

# Steven Ouellette

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## Summary of Background

### Management Information System and Strategic Plan Facilitator

Literally wrote the book on how to create an integrated management information system (MIS) and strategic planning process called *Galileo's Telescope*. Experience with for- and non-profit, manufacturing and service industries.

### Management Consultant

Over 25 years of working with mid- to C-level management aiding management in defining and achieving their goals in various industries including aerospace, higher education, light and heavy manufacturing, and hospitality.

### Experienced Industrial Researcher

Over 25 years of facilitating, designing, running, analyzing, and teaching designed experiments and other applied statistical tools in many different industries with over \$115 million in direct documented savings.

### Educator and Public Speaker

Consistently ranked amongst the highest performing instructors by Master's degree students even when teaching technically challenging material. Highly rated public speaker and panelist. Certified Trainer for Prosci® change management methods and tools.

### Writer

Popular author with an engaging writing style and ability to understandably communicate complex concepts. Publications include two books, monthly columns and podcasts, articles, papers, and popular press.

## Selected Experience

**President**, The ROI Alliance, LLC

**Senior Project Consultant**, Office for Performance Improvement, University of Colorado

**Instructor**, Lockheed-Martin Engineering Management Program, University of Colorado

**Director**, Center for Business Performance Improvement, University of Colorado

**Monthly Columnist**, Quality Digest

**Adjunct Faculty**, University of Colorado, Leeds School of Business

**Senior Staff Associate**, Luftig & Warren International

**Senior Metallurgical Engineer**, Aluminum Company of America

## Selected Education

**ME, Engineering**, 2007

University of Colorado – Boulder, CO

Specialization: Engineering Management, Research Emphasis

**Master Black Belt**, 2000

Luftig & Warren International – Southfield, MI

**Six Sigma Black Belt Training**, 2000

Motorola University – Chicago, IL

**BS, Metallurgical and Materials Engineering**, 1990

Colorado School of Mines – Golden, CO

Minor – Guy T. McBride Honors Program in Public Affairs for Engineers

## Complete Curriculum Vitæ

### Employment History:

**Current Position:** **President**, The ROI Alliance, LLC

**Time Period:** 7/25/2002 to Present

**Roles and Responsibilities:**

- Lead the organization in procuring, developing, and delivering world-class consulting and training services in the realm of business performance improvement.
- Lead and implement quality improvement and metrics creation initiatives at client sites.

**Current Position:** **Committee to Safeguard Impartiality Board Member**, Orion Registrar

**Time Period:** 11/04/2004 to Present

**Roles and Responsibilities:**

- Periodically examine and resolve conflict of interest issues within an international management system registrar.

**Current Position:** **Freelance Technical Feature Writer**

**Time Period:** 9/5/2006 to Present

**Roles and Responsibilities:**

- Write technical articles, features, white papers, etc. in areas of subject matter expertise

**Position:** **Quality and Continuous Improvement Manager**, Office of Information Technology, University of Colorado

**Time Period:** 5/12/2017 to 2/1/2019

**Roles and Responsibilities:**

- Provide expertise to Service Managers and supervisors to facilitate local continuous improvement efforts.
- Serve as subject matter expert in continuous improvement and quality management.

**Position:** **Instructor**, Engineering Management Program, University of Colorado

**Time Period:** 5/08/2007 to 5/10/2017

**Roles and Responsibilities:**

- Teach and develop graduate-level courses in the quality sciences and statistical analysis.

**Position:** **Senior Project Consultant**, Office for Performance Improvement, University of Colorado

**Time Period:** 9/01/2013 to 5/12/2017

**Roles and Responsibilities:**

- Implement Service Performance Excellence technologies in numerous divisions across the University to improve service quality while decreasing costs.

**Position:** **School Accountability Committee**, Heritage Middle School (appointed position)

**Time Period:** 9/10/2009 to 9/10/2012

**Roles and Responsibilities:**

- Guide creation of state-mandated school improvement team according to Business Performance Excellence criteria
- Responsible for developing, monitoring, and approving a School Accountability Plan, identifying gaps between the plan and actual performance, and, using the school's mission, vision, and core values, modifying the School Accountability Plan to close these gaps.
- Recommend prioritization of school expenditures.

**Position:** **Lead Consultant**, Center for Business Performance Improvement, University of Colorado

**Time Period:** 12/31/2009 to 9/1/2013

**Roles and Responsibilities:**

- Provide high-end consulting work for client businesses.
- Administer and oversee student and faculty projects.

**Position:** **Independent Contractor**, Colorado State University

**Time Period:** 9/17/2007 to 6/2/2009

**Roles and Responsibilities:**

- Develop and teach a four-day intensive Lean/Six Sigma Green Belt course

**Position:** **Director**, Center for Business Performance Improvement, University of Colorado

**Time Period:** 6/26/2007 to 12/31/2009

**Roles and Responsibilities:**

- Created the Center for Business Performance Improvement and attained sustainability
- Identified and matched local business needs with student and faculty.
- Administered and oversaw student and faculty projects.

**Position:** **Monthly Columnist**, Quality Digest

**Time Period:** 3/28/2006 to 6/11/2012

**Roles and Responsibilities:**

- Wrote monthly featured online column, “**The Six Sigma Heretic**” for Inside Six Sigma and Quality Digest, circulation 60,000

**Position:** **Adjunct Faculty**, Center for Advanced Engineering and Technology Education

**Time Period:** 2/14/2005 to 4/30/2007

**Roles and Responsibilities:**

- Taught 160 contact-hour Six Sigma Black Belt course

**Position:** **Superintendent’s Parent Advisory Council**, St. Vrain Valley School District (appointed position)

**Time Period:** 10/31/2004 to 5/2009

**Roles and Responsibilities:**

- Serve as a communication conduit between Alpine Elementary parents and school district Superintendent
- Report discussion topics back to Alpine community

**Position:** **School Improvement Team**, Alpine Elementary (elected position)

**Time Period:** 10/31/2004 to 10/31/2006

**Roles and Responsibilities:**

- Guided creation of state-mandated school improvement team according to Business Performance Excellence criteria
- Responsible for developing, monitoring, and approving a School Accountability Plan, identifying gaps between the plan and actual performance, and, using the school’s mission, vision, and core values, modifying the School Accountability Plan to close these gaps.
- Recommended prioritization of school expenditures.

**Position:** **Adjunct Faculty**, University of Colorado, Leeds School of Business

**Time Period:** 9/01/2003 to 5/08/2004

**Roles and Responsibilities:**

- Taught and developed courses in Total Quality Systems and Six Sigma

**Position:** **Senior Staff Associate**, Luftig & Warren International

**Time Period:** 2/22/1996 to 7/25/2002

**Roles and Responsibilities:**

- Led and facilitated projects at many client sites using experimental design, management system design, new and existing equipment start up, statistical process control, product design, problem-solving, quality improvement, measurement system analysis
- Taught and designed numerous courses to support project activities, including Six Sigma Green Belt, Six Sigma Black Belt, and Six Sigma Champion training

**Position:** **Senior Metallurgical Engineer**, Aluminum Company of America

**Time Period:** 7/22/1991 to 2/22/1996

**Roles and Responsibilities:**

- Responsibilities for 1XXX, 2XXX, 3XXX, 5XXX, 6XXX series aerospace and commercial alloys.
- Technical support for heat-treating and cold rolling.
- Developed an economical gauge to measure residual stress in aerospace alloys that proved to be in control and capable.
- Studied and applied statistical product and process control, designed experimentation, and Total Quality Management philosophy.
- Acted as Process Team Leader responsible for instituting product and process control and capability in an inaugural quality improvement effort.
- Lead Auditor for internal quality audits to ISO 9002.

**Position:** **Metallurgical Assistant**, Phelps-Dodge Chino Smelter

**Time Period:** Summer 1989

**Roles and Responsibilities:**

Responsible for various studies and technical reports related to copper mining and extractive metallurgy.

**Position:** **Staff Metallurgist**, Cyprus-Sierrita

**Time Period:** Summer 1988

**Roles and Responsibilities:**

Responsible for various laboratory tests, maintenance, and technical reports related to copper/molybdenum mining and mineral processing.

## Publications

Ouellette, Steven. (December 2021). Galileo's Telescope: How To Create Integrated Metrics And a Realistic Strategic Plan Across a Business. Alliance Press.

Luftig, Jeffrey, & Ouellette, Steven (Eds.). (June 2012). Business Performance Excellence. Bloomsbury Information Ltd.

Luftig, Jeffrey T. and Ouellette, Steven M. "The Decline of Ethical Behavior in Business - How the quality professional can and should meet the challenge." Quality Digest (QCI International), May 2009: 36-38.

Ouellette, Steven M. "Making the Case for SPC." Quality Nov. 11, 2007. <  
[http://www.qualitymag.com/Articles/Feature\\_Article/BNP\\_GUID\\_9-5-2006\\_A\\_1000000000000205945](http://www.qualitymag.com/Articles/Feature_Article/BNP_GUID_9-5-2006_A_1000000000000205945)>

Ouellette, Steven M. "Minimizing Losses Using Parameter Estimates from SPSS' General Linear Models Routine Utilizing a Microsoft Excel Spreadsheet." Capstone project report for the University of Colorado Engineering Management Program submitted July, 2007.

Ouellette, Steven M. "Ask the Expert." Monthly Articles for Data Net Quality Systems, May to October, 2007.

Ouellette, Steven M. "The Six Sigma Heretic." Monthly Feature Articles in Quality Digest online starting in June, 2006 to June, 2012. <[http://www.qualitydigest.com/read/content\\_by/42](http://www.qualitydigest.com/read/content_by/42)>

Ouellette, Steven M. "Black Belt Training: Coming to a Desktop Near You." InsideSixSigma Jan. 2006.  
<[http://qualitydigest.com/QDarticles/FMPro?-db=iq%5feditorial.fp5&-lay=article%20data%20form&editorial%20type=ISSArticle&release=yes&-format=QDarticle\\_text.html&articleID=8057&-script=cntaccesstype&-Find](http://qualitydigest.com/QDarticles/FMPro?-db=iq%5feditorial.fp5&-lay=article%20data%20form&editorial%20type=ISSArticle&release=yes&-format=QDarticle_text.html&articleID=8057&-script=cntaccesstype&-Find)>

Ouellette, Steven M. "Steel-rolling Mill Lubricant Selection." Tribology & Lubricant Technology Nov. 2003: 44-47.

Ouellette, Steven M., and Michael Petrovich. "Daily Management and Six Sigma: Maximizing Your Return." Annual Quality Congress Proceedings. Milwaukee: American Society for Quality, May 20, 2002.

Ouellette, Steven M., and Dr. Althea D'Souza. "Flawless Equipment Start-Up: Conquering the Commissioning Blues," Annual Quality Congress Proceedings. Milwaukee: American Society for Quality, May 8, 2000.

## Public Speaking

**Presentation:** “The Other Side of Succession Planning – Minimize disruption and maximize success,” Network for Change and Continuous Innovation (NCCI), April 19, 2018.

**Presentation:** “Strategic Planning and Policy Deployment: the Missing Components in Six Sigma Implementations,” Lean, Six Sigma, & Business Improvement Summit, Chicago, IL, June 23-26, 2009.

**Panelist:** “Leadership in Lean and Six Sigma,” Lean, Six Sigma, & Business Improvement Summit, Chicago, IL, June 23-26, 2009.

**Presentation:** “The Benefits and Pitfalls of Six Sigma,” 2007 Rocky Mountain Project Management Symposium, Denver CO, April 20, 2007.

**Presenter and Exhibitor:** “Daily Management and Six Sigma,” AspenTech 2002, Washington, DC, October 27 - 31, 2002

**Guest Speaker / Presenter:** “Six Sigma Black Belt Overview,” American Association of Industrial Managers (AAIM), St. Louis, MO, December 6, 2001

**Presentation:** “Six Sigma Overview,” 8<sup>th</sup> Annual Executive Conference, The Performance Improvement Team, Detroit, MI, July 16, 2001.

## Professional Certifications:

LWI Certified Six Sigma Master Black Belt

Six Sigma Institute Six Sigma Black Belt

Certified Management Consultant®

Prosci® Certified Change Manager

Prosci® Certified Trainer

The R Programming Environment by Johns Hopkins University on Coursera

ASQ Certified Quality Engineer (expired)

ASQ Certified Quality Auditor (expired)