

Gary Rascoe

Growing up in Connecticut, Gary spent most of his summers and weekends in Mystic where his family had a camp trailer and a boat moored off Mason's Island. His father was an avid fisherman whose passion and skills were well respected among the local boating community. Gary developed his love of fishing at a very early age and learned to appreciate the beauty of the surrounding waters. While in college at the University of Connecticut where Gary earned his BA in Management and Administrative Sciences, Gary spent one summer working as a production worker performing assembly work at a lock factory and another summer performing machining and test work at an electronic valve company. During his third summer break Gary became a mate on a fishing boat fishing for blue fish, cod and striped bass. On his final summer vacation Gary was a professional fisherman where he caught fish on rod and reel and sold them commercially. He delivered his catch to a commercial packing location where it would be shipped to New York and sold at market price.

After college Gary became the Employment Manager for a privately owned company. About a year later, he took a position as the Labor Relations department head for a larger, publicly held company. When the company decided to embark on continuous improvement initiatives, Gary volunteered and helped lead initiatives in the implementation of Statistical Process Control. As part of his training, he attended a workshop with Dr Edwards Deming and shared the stage with him while participating as a 'willing worker' on the red bead game.

Gary earned his MBA from the University of Connecticut by attending evening, weekend and summer classes and is still an avid fan of UConn basketball.

Gary joined the Otis Elevator company, which at that time was a division of United Technologies as a Quality and Management Training Instructor where he

designed, developed, and taught training programs delivered internationally. Later, Gary was selected as one of seventeen Otis worldwide associates. He was one of two selected from within North America, to attend a ten-month, full time, 'Internal MBA' manufacturing and purchasing program focused on Otis' European operations. Besides the training courses, he completed major projects in Spain and the UK. It was at this time, in 1990 that Gary gained initial exposure to the Japanese consultants from Shingi-justsu.

Upon completion of the Otis program, Gary was asked to lead an effort to improve the effectiveness of the Otis field operations by changing the organizational design and culture from a more traditional approach to one with higher levels of involvement from all site employees. It was at this time that Gary got to know his co-author, Joe Buda. When Gary's travels took him to Canada to help develop high involvement work teams, he was asked by the President of the Canadian operations to devote full time in Canada to speed up the Canadian implementation. Under the guidance of Joe Buda, Gary became the Manager of Organizational Effectiveness for Otis Canada. He partnered with location offices in the transition to high involvement work teams focused on solving critical business issues.

A key component of Gary's work was conducting location site analyses where he and the local management teams worked together to research, develop, and implement appropriate action plans to address issues serving as blockers to organizational effectiveness. Upon completion of his assignment, Gary was asked to become a member of one of three, four-person teams to help lead the divisions within United Technologies, including Sikorsky helicopters, Pratt & Whitney aircraft engines, Carrier air conditioning, Automotive and Hamilton Standard, on what was called *Flexible Manufacturing*.

Along with his other team members, Gary trained all levels and functions of employees in each of UTC's businesses worldwide in world-class manufacturing techniques. He then coached those teams in the application of the techniques to achieve rapid and dramatic improvements in quality, cost and delivery. On numerous projects Gary worked directly with many of the Japanese sensei's from Shingi-justsu that UTC had brought in to help with the transition.

Gary left Otis to join TBM (Time Based Management consulting company) in 1995. There he worked to implement the fundamentals of the Toyota Production System in a wide variety of companies. He continued to work with many of the Shingi-justsu consultants and also achieved his Black Belt Certification. Gary's expertise is in combining physical transformation processes with lean management systems and employee engagement to create a culture for driving and sustaining long term results. He is especially sought after for his work in business process environments and for applying lean concepts to non-traditional applications.

Gary has also served as a mentor /coach for over 100 participants of lean certification workshops and has been recognized as one of the most endorsed people on Linked In. After twenty-three years at TBM, Gary Rascoe started his own business, *garyrascoeconsulting.com* and also subcontracts with other consulting companies.