

Brian T. Fisher

Operations Executive Leadership | Gemba-Centered Operational Transformation | Manufacturing

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Executive Summary

Hands-on, Gemba-centered Operations Executive with 17+ years leading multi-site, 24/7 manufacturing operations, packaging, and material-handling operations. Proven record scaling operations and leadership teams, improving margins, and driving cross-functional transformation across safety, quality, delivery, cost, and warehousing/distribution performance. Experienced in capital planning and automation projects, KPI governance, Lean continuous improvement, operational efficiency and coaching site leaders to deliver measurable operational gains and operational excellence.

Leadership Philosophy

Highly visible on the production floor to validate performance metrics against operating reality, coach leaders, identify systemic barriers, reinforce quality standards, implement organizational change and ensure the organization is solving the right problems.

Work Experience

Sr. Operations Manager

Confidential | Charlotte Metro, NC
June 2024 – Present | 2 yrs 4 mos

- Directs 24/7 manufacturing, packaging, and material-handling operations across four departments and four shifts with peak staffing exceeding 230; manages six salaried supervisors and provides operational oversight for 24 frontline leaders, engineers, and technical personnel; accountable for safety, quality, delivery, cost, workforce performance, KPI governance, and customer commitments while leading operational strategy, capacity planning, and workforce planning.
- Expanded manufacturing capacity without additional capital equipment by identifying unused production windows and launching a fourth operating shift—establishing leadership, staffing, training, and operating infrastructure to meet

growing customer demand and avoid a >12-month machinery procurement timeline.

- Delivered approximately \$850K in annualized labor cost savings through a three-month operational restructuring that redesigned assembly and packaging workflows, expanded cross-training, and reduced staffing requirements by ~25 positions while preserving service levels.
- Increased production throughput 8% by partnering with process engineering to analyze high-performing operators, document optimal work sequences, eliminate unnecessary movements, and establish standardized operating and training practices to improve capacity and scalability using Lean methods.
- Advanced a \$2.5M packaging robotics initiative from initial executive opposition to a commissioned capital project by developing operational and financial analysis, structured discovery, scenario evaluation, and business-case modeling with a projected ~12-month payback; secured cross-functional buy-in and clarified operational readiness requirements.
- Lead capital expansion, automation, and equipment-integration programs from operational requirements through vendor selection, FAT/SAT, commissioning, production ramp-up, and operational handoff; evaluated investments on capacity, labor efficiency, reliability, operating cost, and ROI while managing stakeholder expectations.
- Established structured daily and weekly operating reviews using SQDCP metrics, production schedules, constraint escalation, corrective-action ownership, and recovery plans—improving performance visibility, management accountability, and cross-functional execution.
- Developed organizational capability through leadership coaching, succession planning, cross-training, and performance management; partnered with Engineering, Maintenance, Quality, Supply Chain, Finance, HR, and IT to eliminate systemic constraints and strengthen operational performance and employee engagement.

Plant Superintendent

Engineered Products | Greenville, SC

January 2021 – June 2024 | 3 yrs 6 mos

- Led multi-site operations across two facilities producing steel-fabricated, assembled, and modular construction components; directed production across

metal slitting, roll forming, laser cutting, CNC, punch press, press brake, manual and robotic welding, painting/coating, material handling, and assembly.

- Led, coached, and held production leaders and frontline teams accountable across safety, quality, labor, scheduling, production flow, equipment utilization, customer delivery, and operating cost for ~200 plant-floor employees and multi-level leadership (6 salaried production managers, 2 group leads, 10 team leads).
- Increased plant efficiency 12% and reduced scrap 10% through Gemba-based problem solving, Kaizen events, workflow redesign, waste elimination, and standardized work—improving throughput and operating margin.
- Restored QC and delivery performance from mid-80s to >99% accuracy by conducting targeted Gemba walks and quality audits, restructuring workflows to assign quality ownership at key process stages, and executing corrective actions—protecting approximately \$40M in at-risk contracts.
- Reduced overtime expense 15% through improved labor forecasting, workflow standardization, cross-training, and tighter alignment between staffing and production schedules.
- Strengthened management accountability with KPI-based coaching, structured daily operating reviews, leadership development, and succession planning to improve follow-through and cross-functional execution.
- Owned plant budgeting, labor forecasting, capacity planning, and cost-control strategies while partnering with Engineering, Quality, Maintenance, Supply Chain, and support functions to resolve constraints and support new-product introduction.
- Maintained OSHA and ISO compliance through layered safety audits, corrective actions, employee engagement, and facility improvements to reduce operational risk.

Manufacturing Manager (Value Stream Manager)

SMF, Inc | Anderson, SC

June 2018 – December 2020 | 2 yrs 7 mos

- Owned plant operations (2 shifts) including 7 leads, 45 welders, CNC and laser operators, blast and paint departments, and maintenance while managing day-to-day production and resource allocation.
- Implemented KPI reporting and shift-performance tracking to improve on-time delivery by 20% using shift-level analytics and material-flow reporting.

- Developed shift-level reports to monitor productivity, material-flow trends, and corrective actions to support continuous improvement and data-driven decision-making.
- Reduced safety incidents by 35% year-over-year by designing and delivering a custom safety-training program with rewards and accountability.
- Improved inventory velocity and cut lead times 10% by aligning operations with Supply Chain, closely monitoring inventory levels and replenishment triggers, and adjusting material-flow controls.
- Collaborated with operators, engineers, and tooling vendors to resolve equipment variability using GD&T (ASME Y14.5-2018) and hands-on troubleshooting with mechanical engineering.
- Led a \$20M capital building and equipment expansion from vendor selection through contractor coordination, equipment purchasing and commissioning.

Assistant Plant Manager

Carolina Industrial Solutions | Columbia, SC

January 2014 – May 2018 | 4 yrs 5 mos

- Drove 15% faster cycle times through targeted Kaizen events and standardized work implementation to improve throughput and predictability.
- Cut material waste 12% by redesigning process flows and instituting waste-reduction controls, improving margins and sustainability.
- Improved quality ratings by implementing standardized work procedures and hands-on job training to reduce variation and rework.

Production Supervisor

ABC Manufacturing Inc. | Columbia, SC

March 2009 - December 2013 | 4 yrs 10 mos

- Improved coordination between maintenance and production, reducing unplanned downtime 20% by instituting structured maintenance handoffs and daily shift communication.
- Trained new hires on standard operating procedures and safety protocols to promote consistent and safe work practices.
- Supported Kaizen workshops that improved workflow efficiency and product quality, contributing to early Lean transformation efforts.

Education

The University of the South

Bachelor of Arts Business Administration

1986 - 1990

Minors: Computer Science

Skills

Process & Continuous Improvement:

Lean Manufacturing (Kaizen, 5S, Gemba, Six Sigma principles), Continuous Improvement, OEE, Root Cause Analysis, KPI Development & Tracking, Data-driven Insights

Operations & Systems:

Production & Capacity Planning, Workforce Planning, ERP Systems (SAP, Oracle), Warehousing & Distribution Management, Packaging Automation, CMMS, Inventory Management

Leadership & Execution:

Performance Management, Strategic Leadership, Resource Allocation, Succession Planning, Budgeting & Forecasting, Capital Project Management, Quality Control & Assurance, OSHA/ISO Compliance, Supply Chain Coordination, Stakeholder Management

Former Career – Financial Leadership

Retail Automotive Operations Leadership (20 years)

- Held full profit-and-loss (P&L) accountability for an automotive business with approximately **\$65M in operating scale**, including responsibility for revenue generation, profitability, operating expenses, staffing, financial performance, and customer satisfaction.
- Developed extensive commercial and financial leadership experience managing fixed and variable operating performance, evaluating business profitability, allocating resources, and aligning operational decisions with financial objectives.