

Charles Doty - Founder, BlueShift Consulting



Charles Doty was born in Oklahoma but has lived in Texas since moving to Dallas in 1969 to help Texas Instruments introduce TI handheld calculators to the consumer market. The first calculator he designed was the TI-2550, (\$159.95) and the last was the TI-1000 (\$9.95). Other efforts that he participated in at TI include Loran-C Navigators, GPS Surveyors and Navigators, the TI Home Computer, DLP video and printer products, and, during the cold war, stealth cruise missiles. During the 1980's and early 1990's he served on the steering team that led the Texas Instruments Defense Systems and Electronics Group to improve quality through a team-based approach, which resulted in that organization winning the Malcolm Baldrige National Quality Award in 1992. His management specialty became lean strategies as applied to multi-company collaboration, including supply chains and outsourced production. Charles has integrated the lessons of Deming's Fourteen Points into a world-class Progressive Management process that has produced tremendous results.

Since leaving Texas Instruments Charles has been involved with mass transit communications and lighting systems, digital film processors, cell phone RF front-ends and antennas, solar energy business development, and urban redevelopment. He served as Vice President of Operations at two Austin start-ups, Applied Science Fiction (ASF) and GigaCircuits, and has prepared and given start-up presentations to several tier-one venture capitalist firms in Austin and Silicone Valley.

At BlueShift Consulting in Austin, Charles focuses on growth opportunities, alliances, operations, and project management for start-ups, turnarounds, and progressive companies of all kinds.

Professional Services and Affiliations

Member of the Gerson Lehrman Group Technology Council.

Chairman of Austin Rotary Camp Enterprise, where young people experience an intensive and fast-paced immersion into the world of business in a free enterprise system.

Business plan competition judge for the MSTC Program IC² (Innovation, Creativity and Capital). The IC² Institute is an international, multi-disciplinary research and education institute at The University of Texas at Austin that links technology, entrepreneurship and education to foster sustainable social and economic development around the world.

Education & Training

- Supply Chain Management
- Standardized Supplier Assessment Team Leader
- Enterprise Concepts & Fundamentals
- Design for Manufacturability
- Designing Products and Processes
- Six Sigma

Charles has a BS in engineering from Texas Tech University and an MBA from the University of Dallas.

Resume

Summary: Seasoned operations, development, and project manager with more than twenty years of management experience and consistent success in completing deliverables to schedule requirements while managing complex projects. Able to effectively use a combination of Traditional and Agile project management techniques, giving careful consideration to the clarification of project objectives, goals, and importantly, the roles and responsibilities of all participants and stakeholders. Effective analyst, problem solver and communicator.

• Project Planning & Scheduling	• Team Building & Mentoring	• Systems Design & Development
• Change Management	• Operations & Process Reengineering	• Quality Assurance Control
• Supply Chain Management	• Budget Planning & Administration	• Regulatory Compliance

PROFESSIONAL EXPERIENCE

Progressive Management

Focusing on a Guiding Vision, Teamwork and Collaboration, Simple Rules, Open Information, a Light Touch, Vigilance, and especially the Stakeholders.

Consulting: Provided Project Management for Innovative Systems Engineering to complete a transformational contract that increased company revenue by an order of magnitude.

At ASF: Responsible for all manufacturing and production planning and activities. Integrated ASF development schedule with five strategic suppliers to produce a production project that executed to schedule and below budget , PM tool was Microsoft Project.

At Texas Instruments: Created and managed a strategic supply chain and led an effort that implemented a gated Integrated Product Development Process (IPDP) in the Texas Instruments Digital Light Processing (DLP) product development effort. Trained managers and engineers in IPDP use and was a member of the gate consulting and evaluation team.

Responsible for WBS, scheduling, and project management on a program of 250 people on a Tri- Service program designing and building a stealth cruise missile. The program included GPS mid-course guidance, infrared imaging terminal guidance, stealth technologies, and high-temperature, high reliability electronics. PM tool was Primavera Project Planner.

At Luminator: Managed multiple projects while leading a new product development team. Taught and mentored the engineering development group in project management. Member of a team of four executives that created and implemented a gated IPDP. Managed multiple projects, including the largest project in company history, to successful completion using Primavera Suretrak, IPDP, and a project priority management database that I created.

Reverse Chronological Experience by Company

Management Consultant Jan 2007 - Present

Specializing in progressive management and operations consulting for start-ups, turnarounds, and progressive organizations of all sizes and in all phases. Expert in progressive management, project management, collaboration, supply chain, process development, and situational transitions.

CompassLearning Jun 2007 - Dec 2007

Senior Program Manager for K-12 curriculum and assessment software projects.

Management Consultant Jul 2005 - Jun 2007

Specializing in project management and operations consulting for start-ups, turnarounds, and progressive organizations of all sizes and in all phases.

GigaCircuits, Inc. Oct 2004 - Jul 2005

Revamped core business and operational development plan for GigaCircuits, a start-up developer of frequency selective antennas (FSAs) and RF front-end modules for wireless devices. Challenged to initiate and prove product concept to obtain Series A funding. Developed business strategy, venture presentation, and operational plans required to grow business.

Eastman Kodak (Acquired Applied Science Fiction - ASF) Apr 2000 - Jan 2004

Transition Consultant Apr 2003 - Jan 2004

Developed a strategy to merge the business processes and technology of Applied Science Fiction and Eastman Kodak. Spearheaded the operations due diligence process and made recommendations on short-term and long-term synergies. Identified opportunities to build production units and work with strategic suppliers to achieve business goals.

Operations Management (ASF) Apr 2000 - Apr 2003

Held broad scope of responsibility that included production program management, new product introduction, manufacturing, strategic production partnerships, compliance, logistics, quality, configuration control and purchasing.

Created and managed strategic relationships with five partner companies to provide manufacturing, logistics, and field service for Beta and product introduction.

Achieved agency approvals including TUV (Technischer Uberwachungs-Verein) mark for sales within US/Canada, CD report that allowed shipment to Europe.

Established new production process by electronically integrating the enterprise from supplier availability through customer demand using JD Edwards ERP as a host.

Influenced development of enterprise components, resulting in the creation of designs that were robust, cost effective, producible, reliable, and maintainable for the first time in the company's history.

Led Design for Manufacturability (DFM) classes based on Munro principles and mentored all design engineers on the principles and application of the concepts.

Obtained and maintained environmental approval, including locations in two of the most restrictive environments in the world, Boston and Munich.

Served on the ERP selection team (JD Edwards), representing Operations requirements.

Luminator

Sept 1997 - Mar 2000

Business Unit Engineering Manager Jun 1998 - Mar 2000

Led product development, proposals, support, and customer relationship management for Railcar communication and lighting systems. Used business process re-engineering to increase GPM, profit, on-time delivery, and customer satisfaction.

Increased GPM in Railcar Business Unit from 28% to 42%, the highest growth in the company. Developed cohesive process to manage complex customer proposals worldwide, including Europe and Asia.

Introduced an Integrated Project Development management process and created an Access-based priority management system to manage and prioritize requirements, eliminating delivery delays for new products. Overhauled interrupt-driven and unresponsive culture to an environment based on communicating goals, setting clear objectives and having fun. Improved job satisfaction and efficiency and reduced engineer derivative design change turnaround time from seven days to one.

Saved the largest rail contract in the company's history by providing excellent customer service, eliminating requirements creep and poor change management controls, and negotiating realistic schedules.

Systems Integration Manager Sep 1997 - Jun 1998

Managed the installation, integration, and support of GPS-driven automatic next stop announcement systems for Mass Transit Authorities.

Turned around a failing project that was months behind schedule and at risk for legal suit. Spearheaded project to re-energize relationships and successfully created new installation plans, trained customers on installation process and significantly decreased customer complaints.

Created a help-desk system to manage customer support issues; reduced customer-issue backlog from months to three days.

Established and maintained on-time performance for production support of customer replacement parts.

Texas Instruments

Sept 1985 - Jun 1997

Supply Team Manager - DLP Jun 1993 - Jun 1997

Launched and managed a global lean strategies supply chain to support the Digital Light Processor (DLP) video and printer projects. Served on teams to design and implement an Integrated Project Development project management process and to evaluate and select an ERP system (SAP).

Integration & Test Manager - Defense Systems & Electronics 1987 - 1993

Member of steering team to introduce cross-functional teams. Our organization won the Malcolm Baldrige quality award.

Program Schedule Manager - Defense Systems & Electronics 1985 - 1987

Managed schedule for large program. Evaluated scheduling SW and selected Primavera Project Planner.