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SUMMARY

Perfecting team and process performance for bottom line benefit.

PROFILE

Alan provides consultancy, coaching, facilitation and training services to SME clients, mainly, but not exclusively, in the manufacturing sector. Consultancy services are through lean process improvements to drive efficiency and productivity gains, involving staff at all levels. This also includes delivering training courses in the principles and techniques of lean. Other training services include leadership and team development. Coaching services include one to one executive coaching, business coaching and facilitation of company management teams.

PERSONAL SPECIALISMS

Operations Management: Implementation of Change, Lean Operations, Manufacturing Strategy, Performance Improvement, Continuous Good Manufacturing Practice, Production Methods/Techniques.

Human Resources Management: Executive Coaching, Team Development, Training Programme Delivery, Management Development, Learning and Development.

Business Strategy & Planning: Business Reviews/Appraisals, Business Change Management, Cost/Benefit Analysis.

ADVISORY ROLE(S)

Coach, consultant, facilitator, mentor, trainer.

INDUSTRY EXPERIENCE

Mainly manufacturing, wide range of sectors, eg speciality engineering, fabrication, assembly, consumer goods. Some non-manufacturing clients, eg service.

ORGANISATION SIZE EXPERIENCE

Pathfinder business is mainly with SME clients, from £250K to £10m turnover, 10 to 250 employees. Employed career was with larger organisations and multinationals.

QUALIFICATIONS & TRAINING

- PhD Polymer Science/ Physical Chemistry, Manchester University.
- BSc Chemistry, Manchester University.
- Diploma Business and executive coaching, The Coaching Academy.
- Belbin Team Role Profile qualified assessor.
- PAC, Productivity and Competitiveness qualified assessor, Industry Forum.
- NLP Diploma
- Ciba Geigy 9 day management training and 5 day people skills and self awareness. International Paper 5 day Leadership and Lean Work Systems, Alabama 1996. Oakridge Centre 4 day coaching and counselling skills 1995. Teamwork International team skills training 1994. TQM, TPM, RCM, SPC, FMEA, 5S, Error Prevention, Kepner Tregoe problem solving training.

PROFESSIONAL MEMBERSHIPS

Associate member, Association for Coaching.

OVERSEAS EXPERIENCE

“Ex pat” in Switzerland for 2 years as self employed consultant. Extensive business experience in Switzerland, France, Germany, USA and Canada (see career summary).

CAREER SUMMARY

1. Pathfinder (2005 to present day)

- Lean manufacturing associate of MAS/The Manufacturing Institute (July 07 to date)
- Presenter of “Coaching and Mentoring” on The Manufacturing Institute’s flagship course, MSc in Manufacturing Leadership, in association with Manchester Business School, accredited by Lancaster University.
- Leading training courses in lean techniques. Presentations on culture change and employee involvement for Chamber of Commerce.
- Business and executive coach, including coach on NWDA High Growth programme.
- Until end 2007 non-exec director and programme management with IIS, Swiss based company, turnover \$100m pa, 18 months as ex-pat, relocated back to UK end 2006. Led \$5m cost reduction. Led US manufacturing project, including due diligence for prospective purchase and outsourcing. Responsible for strategic alliance projects with two major US companies. Facilitated Vision & Strategy workshops for group management teams.

2. Ilford Imaging (1994 - 2005)

Group Operations Director (2001-2005) Line responsibility for 800 operations people on three sites in UK, Switzerland and USA (Production, Technical, QC/QA, SCM, Engineering, HR, Purchasing, Operations Finance). Annual L&OH budget \$70m, capital investment \$5-10m pa.

- Member of group management team, reporting to Group MD.
- Led UK operation while business was restructured in conjunction with Grant Thornton. Due diligence for prospective purchase in Germany.
- Group ink jet media output doubled in 18 months by plant working time changes, capital investments and product manufacturability improvements.
- Inventory reduced 25% while attaining record customer supply via lead time reduction, raw material consignment stock, make to order (“pull”) vs make to stock.
- Swiss manufacturing consolidation from two sites to one.

Head of Manufacturing (1999-2001)

Line responsibility for 550 people in 6 plants. Unionised site (GMB/Amicus).

- Senior manager sponsor/leader of site TPM and Kaizen/CI programmes, leadership training programme for supervisors/ first line managers, HS&E teams, Equal Opps.
- Led site cost reduction programme, saving \$10m pa.
- Presentations on working hours and HS&E programmes at DWP and Business Link.

Manager Sensitising Plants (1994 to 1998)

Line responsibility for 170 staff.

- Major plant redevelopment led to 80% reduction in material waste, customer orders satisfied first time increased from low 70’s% to 96%, plant uptime from 85% to 96%.
- Introduced annualised hours, training and development for shift teams, CI teams.
- Job design/satisfaction with Sheffield University Institute of Work Psychology.
- 4 month secondment to lead Distribution recovery from “difficult” software implementation.

3. Foil Plant Manager, Astor Universal (1990 to 1993)

Based in Salford previously owned by Markem, now part of the API group. Manufacture foils and printing machines used in printing industry, particularly labels and greeting cards applications, mainly make to order, many same day delivery. Sales revenue \$30m pa.

- Responsible for 110 staff in production, quality, engineering and purchasing roles.
- Achieved 50% improvement in plant throughput via staff involvement in upgrading bottlenecks, within a very traditional printing industry (GPMU, ex-SOGAT) company.
- Member of Department of Environment EPA working party for the coating industry.

Previous Employment (1976 - 1989)

Various roles starting as research chemist, progressing through product development to production technical, plant/engineering development and then production management, Ciba Geigy & International Paper.