

Eric Lawson

The Floworks

| Columbus, Ohio

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Summary

Business leader building on a deep education in engineering and management including an MBA and an innovative Master's in workflow and business problem-solving. Focused on organizational development through operations development, continual improvement, and financial results. Experience includes workflow solutions, financial analysis, project management, recruiting, and strategy deployment. Dedicated to making small businesses thrive utilizing the world's foremost management framework developed by Edwards Deming, a devotion to workflow, and development of an organization's collective mind.

Professional Experience

The Floworks, Columbus, Ohio

December 2011 to Present

President

Management consultant serving small businesses in central Ohio.

- Teaching clients how to thrive on their own within the world's foremost management framework.
- Promote organizational development through operations development.
- Make the principles behind the Toyota Production System available to clients.
- Use workflow as the central focus of this learn-by-doing approach.
- Making more business flow across the existing cost structure without over-stressing the system.
- Assist Dr. Henry Neave, author of *The Deming Dimension*, and long-time friend of Dr. Deming's, in the development of his intensive course entitled *12 Days to Deming*.
- Clients include construction firms, building materials supply, medical device distribution, online retailing, digital media, and more.
- Learn more at thefloworks.com.

Cap Collaborative, Columbus, Ohio

November 2001 to July 2022

President

Recruiting and staffing consultant to a nationwide client base.

- Calling upon my own business experience and education specialized in landing financial professionals, engineers, and executives.
- Partnered with clients to form a collaborative approach to hiring and workforce needs by understanding and providing insights to their own operations and workforce needs.
- Consulted with clients with an uncommon problem-solving approach to workforce planning involving workflow. With the right perspective it turns out that many hires do not even need to be made.
- This business blessed me with the opportunity to work from home with a flexible schedule, allowing me to be closely involved in my sons' upbringing.

The Ohio State University, Columbus, Ohio

Guest Lecturer

2014

Presented to MBA candidates in the Fisher College of Business on the practical aspects of process improvement projects, especially those benefiting service organizations. Facilitated trips to work sites and process mapping workshops.

Aquilex Corporation, St. Petersburg, Florida

Financial Project Manager (contract assignment)

March 2008 to November 2008

Managed all financial aspects of a \$25 million power plant retrofit. This included monitoring project profitability, projections, and payroll. Oversaw the on-boarding of roughly 300 skilled craftsmen. My combination of financial and technical expertise allowed the real-time reconciliation of all tracking and projections against actual work. Standardized the financial reporting function to be in line with advanced industry practices including earned value. Greatly improved the company's payroll processing system, reducing cycle time by 33%, which is crucial in the quick turnaround environment of power plant shutdowns.

Talent Strategies, Inc., Columbus, Ohio

Chief Financial Officer

August 1999 to November 2001

Assumed executive position to help firm tackle aggressive growth plan where personnel increased from 18 to 50 and annualized rate of revenue increased from \$1.3 million to \$4.5 million. In addition to responsibilities for financial measurement, reporting, and budgeting, oversaw the administrative, human resources and information technology functions with a staff of five. Key accomplishments and responsibilities:

- Developed department from the ground up where the bulk of financial and accounting responsibilities were previously outsourced.
- Implemented corporate and department level budgets with a standardized, repeatable budgeting process.
- Ran department as a professional services firm with an internal-client-centric focus on quality.
- Managed move from 5,000 sq ft space to 14,000 sq ft space to accommodate growth.

Senior Recruiter/Client Services Manager

February 1998 to August 1999

Performed candidate searches and headed up large candidate recruitment efforts with teams of two to six recruiters. Relied on technical and financial background to excel at searches geared toward the highly technical professional and a variety of financial professionals. Key accomplishments and responsibilities:

- First in number of placements among 15 recruiters within 12 months of joining firm.
- Earned first ever six-figure billing for the firm.
- Lauded by clients for the ability to grasp the complex and get results where there was previously only frustration.
- Earned repeat business well beyond the firm's historical performance by exceeding expectations in quality of candidates and speed of delivery.

Independent, Chattanooga, Tennessee

Management Consultant

July 1997 to January 1998

Advised a growing small business in identifying markets, strategic planning, developing a business plan, establishing work processes and administrative processes, budgeting and financial models, and measurement systems.

Geologic and Environmental Services, Inc., Chattanooga, Tennessee

General Manager

October 1996 to July 1997

Reported to CEO of this environmental consulting firm as second-in-command with accountability for all business and technical functions. Key accomplishments:

- When facing disappearing margins because of an underfunded federal environmental program, reduced staff by 70%.
- Reassigned remaining staff during market re-positioning and corporate restructuring.
- Completely re-staffed the accounting function.
- Reduced remaining non-personnel costs by 30% in two months.
- Achieved three-fold reduction in average collection period through redesign of invoicing and collection processes and market repositioning.
- Returned to a positive cash flow.

Manager of Finance & Administration

April 1993 to October 1997

Reported to CEO of this \$3 million environmental consulting firm. Accountable for financial reporting and analysis, budgeting, work process design, production scheduling and efficiency, contract administration and dispute resolution. Key accomplishments:

- Devised and implemented performance measurement tools and reports facilitating corporate-level decision-making. These tools were instrumental in effecting 40% growth.
- Developed and implemented a corporate, departmental, and project scheduling process resulting in a 23% increase in staff efficiency. The no-cost improvement in efficiency resulted in 100% of the revenue increase being realized in profits.
- Implemented corporate and department level budgets with a standardized, repeatable budgeting process.
- Coordinated efforts to acquire \$2 million environmental construction firm expediting geographic expansion of existing market and entrance into new market segment.
- Facilitated Quality Circle according to the philosophies of TQM in redesigning the firm's most critical process (report generation). Cut re-work by one-third.
- Managed the accounting department on an interim basis.

Project Manager

April 1993 to October 1997

(performed concurrently with Manager of Finance & Administration duties)

Reported to Vice President of Engineering with full responsibility for performance of over \$1 million in environmental projects. All projects completed in compliance with technical and scheduling requirements as dictated by federal and state regulatory agencies.

Key responsibilities:

- Teambuilding and personnel assignments.
- Handling critical communications with clients, vendors, and regulatory agencies.
- Scheduling, estimating, tracking, and forecasting.
- Negotiating contract agreements, task orders, and change orders.
- Performing as needed as environmental engineer and hydrologist.

National Service Industries, Inc., Atlanta Georgia

Production Manager/TQM Analyst

April 1991 to January 1993

Reported to the General Manager of \$6 million plant for this Fortune 250 healthcare and industrial services provider. Managed department in accordance with the customer-oriented philosophies of TQM. Managed staff of 21. Key accomplishments and responsibilities:

- Achieved and sustained 15% reduction in spending on \$1.4 million annual budget while increasing measures of customer satisfaction.
- Completely eliminated new materials inventory by taking extended view of the supply chain to include major vendors.
- Cut lead-time for orders in half while reducing personnel requirements by 25%.
- Member of executive committee charged with Implementing TQM.
- Facilitated Quality Circles at home facility and sister facility.
- Reduced customer complaints by one-half during eight-month quality effort.
- Reviewed all sales contracts for compatibility with company performance objectives.
- Trained in the quality philosophies of Edwards Deming and in Milliken's highly regarded Pursuit of Excellence program.

Education

Master of Business Operational Excellence, Ohio State University,
Fisher College of Business, 2012

This is essentially a master's degree in business problem solving and work flow from one of the top-ranked operations management schools in the US.

MBA, West Virginia University, 1990

BS, Petroleum Engineering, West Virginia University, 1988

Certified Lean Six Sigma Black Belt

Engage in the continual development of my knowledge in the Theory of Constraints, the Toyota Production System, the teaching of W. Edwards Deming, and especially the practical application of these world-class management methodologies.