

Jeff McAuliffe

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President,

McAuliffe Consulting, Inc.

7/06 - present

Consult to clients seeking to increase their level of expertise in the application of leadership/management skills, strategy development and deployment, change management and lean thinking. Maintain an active coaching practice focused on mid to senior level managers. Clients have included Washington State Auditor's Office, Port of Seattle, City of Issaquah, Bill and Melinda Gates Foundation, King County, Sound Transit, Amazon, Microsoft, Swedish Health Services, Group Health Co-operative, Southwest Washington Medical Center, Lucile Packard Children's Hospital (Stanford), Catholic Healthcare West, LabCorps, Kadlec Medical Center, Saskatoon Health Region, and NeighborCares.

Faculty,

LIOS Graduate Programs of Saybrook University

9/06 – 6/16

Taught in a graduate degree program marketed toward mid-career professionals. Responsible for curriculum and program design & development, delivery, and student evaluation in numerous areas including strategic leadership, executive coaching, organization development, group dynamics, conflict resolution, training design and facilitation, change management, consulting skills, and systems theory in applied behavioral science.

- Result: Promoted to Faculty Lead for Spring Cohort in March 2010.

Director, Organizational Effectiveness

Swedish Medical Center

1/00 – 8/06

Managed a team of internal consultants supporting major re-engineering and performance improvement projects. Pioneered the application of the Toyota Production System ("Lean Thinking") to clinical and operational health care processes. Developed action learning model to engage mid level managers with implementation of significant process changes. Co-developed WSQA application that led to a Leadership Level Award – the first healthcare organization to achieve this level.

- **Result:** Facilitated over 30 workshops to improve a variety of hospital processes. Trained a network of line leaders and internal consultants who independently lead improvement workshops.

Director, Training & Development

Swedish Medical Center

10/98 – 12/99

Recruited to develop and improve the non-clinical educational needs of a major urban health care system and apply out-of-industry performance improvement methods. Created programs and classes designed to enhance the management bench strength of the organization. Coached numerous internal clients from front line supervisors to VPs.

- **Result:** Established standard management development classes, competency assessments and tri-annual management retreats as a foundation for management and leadership development.

Manager, People Systems Team

Everett Divisions, Boeing Commercial Airplane Group (BCAG)

3/98 – 10/98

Recruited to lead a team of internal consultants that coached site based human resource change agents in a massive re-engineering project that affected approximately 24,000 employees in the Everett Divisions. Carried responsibility for the deployment of a project management plan that integrated training, organization development, job transition and communication to 25 factories and organizations. Assessed and developed staff in project management skills, organization development competencies, training delivery and human resource practices.

**Manager, Organization & Management Development
Fabrication Division/South Site, BCAG**

6/96 - 3/98

Recruited to develop and manage an internal consulting office to support twelve manufacturing organizations with a wide variety of line and support operations and a workforce population of approximately 12,000 employees and 900 managers. Recruited, selected and developed a professional staff. Created a set of products and services in leadership and management development, strategic planning support and change management. Developed and implemented leadership and management development programs that combined competency modeling and assessment, coaching, education and training, mentoring/sponsorship and cross functional assignments. Integrated management development programs with succession and diversity planning. Provided "walk-in" assessment and coaching services to managers at all levels.

- **Result:** After six months, Fabrication Division/South Site *Leadership Development Program* was recognized as the benchmark in BCAG.

**Organization Development Manager
Airplane Production Initiatives, Fabrication Division, BCAG**

5/95 - 6/96

Successfully provided organization development services to support the implementation of DCAC/MRM, benchmarked as the largest business process re-engineering project in the United States. Co-designed the *People Systems Implementation Methodology* (PSIM), a standardized approach that integrates communication, organization development, job transition, education and training into the implementation of DCAC/MRM.

- **Result:** Effective management of "the human element" was designed into the implementation of DCAC/MRM. The major software vendor, BaaN, now incorporates PSIM as part of its standard implementation process worldwide.

**CQI Manager
Sheet Metal Center, Fabrication Division, BCAG**

2/94 - 5/95

Consulted in the implementation of the *High Performance Organization* team-based design within a large manufacturing facility (1,500 employees). Worked closely with line management and the local union representative to define a collaborative approach to job design, team design, and a skill based pay system. Assessed training and development needs of teams and managers. Designed and implemented a work team development process. Designed and delivered customized training packages on leadership styles for managers, communication and team skills for self directed work teams. Facilitated numerous week-long *Accelerated Improvement Workshops* to implement lean manufacturing principles.

- **Result:** Successfully integrated a local, employee driven high performance design with company driven initiatives for quality improvement and lean manufacturing.
- **Result:** Employees in the Central Services area redesigned their work processes and area layout in 3.5 days. Eighteen hour flow time was reduced to 30 minutes, daily order volume increased 100% and headcount was reduced from 16 to 7 team members - the remainder were successfully redeployed within Boeing.

**Continuous Quality Improvement (CQI) Consultant
Fabrication Division, BCAG**

5/90 - 2/94

Provided consultation to multiple manufacturing business units and support organizations on the principles and practices of CQI. Coached senior leader teams in the development of CQI Councils and other implementation infrastructures. Developed and facilitated a strategic planning process to assist senior managers as part of a major reorganization to decentralized business units. Mentored numerous first line managers as part of a cross functional assignment within the CQI Organization. Provided train-the-trainer coaching to line managers required to cascade train CQI courses. Designed and delivered customized training packages on a variety of topics such as strategic planning, quality planning tools, process management, problem solving methods, and organizational consulting skills for line managers.

- **Result:** Aligned management teams with clear goals and strategies reflected in an integrated plan. Fabrication Division listed in Boeing-wide analysis as demonstrating Best Practices in CQI Implementation Planning.
- **Result:** Formally designated as "Master Coach" to managers who were cascade training *World Class Competitiveness* in the Fabrication Division, BCAG.

Quality Circle Facilitator

2/89 - 5/90

Fabrication Division, BCAG

Provided coaching and facilitation to 75+ teams on problem solving methods, process improvement and effective team skills. Consulted to first and mid level managers to sponsor team efforts. Delivered training in team skills and problem solving tools.

- **Result:** Effectively linked team efforts to management's goals and objectives. Promoted into management after fourteen months of employment.

External Management Consultant

1/85 - 2/89

Consulted to numerous organizations and agencies within the software and nonprofit organization arenas. Provided "turnaround" management services to faltering group homes at the request of the Department of Social and Health Services. Consulted with software engineering departments and product development teams in two startup companies. Delivered training programs to nonprofit boards through the United Way. Consulted to numerous group home boards on planning skills, financial and administrative controls.

- **Result:** One software development team completed their design specifications ahead of schedule. According to the team leader, "Jeff saved us weeks."
- **Result:** One group home went from near bankruptcy to solid financial solvency within six months.

Business Manager

9/81 - 6/87

Parkview Homes for Exceptional Children

Provided part time accounting and financial management services to an agency operating three group homes. Developed annual budget for the board. Produced monthly financial statements for board meetings. Wrote and won grant proposals for special programs and capital equipment. Computerized the payroll and accounting system.

- **Result:** Parkview consistently maintained excellent financial health. Recruited by DSHS to consult to other group homes in King County.

Business Manager

9/81 - 8/85

Seattle Waldorf School

Provided part time business management and administration to a private primary school. Performed tight financial controls that allowed the school to maintain a growth rate of 50% per year over four years. Established the accounting systems and procedures as well as the annual fund and other fundraising methods. Trained the board of directors in fiduciary responsibilities and financial controls. Worked with the finance committee to develop the annual budget. Produced monthly financial statements and cash flow projections for board meetings.

- **Result:** Seattle Waldorf School recognized as the only startup Waldorf school in the United States that consistently operated profitably.

Accountant

9/80 - 7/81

Otis Art Institute of Parsons School of Design, Los Angeles, CA

Successfully performed accounts payable, payroll, bank statements, and other tasks. Maintained oversight of cash flow - \$1M per month.

Manager & Education Coordinator

5/77 - 3/80

Semple Street Food Co-operative, Pittsburgh, PA

Co-managed a retail food co-op primarily operated by 2,000 active volunteer members. Provided leadership and skills training in ongoing store operations. Developed a newsletter and other educational services to members on nutrition and co-operatives as a business structure. Delivered numerous public presentations to community groups and media. Organized regional conferences for other co-ops and buying clubs.

EDUCATION

M.A./Applied Behavioral Science, 1987
Leadership Institute of Seattle (LIOS), City University

B.A., 1976
Oberlin College

PUBLICATIONS

- “Six practices of the lean operating room” by Jeff McAuliffe, OR Manager; 2007 Mar;23(3):10
- “Lean Leadership” by Jeff McAuliffe, Thomas Moench, and Joan Wellman, H&HN Online – a weekly e-newsletter for health care executives, February 22, 2005
- “The Lean Enterprise Meets Health Care” by Jeff McAuliffe, Thomas Moench, and Joan Wellman, H&HN Online – a weekly e-newsletter for health care executives, February 10, 2004

PUBLIC PRESENTATIONS

- “Lean and Green,” McAuliffe & Venegas, National Organization Development Network, Annual Conference, Seattle, WA (2009)
- “Lean Management –Using Techniques from Toyota’s Shop Floor to Improve your Clinic Operations,” McAuliffe & Rapoport, Idaho Medical Group Management Association – Annual Meeting, Boise, ID (2009)
- “Change Management in Turbulent Times,” McAuliffe, COO Roundtable, Washington Association of Migrant and Community Health Centers, Yakima, WA (2009)
- “Lean Thinking Strategies for the OR,” Brannen & McAuliffe, Managing Today’s OR Suite, Annual Conference, San Diego, CA (2007)
- “Aligning Lean Improvement with the Big Picture,” McAuliffe, keynote address to the Oregon Public Managers Association, Salem, OR (2006)
- “Lean and Healthcare,” Getz & McAuliffe, Washington State Association for Healthcare Quality, Seattle, WA, (2006)
- “Lean Management –Using Techniques from Toyota’s Shop Floor to Improve your Clinic Operations,” McAuliffe & Rapoport, Residency Assistance Program - American Academy of Family Physicians, Kansas City, KS (2005)
- “Lean Thinking and Rapid Process Improvement,” McAuliffe & Rogers, Managing Today’s OR Suite, Annual Conference, San Diego, CA (2003)
- “Managerial Leadership in Health Care,” McAuliffe & Moench, Washington Health Foundation, Seattle, WA (2003)
- “Improving Relations Between the OR and Central Processing – Use of Rapid Process Improvement,” McAuliffe & Rogers, Managing Today’s OR Suite, Annual Conferences, Long Beach, CA & Baltimore, MD, (2002)
- “Introducing Lean Management into Health Care for Process Improvement and Cost Reduction,” Washington State Association for Healthcare Quality, Seattle WA, (2002)
- “Rapid Process Improvement,” Moench & McAuliffe, Washington Health Foundation, Seattle, WA (2002)
- “Work Redesign in Five Days Flat,” Mason & McAuliffe, Symposium on Self Direction, Portland, OR (1995)