

# David G. Hammond

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## PROFESSIONAL SUMMARY

Master Black Belt-certified change agent with demonstrated ability to influence organizational development. Proven track record of success in process improvement, quality and operations across manufacturing and service/transaction sectors. Professional background includes experience with customer experience and process improvement functions at various stages of maturity, with track record of developing both direct reports and business stakeholders. Leverages lean principles, six sigma strategies and business acumen to drive enterprise-level transformation.

## ACADEMIC EXPERIENCE

Iowa State University | Ames, IA

June 2017 – Current

### Assistant Teaching Professor

- IE 452 – Introduction to Systems Engineering and Analysis
- IE 565 – Systems Engineering and Analysis
- Stat 305 – Engineering Statistics

University of Wisconsin - Platteville | Platteville, WI

January 2006 – December 2009

### Adjunct Professor

- ENG 7820 – Quality Engineering and Management
- ENG 7850 – Taguchi Methods

## EDUCATION

**Master of Engineering (M.E.) in Systems Engineering** – Iowa State University, Ames IA

**Bachelor of Science (B.S.) in Industrial Engineering** – University of Wisconsin-Platteville, Platteville WI

## BUSINESS EXPERIENCE

Turnberry Solutions | Minneapolis, MN

September 2023 – Present

### Management Consulting Engagement Lead

Recruited to lead a consulting team responsible for establishing and cultivating new client relationships. Lead engagement initiatives to scope business processes, identify optimization opportunities and recommend process and technology solutions.

- Led new engagement with industry-leading pharmaceutical biotech organization client. Supervised consulting team, establishing functional project scope and managing overall budget and deliverables.
- Conducted comprehensive business assessment of contact center operations. Identified opportunities for optimized resource strategies and process automation within intake and support workstreams. Developed transformation roadmap to address top customer experience detractors and improve operational efficiency, yielding \$3.2 million financial savings.
- Successfully delivered the project ahead of schedule and under budget, exceeding client expectations and resulting in an expressed desire for continued engagement.

American Equity Life | West Des Moines, IA

March 2018 – April 2023

### Vice President of Process Improvement

Established strategic approach and led deployment of a process improvement program from the ground up. Served as advisor, co-owner and facilitator of process improvement and customer experience strategy. Developed enterprise framework to identify, drive and sustain productivity and quality improvement efforts.

- Established and led a highly successful Center of Excellence focused on business analytics, continuous improvement and enhancing the customer journey. Project results include delivery of \$4.3 million in financial savings.
- Championed initiative to increase first-pass resolution, strengthen internal security protocols and decrease effort required for customer-initiated transactions. Reduced processing backlog from 14.6 business days to under 24 hours.
- Led a comprehensive transformation of the claims process, redesigning both business processes and associated technology. Efforts yielded a best-in-class customer experience, as well as reducing claims administration by 60% and backlog by 84%.
- Directed a matrixed team of business leaders and executives to develop an enterprise User Experience (UX) strategy, including development of detailed Customer Journey maps, compiling competitive benchmark data, creation of loyalty metrics and digital experience strategy.
- Established Enterprise Project Management Office (PMO) function, defining and initiating governance for project scoping, gate-review, financial controls and progress monitoring. Partnered with technology leadership to incorporate high performing teams in transition from Waterfall to Agile development methodology.

**Senior Process Excellence Consultant**

Led strategic, enterprise-wide process improvement initiatives utilizing business process management, lean and six-sigma methods. Analyzed business needs and priorities to assist in the planning, assignment and oversight of process improvement projects. Provided consultation to executive leadership and coaching to business peers and junior team members.

- Defined the customer journey and supported business process transitions necessary to comply with the Affordable Care Act. Led customer experience review along new platform. Identified and drove resolution to 26 business processes gaps, resulting in the ability to process enrollments on launch dates with minimal customer experience issues.
- Identified opportunity to improve network utilization by benchmarking other Blues plans. Developed process to identify and educate members to available in-network providers and benefit differences, reducing out-of-network rate by 45%.
- Conducted value stream analysis for Medical Review, Prior Authorization and Pre-Certification teams. Developed standard work staffing models and performance monitoring. Results included labor efficiency savings of two FTE's, improved provider responsiveness and addressing several undocumented processes.
- Led overhaul of an internal Green Belt certification program, transitioning emphasis towards tool application and project completion. Provided business ownership for course content, project selection, training delivery and certification.

WesleyLife | Johnston, IA

October 2009 – December 2010

**Director of Process Improvement**

Oversaw the initiation and development of a six-sigma process improvement program. Identified and drove efforts for both company-wide and individual location initiatives, resulting in financial savings and improved resident experience.

- Redesigned the resident admissions process to provide immediate responses for coordination of care requests. Piloted at new community and achieved 97% occupancy within 3 months.
- Developed new processes for short-term stay care, check printing, dining services and wellness tracking. Implemented across multiple communities and community services.
- Established enterprise-wide Key Performance Measures and reporting to monitor operational performance.

Windsor Windows and Doors | West Des Moines, IA

August 2005 – October 2009

**Divisional Continuous Improvement Manager**

Developed and deployed quality system and process improvement program based on lean six-sigma principles. Identified and championed corporate process improvement initiatives. Led a team across Iowa, North Carolina, Alabama, and Texas locations. Provided dotted-line support for further expansion across 27 additional corporate locations.

- Influenced executive leadership to support continuous improvement model after previous unsuccessful efforts. Drove deployment of continuous improvement program across division, resulting in a savings of \$7.2 million. Provided dotted-line support for further expansion across 27 additional corporate locations.
- Redesigned quality system, directing focus towards improving external customer satisfaction. Influenced executive leadership to support increased transparency and establishment of process control and vendor management practices.
- Developed internal six-sigma program, mentoring 31 green belts and 4 black belts through certification. Provided guidance on a variety of topics ranging from project specific to program level, with one-on-one coaching for each participant.

**SKILLS**

Business Transformation | Operational Excellence | Management Consulting | Six Sigma | Executive Leadership | Servant Leadership  
 Master Black Belt (MBB) | Change Management | Prosci ADKAR | Inclusion | Customer Experience (CX) | User Experience (UX)  
 Strategic Planning | Stakeholder Engagement | Lean Deployment | Net Promotor Score (NPS) | Customer Satisfaction Score (CSAT)  
 Customer Journey Mapping | Project Management | Program Management Office | Scaled Agile Framework (SAFe) | Digital Strategy  
 Continuous Improvement | Innovation | Artificial Intelligence (AI) | Machine Learning | Quality Systems | Business Analytics

**CERTIFICATIONS AND QUALIFICATIONS**

Six-Sigma Master Black Belt  
 Iowa Lean Consortium Advisory Board (2013-2021)  
 Wellmark Inclusion Council Member (2012-2018)  
 Wellmark Workforce Engagement – Committee Chair (2017-2018)  
 American Society for Quality – Certified Quality Engineer  
 Rapid Process Improvement (RPI) – Certified Facilitator