



Unleashing Potential with **the Craft of Leadership**

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Rob Tracy Consulting is a single-person firm specializing in solving the challenges of small and mid-size manufacturers.

The Challenges I Solve

Manufacturing companies are complex, and the demands from customers, employees, and owners are relentless.

I created Rob Tracy Consulting to serve the leadership teams of small and mid-size manufacturers.

Manufacturing leaders turn to me when they experience:

01 Difficulty Scaling Up

Growing is exciting, but difficult. It stretches an organization's processes and capabilities. I help manufacturers identify and fix the areas that need strengthening, from the C-suite to the shop floor.

02 Lackluster Profits

Growing the top line doesn't always translate to the bottom line. I help manufacturers uncover the real numbers behind the gross margin calculation to see which customers are truly driving profitably and conversely, which ones are eroding it.

03 Stagnant Strategy

Manufacturers turn their strategy into a reality when everyone in the organization is aligned and focused towards a common set of goals. I help companies implement the disciplines that create continual alignment, leading to faster execution and better results.

04 The Riptide of the Daily Grind

Left unchecked, leaders can become consumed with the day-to-day activity of the business, while ignoring larger, more important issues. When a company grows, leadership must develop the skills to delegate. I help leadership teams learn how to let go of activity while maintaining control of the business.

05 Operational Challenges

All businesses want to grow, but it can present challenges to the operations end of the business. I help operations teams identify the key risk areas that will be challenged with growth, and then I help with the blocking and tackling so that they can provide great service to customers during periods of rapid growth.



Leadership is a Craft

Consider the skilled craftsman.

They often have a tool chest full of simple and reliable tools that have served them well over the years.

With skilled hands and trusted tools, they create amazing and beautiful objects.

No artisan tolerates shoddy tools. Reliable tools are a must. However, the tools are nothing without the skill of the craftsman to wield them.

Craftspeople create results with solid tools and honed skills. The same is true for leadership teams.

Leadership teams need proven and reliable tools, just as the craftsman does.

I have assembled ten tools that I think are the bedrock of running an entrepreneurial manufacturing company, which I call the Manufacturing Leadership System™. These are not new-to-the-world, nor are they shiny gizmos or gadgets. They are the fundamentals.

I help leadership teams implement these tools, and I work hand-in-hand with them to help refine their skills at applying them. The end result is a healthy, vibrant, scalable company.

The Tools for the Craft of Leadership



**The Manufacturing Leadership System™
(MLS™)**

Leading a manufacturing organizations is a craft. It takes refined skills using a set of reliable and proven tools.

With over 30 years in manufacturing, I've distilled the most important tools down to a set of ten, which I call the **Manufacturing Leadership System™, or MLS™**, for short.

The tools are not new. In fact, you are likely using some of them already. However, as with most things, the devil is in the details. In many cases, it is not a matter of whether the tool exists, but rather how the tool is being used.

I've drawn the model at the left to illustrate the ten tools, which are grouped under four headings: the Management System, Strategy, People, and Execution. I hope that this simple graphic provides some context to the ten tools.

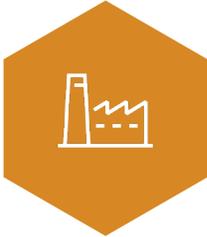
The ten tools are straightforward. Companies that are proficient with the use of these tools have a healthy, scalable business. However, when some of these tools are missing, sustainable, profitable, growth will be a challenge

The Ten Tools of the Manufacturing Leadership System™

Element	Tool		Description
 Management System Provides alignment & focus	1	Measures that Matter	Scorecards & metric boards with the meaningful measures that inspire action
	2	Meeting framework	A set of regular, productive meetings that provide insight into business performance and drive actions
 Strategy Sets the direction for profitable growth	3	Growth Plan	A market-facing, strategic plan, captured in 2-3 pages
	4	Profit Analyzer	A tool to diagnose profit-driving and profit-eroding products and customers
 People Ensures that you have the right people to execute the strategy	5	Culture Builder	Defining and living core values so that the organization is filled with great people
	6	Talent Plan	A 3-year plan of talent requirements and the strategies and tactics to meet those needs.
	7	Organization Chart	A diagram that clarifies the roles and responsibilities of everyone in the company
 Execution Creates consistent execution and continual improvement	8	Daily Management	The discipline of daily plan-do-check-adjust, leading to real-time problem-solving
	9	Sales & Operations Planning	The alignment of plant capacity with realistic booking and lead time expectations
	10	Improvement Plan	A roadmap for continuous improvement that drives and sustains results

How the MLS™ is Different

You have choices for the operating system for your company. There are commercial options, such as EOS®, Scaling Up, and Emyth. There are also company-specific systems, such as the Toyota Production System (TPS), Danaher Business System(DBS), and the 80/20 system at ITW. The key is to find the system that will work the best for your business. Here are six reasons that the **Manufacturing Leadership System™ (MLS™)** is a great fit for small to mid-size manufacturers.



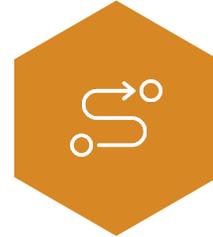
Designed for Manufacturers

All of the tools in the MLS have been tested and honed in manufacturing environments. You won't need to translate a generic system to make it fit your company.



Scaled for Small & Mid-size Mfr's

The MLS is designed to work with organizations with 50 to 500 people. Solutions for Fortune 1000 companies are overkill for SMBs. Likewise, other solutions are geared towards very small startups.



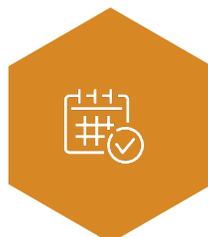
Customized Path

Your needs and priorities are unique to you. The implementation path for the MLS will be tailored to deliver quick results and address your most critical needs.



À la Carte

The MLS is modular, and each tool stands on its own. If elements of your operating system are working well, there is no need to re-invent the wheel. You only need to implement the tools that will add value to your organization.



Convenient for You

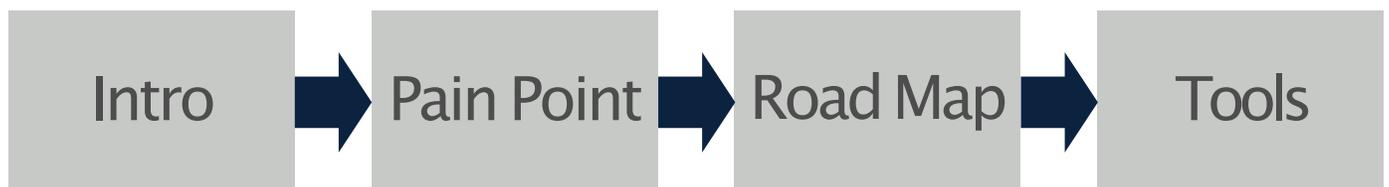
Whenever possible, I prefer half-day working sessions. I believe that half-day sessions keep everyone's mind fresh, and it allows the team to address day-to-day management issues. Other programs use full-day sessions, since that works the best for the consultant.



Industry Expertise

I don't know how to say this humbly. Part of what you get with the MLS™ is me. I've walked in your shoes, and I have a breadth of practical experience to bring to your organization

The MLS™ Process



- Review Your Needs
- Review the MLS
- Assess mutual fit
- 1 hour
- No Charge

- Attack the highest priority
- Drive immediate results
- Pick focused tools from the MLS™

- Determine desired outcomes
- Pick the tools from the MLS™
- Determine sequence

- Implement the roadmap
- Implement at a pace that the company can sustain



What clients are saying.

"Rob's in-depth knowledge of operations and approach to profitability management has helped my company improve our results. He merges his practical operational expertise with a great understanding of effective leadership. This is a powerful combination to help any company to excel."

Joan Schatz - Co-President of Park Industries

"Rob was a tremendous help to our leadership team. He was able to quickly identify some of our underlying challenges, and he helped us fill those gaps with some practical management tools. We saw immediate results, and those improvements have stuck with us to this day."

Charlie Westling - CEO Computype (ret.)

"We may have had the answers, but we don't always ask the right questions. I feel that's a big part of what Rob does for us – he asks the right questions to get us thinking in a way that leads us to the right answers. Rob forces us out of our comfort zone, pushes us to face the hard decisions, pokes holes in our tried and true, leads us through listening, and teaches not tells."

Sarah Elder - CEO Kalisher

"Rob had a tremendous impact on helping us turn around one of our factories in just four months. On-time delivery improved, output increased, and our processes were stabilized. That also helped to boost employee morale and engagement. Bringing in Rob was one of the best decisions that we made this year."

Dave Huml - CEO Tennant Company

Practical Advice **Born of Experience**

Key Points from My Background

Real-world: I've been in manufacturing for 35 years, with 20 of those in executive positions. As one client said, I've "been there, done that."

Transformation: I've lead organizations through tremendous growth as well as severe economic downturns. I can help you navigate the challenges that accompany large-scale changes.

Leadership: My roles in industry have included CEO, COO, and VP of Operations. I know what it feels like to walk in your shoes.

Industries: I've worked for large and small companies in a variety of industries. I'll bring a diverse toolkit to your unique situation. I am not a hammer in search of a nail.

Coaching: As an experienced business leader I've coached many people. Since leaving the corporate world, I have also become a certified executive coach. I prefer to teach and coach, and not tell.

Academic background: I have a Bachelor of Science in Industrial and Operations Engineering from the University of Michigan, and I'm a graduate of the Minnesota Executive Program at the University of Minnesota's Carlson School of Management. I love to continually learn and stretch myself.



Core Values

Do the Right Thing



It's easy to say, but not always easy to do. I was fortunate to have great role models growing up that taught me to do the right thing, even when it's difficult.

Respect Every Person



Each of us brings unique talents and value to the world. I strive to demonstrate profound respect for every person.

Source of Energy

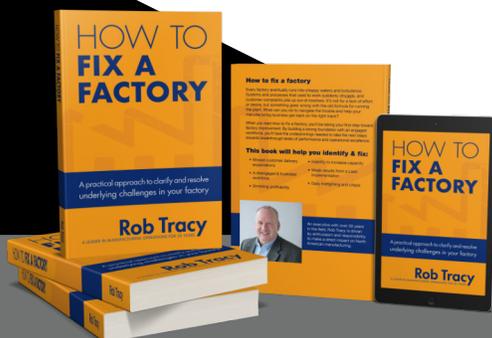


There are people in this world that give energy, and there are those that sap energy. I am committed to providing energy, enthusiasm and goodwill.

Positive Intent



I come to the table with the assumption that people have positive intentions, even when we don't agree. I believe that this sets the stage for healthy discussion and debate, which leads to better outcomes.



**Rob
Tracy**

CONSULTING