lean Thinking / Leadership - Lean Enterprise Research Centre (LERC)

University of South Adelaide - 2010

Certificate in Procurement & Supply (CIPS)

Warwick University - 2002

BEng (Hons) Degree in Engineering & Business Studies (2:1)

Sheffield Hallam University - 1994

Higher National Diploma (HND) Materials & Manufacturing Engineering

Sheffield Hallam University - 1992

Professional Development

- 2013 - Personal Development (T.Harv Eker / Anthony Robbins) 'Quantum Leap' / 'Unleash the Power' Programmes
- 2010 - Executive Facilitation Skills Training Programme
- 2010 - Shingo Prize for Lean Transformation awarded to Samlesbury Site (Started 2004 - 2008)
- 2007 - Project Management Institute (PMI) Certificate
- 2006 - Situational Leadership Training with Blanchard Companies (One Minute Manager)
- 2006 - Chairman's Silver Award - Development of Lean Leadership Academy at BAE Systems UK
- 2004 - 3 week Lean Leadership Academy training with RWD Consultancy at Airbus UK
- 2004 - Certification for Six Sigma Process Improvement Green belt (Burgh, Hughes & Walsh)
- 2002 - SMMT / SBAC Industry Forum Masterclass Kaizen facilitation and training delivery
- 1997 - Accredited Programme Leader for Kepner-Tregoe Analytical Trouble Shooting (ATS)

Additional

- Full clean driving licence, Dual Citizenship of UK and Australia.
- Up to date knowledge on Industry Best Practices through frequent reading of new research, books, webinars, pod-casts, LinkedIn and a member of Lean Aerospace Initiative (LAI), Lean Enterprise Research Centre (LERC) & Lean Enterprise Institute (LEI).

Interests

Business, Investor, Continuous Learning, Reading, Gym, Fitness, Sports and Sports Psychology, Skiing, Tennis and Tennis Coaching, 1/2 Marathon Running, Forex currency trading, travel, Fine dining, Family & Friends

References

All References available on request

- At project start, deploy Lean improvements to support Customer & Business Safety, Quality, Cost and Delivery targets.
- Recruit and manage a small team to support ongoing Lean / Process improvement activities as well as engage and influence Leadership, Supervisors, Team Leaders and Team members.

Key Achievements

- Reduced lead-time of aircraft delivery from 220 days to 130 days by engaging / empowering people to reduce waste.
- Conducted and led over 20 Value Stream Mapping events and cross functional improvement projects, workshops and kaizen activities to embed continuous improvement as part of the culture and delivered major savings of approx. \$4.5M.
- Senior Leadership development and buy in through personal delivery of Lean Leadership training.
- Set up a process to capture all ideas, potential improvements top down, bottom up and run a monthly Senior Management Business Improvement Forum to review, prioritise and manage all actions and activities to sustain improvements (PDCA).
- Design of aircraft hangars and major equipment maintenance bay layouts, based on lean thinking to optimise flow, efficiency, reduce waste and encourage ownership, accountability and involvement through work teams.
- Creation of Takt, flow, pull principle for performing maintenance / upgrade activities and development of processes and systems to support Takt including 5S standardisation, Visual Management Boards for all aircraft bays (x20) and daily performance reviews to see status and escalate problems in all areas.
- Lead in set up and improvement of the Supply chain & Logistics processes to receive and supply parts to aircraft.



JSF Lean Project Manager - Supply Chain Receipt & Distribution Centre (SECONDMENT) UK

BAE Systems UK - Samlesbury Manufacturing Site - Joint Strike Fighter (JSF) Manufacturing Strategy Team

Oct 05 - Oct 06

Joint Strike Fighter is BAE Systems largest Military Aircraft project in partnership between Lockheed Martin and Northrop Grumman with a common goal to design, develop, manufacture and assemble a state of the art multi role combat aircraft for US Military and export requirements. As part of the Production System Design Team I also took on responsibilities in the JSF Project Team as part of a secondment opportunity to build Lean Thinking into the early development phase.

Key Responsibilities

- Develop the concept, define the requirements and manage a complex project plan for the implementation of a centralised Receipt, kitting and distribution centre with delivery of over 3000 parts to the assembly line.
- Ensure Lean Principles and thinking is injected into planning, development and delivery phases of the project.
- Capture and manage risks and report to the senior director on progress and issues affecting the plan
- Develop detailed processes, identify the concepts for facilities, map and categorise parts flow and kitting strategies.
- Identify best practice and benchmark best in class companies for 3rd Party Logistics and solutions.
- Creation of a JSF Project level strategic Blue sky vision to align direction of overall programme, aid communication and help set priorities for deployment of the project targets, measures, objectives & plans.



Internal Lean / Six Sigma Change Manager - BAE Systems UK - Production System Design Team

Feb 04 - Oct 05 - Lean Transformation (4500 People site wide - Multi Project)

Part of an internal Change Team, managed, coached and mentored by former Toyota Leaders to drive a step change in performance and embed the principles of Lean/Six Sigma across the business to achieve results and improve the culture.

Key Achievements & Responsibilities

- Established a Production System based on the Toyota Production System to help drive a site Lean Transformation as well as implementing the Production System tools in specific pilot areas to demonstrate the benefits of Lean.
- Supported the development of a Lean Learning Academy to train Leaders and develop Change agents in Lean Leadership, tools & techniques as part of a strategic and cultural transformation.
- Implementation of a site level Blue Sky Vision and Balanced Scorecard review process with the Senior Management team.
- Deployed Six Sigma Process Improvement project/s on key quality problems across site to gain major cost savings.
- In partnership with external business consultants, map the entire Typhoon project Supply Chain to assess the effectiveness / scalability for the upcoming JSF project and provide recommendations to senior management.
- Using the Shingo Operational Excellence framework to benchmark progress and provide a route map for guiding our Lean journey / The Shingo Prize Bronze level was achieved in the first 5 years of the transformation.



Supply Chain Improvement Engineer - BAE Systems UK, Warton Division, Typhoon Supply Chain Team

Dec 02 - Feb 04

Part of the Supply Chain Team working across multiple projects and responsible for driving cost savings and Lean improvements within the 1st and 2nd tier supply base. (50 + Suppliers)

Key Achievements & Responsibilities

- Worked with both strategic & tactical UK and US suppliers to help build relationships and deploy the use of the Manufacturing Business Excellence Supplier Assessment Model within the total Supply Chain.
- Supported Purchasing Teams across various projects by leading cost reduction activities with General Systems and Avionic Equipment Suppliers to generate savings of circa £1 Million.
- Lead role in the development and improvement of Supply Chain partnerships with associated cost synergies of £2m for the JSF Programme with Northrop Grumman, Lockheed Martin and BAE Systems.



Supply Chain Group Leader - BAE Systems UK, Warton Division, Typhoon Supply Chain Team

May 01 - Dec 02 (External Suppliers & Internal Supply Chain)

Supply Chain Team working across Eurofighter Typhoon Military Aircraft project and responsible for driving internal and external cost savings and improvements.

Key Achievements & Responsibilities

- Led the Lean implementation within Major Units and Final Assembly to achieve major cost reductions on the Typhoon Aircraft Programme including VSM and the use of Simul8 software package to identify problems, analyse future scenarios and predict impact of changes.
- Implemented a 'kan-ban' process with several Major Suppliers, involving the agreement of new terms and conditions and negotiation of payment milestones to minimise the risk of negatively impacting Suppliers cash-flow.
- Implemented lean thinking into non - production processes such as HR, Finance and Administration areas.
- Business analysis and support role to the Major Equipment Spend Programme (MESP) to identify opportunities for cost reduction (Top 10 in Spend suppliers) and risk management improvements in Supply Chain.