

BEAU KEYTE

Experienced Strategic Advisor - Helping Organizations Navigate Change

Incisive engineering/management consultant, MBA, and executive coach with a history of exceeding client expectations and goals to achieve competitive advantage through:

- assessment of organizational strengths and gaps relative to strategic direction;
- alignment of strategic and operational objectives;
- pragmatic and long-lasting improvements in organizational performance;
- integration of competitive business practices within highly regulated environments
- addressing risk assessment and management; and
- building trusting relationships with executives.

Professional Experience / Career Timeline

1993 – Present **Keyte Group**, Ann Arbor, Michigan *Founder and President*

Originally incorporated as Branson, Inc., networked with other thought leaders in the field of continuous improvement and operational excellence (also sometimes referred to as LEAN thinking, tools and techniques) to develop intellectual property and build an international portfolio of diverse engagements with major companies. Rebranded as Keyte Group in 2013. Current mix of clients is healthcare (40%), financial services (40%), manufacturing (20%).

Selected Highlights and Contributions

- **General Motors:** Engaged to eliminate silo practices and other inefficiencies in administrative processes (e.g. product design, sales, marketing, human resources, legal, etc.) Goal was to achieve \$3B savings annually within 3 years; savings in year 1 were \$2.2B; in year 2, \$4B.
- **National Institute of Standards and Technology:** Created a training curriculum on utilizing LEAN tools and techniques for NIST's Manufacturing Extension Partnerships (MEP) program. Served as one of two master trainers delivering this curriculum to 70+ MEP members in 1999.
- **American Family Insurance:** Created and guided an extendable custom model for operational excellence, using the Legal Claims Processing division as a prototype. Outsourced cases were reduced 20% within 6 months, resulting in \$24M annual savings over 12 field offices.
- **Wells Fargo Mortgage:** Reduced time of mortgage processing (packaging for sale to Wall Street) from 3 weeks to 1 day with existing staff; productivity increased ten-fold over six years.
- **Textron:** Several entities in this international business conglomerate (Bell Helicopter, EZ-Go Golf Carts, Cessna Jets, Textron Finance, et al) had separate and distinct challenges. Examples:
 - A market downturn and layoffs had left Cessna understaffed and struggling to deliver customized private jets as quickly as wealthy customers demanded. By reengineering internal processes between 2009 and 2012, Cessna reduced customer dissatisfaction with wait times and retained a solid customer base, putting Textron in a position to acquire foundering competitors.
 - Unprofitable deals in a loan portfolio kept the conglomerate from being able to sell its financing operation. Analytic tools and coaching provided by Keyte Group enabled bad loans to be identified and cleaned up. Textron Finance was successfully sold.

- **Healthcare sector:**
 - For the Michigan Health & Hospital Association, created customized approach to improving organizational culture and patient outcomes in the Emergency departments of 62 hospitals, with key quality indicators improving 3% - 29%.
 - Engaged by a group of 40 primary care practices in Michigan to achieve improvements in patient care to qualify for Blue Cross-Blue Shield's "Patient Centered Medical Home" designation, yielding 20% fee premiums.
 - Designed and implemented, for both engagements above, a unique *collaborative learning model* that engages and guides multiple teams through problem-solving and regularly scheduled self-reflection and cross-questioning, deepening learning and accelerating change through socialization.
- **Coaching Focus:** All engagements include a focus on coaching and facilitating management's and leadership's efforts to work in alignment, resetting priorities and building individuals' capabilities for modifying work and working relationships. In addition, the guided *collaborative learning model* described briefly above has continued to work in industries beyond healthcare and has improved diverse organizations' abilities to sustain their own growth while reducing time and fees spent on outside expertise by 75%.

Other Large Clients: Bosch, Capital One, Gillette, Mayo Clinic, Pactiv, Pfizer, Standard Insurance

1985 – 1993 **Coopers & Lybrand**, Philadelphia, PA, *Managing Consultant*

Transitioned the company's manufacturing consulting practice into a continuous improvement consulting model. Supported all sizes of manufacturing clients from local to global companies.

Selected Large Clients: American Standard, Bendix, Budd Company, Ford Motor Company, Hussman Victory, James River, Johnson & Johnson, U.S. Navy

1984 – 1985 **Booz Allen & Hamilton**, Bethesda, MD *Consultant*

Developed strategic alternatives to aging port facilities around the United States.

1976 – 1983 **Sun Oil Company** (marine subsidiaries), Philadelphia, PA *Analyst*

Identified new markets for commercial shipbuilding; implemented computer systems in shipping operations, including development and installing the first computerized management system to transmit digital information from oceangoing vessels to shore operations.

EDUCATION

1974 – 1976 University of Michigan, Master of Business Administration

1970 – 1974 University of Michigan, Bachelor of Science in Naval Architecture and Marine Engineering

Continuing: Edgar Schein (Cape Code Institute), *Helpful Coaching*; Gestalt International Study Center, *Applying the Cape Cod Model to Coaching and Leadership in the 21st Century*

PUBLISHING, TEACHING & INDUSTRY SERVICE

Books/Training Materials

- Co-author, *The Complete Lean Enterprise*, 2nd Edition, 2015, Productivity Press, (Shingo Research Award)
- Co-author, *Perfecting Patient Journeys*, 2013, Lean Enterprise Institute, (Shingo Research Award)
- Co-author, *Mapping to See*, 2007, Lean Enterprise Institute
- Created and delivered LEAN certification curriculum for executive education programs at the University of Michigan (2004) and The Ohio State University (2006)

Teaching/Mentoring

- Lean Enterprise Institute, adjunct faculty 2000 – present, develop and present public workshops
- The Ohio State University, adjunct faculty 2000 – 2016, lecturer and coach for the MBA in Operational Excellence program,
- Shingo Institute, faculty fellow 2017 – present, developing new curriculum to teach the Shingo Model for Organizational Excellence throughout the world. Will be one of the master trainers of this new material to the global Shingo Affiliates
- University of Dayton, adjunct faculty 2017 – present, teaching on-line MBA course in operational excellence
- California Polytechnical University, guest lecturer 2015 – present, teaching continuous improvement for business undergraduates
- Lean Education Academic Network, 2016 – present, expanding the instruction and training of operational excellence within university settings
- Private coaching for individuals, post-client and post-graduate assignments

Speaking Engagements

Keynotes, presentations, and workshops have been delivered to:

- The Shingo Institute
- The Association for Manufacturing Excellence
- Lean Enterprise Institute
- Lean Global Network
- Central Coast Lean
- American Society for Quality
- University of Southern California

Webinars have been delivered through:

- The Michigan Health and Hospital Association
- Gemba Academy
- The Association for Manufacturing Excellence
- Manufacturing Extension Partnership
- Central Coast Lean
- American Society for Quality

OTHER

Interests

- Biking, swimming, SCUBA
- Wine collecting
- Skeet shooting