

MICHAEL S. GAMBREL

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SENIOR TRANSFORMATIONAL LEADER | LEAN SIX SIGMA MASTER BLACK BELT | BUSINESS & OPERATIONAL EXCELLENCE STRATEGIC LEADER

Driving efficiency, optimizing processes, and fostering sustainable growth by empowering organizations to achieve peak performance through data-driven insights and strategic execution.

Highly accomplished and results-oriented professional with a Doctorate in Healthcare Administration and a Master of Business Administration, specializing in leveraging Lean Six Sigma principles and strategic planning to drive significant operational improvements and organizational transformation. Adept at leading cross-functional teams, optimizing complex processes, and implementing data-driven solutions to achieve business objectives and enhance profitability. Proven ability to guide organizations through periods of growth and change, with a strong background in both corporate and academic environments. With extensive experience across diverse industries, I excel at developing and executing strategic plans, implementing robust analytics, and fostering environments of continuous improvement.



- Strategic Planning & Execution
- Business Insights & Reporting
- Team Leadership & Motivation
- Change Management
- Lean Six Sigma Master Black Belt
- Lean Six Sigma – ASQ Black Belt
- SAFe Agile Methodology
- Process Engineering
- Problem-Solving
- Data Analytics
- Performance Metrics
- Quality & Business Excellence

Education & Professional Development

FRANKLIN UNIVERSITY • **Doctor of Healthcare Administration**

BALL STATE UNIVERSITY • **Master of Business Administration, Dual Concentrations in Entrepreneurship and Health Economics, Policy, & Administration**

FRANKLIN UNIVERSITY • **Bachelor of Science, Business Administration**

IVY TECH COMMUNITY COLLEGE • **Associate of Applied Science, Business Administration**

INTERNATIONAL SIX SIGMA INSTITUTE • **Lean Six Sigma Master Black Belt**

AMERICAN SOCIETY FOR QUALITY • **Six Sigma Black Belt**

SCALED AGILE, INC. • **SAFe 5.0 Agilist**

BUTLER UNIVERSITY • **Data Literacy Program**

360TRAINING • **OSHA 30 Hour Outreach**

DISNEY INSTITUTE • **Disney's Approach to Quality Service**

DISNEY INSTITUTE • **Disney's Approach to Leadership Excellence**

DISNEY INSTITUTE • **Disney's Approach to Employee Engagement**

CITI PROGRAM • **CITI Good Clinical Practice Course**

CITI PROGRAM • **CITI Health Information Privacy and Security (HIPS) for Students and Instructors**

CITI PROGRAM • **Social-Behavioral-Educational Research**

CITI PROGRAM • **Social & Behavioral Research - Basic/Refresher**

TEXAS A&M ENGINEERING EXTENSION SERVICE • **WMD/Terrorism Awareness for Emergency Responders**

NATIONAL DEVELOPMENT RESEARCH INSTITUTES, INC • **Responding to an Opioid Overdose Emergency: Online Training for Police Officers, Firefighters and EMTs**

SOCIETY FOR THE PREVENTION OF TEEN SUICIDE • **Act on Facts: Making Educators Partners in Youth Suicide Prevention**

INDIANA DEPARTMENT OF HOMELAND SECURITY COURSES

Active Shooter • Damage Assessment (Individual

Assistance - Initial Assessment) • Meeting Facilitation • Autism Spectrum Disorder • Developing Volunteers • Donations Management • Effective Communications • ERG - Emergency Response Guidebook

(w/o Hazmat Awareness) • Responding to Functional Needs • Hazmat Awareness (w/o ERG) • IDHS and IPSC 800 MHz Radio Training • Standard Operating Procedures – SOPs • START Triage • Supervisor - Suspect Package and Suspicious Substance Awareness • Suspect Package and Suspicious Substance Awareness • Training Basics for Instructors

FEDERAL EMERGENCY MANAGEMENT AGENCY COURSES

IS-00005.a Introduction to Hazardous Materials • IS-00100.hcb Introduction to the Incident Command System (ICS 100) for Healthcare/Hospitals • IS-00200.b ICS for Single Resources and Initial Action Incident, ICS-200 • IS-00700.a National Incident Management System (NIMS), An Introduction • IS-00800.b National Response Framework, An Introduction

Experience**2022 to Present • BALL STATE UNIVERSITY • Muncie, IN**

Non-profit University in Indiana with a business school that is AACSB Certified

Adjunct Instructor (2022-Present) / Assistant Lecturer (Fall 2023)

- Teach courses operations management, process strategy, quality and performance, Lean systems, Six Sigma methodology, capacity planning, project management, forecasting, inventory management, and supply chain design and integration.

2022 to Present • FRANKLIN UNIVERSITY • Columbus, OH (Remote)

Private university for adult learners in downtown Columbus, OH

Adjunct Instructor / Faculty Advisor

- Teach courses for the business school including Six Sigma and Operations Management in Graduate and Undergraduate schools.

2021 to Present • LOOKING GLASS CONSULTING • Carmel, IN

Self-owned consulting business

Owner/Management Consultant

- Worked with clients on multiple areas of business including business strategy, marketing, business plan development, startup administration, bookkeeping, and branding.
- Worked with initial client from concept through year three. Created the company's initial financial projections which were within 10% of the actuals by the end of the second year. The company has recently celebrated 10 years in business.

2024 to 2025 • COMMUNITY HEALTH NETWORK • Indianapolis, IN

Non-profit health system with more than 200 sites of care and affiliates throughout Central Indiana with patient revenues of over \$3 Billion

Senior Transformation Consultant (Lean Six Sigma Master Black Belt)

- Coached supply chain leadership on improvement methodology and development of new value analysis process.
- Assist in optimizing The Way We Improve (Lean Six Sigma) and Business Process Management (BPM) strategies.
- Work within Service Now to oversee/manage project documentation of TWWI efforts.
- Facilitated project to develop ESG framework and reporting for the organization.
- Lead project to develop a comprehensive physician succession and transition program.
- Support the annual plan that aligns with strategic and operational goals of the Network.
- Use and application of statistical data analysis to achieve desired outcomes for complex projects.
- Facilitate communication across a series of related projects/programs, monitoring and managing risk, and assessing portfolio health status.
- Work with Finance and other division leaders to define business cases, project initiation, and valuation standards and practices.
- Implement and oversee Network Transformation Services portfolio of improvement projects and programs.
- Develop and lead Lean Six Sigma belt education as the organization's sole Master Black Belt.
- Work with leadership in various departments on projects and training in improvement methodology.
- Develop portfolio management plan and tracking for the Network Transformation Services team.

2022 to 2023 • GLOBAL CORPORATE LEADERS • Fishers, IN

Retained executive search firm specializing in the insurance and financial services industries.

Vice President of Operations and Search (Fractional)

- Collaborated with the company president on strategy and operations during a period of growth.
- Developed multiple marketing materials for the company as well as the press kit for the company podcast.

2020 to 2022 • FREEDOM MORTGAGE • Fishers, IN

Private company that specializes in versified financial services with \$1.6B in annual revenue

Director, Business Analytics

- *Brought into the organization to help navigate a period of hyper-growth, assisted the wholesale division by incorporating analytics and built out the team to ensure this capability existed within the division.*
- *Implemented the first ticketing system for an operations department in the company using ServiceNow.*
- *Designed the KPI's, SLAs, and dashboards used in the wholesale division, resulting in automated reports to streamline operations.*
- *Integral to the division being able to manage processes and provide insight into stages of operations to meet SLAs.*
- *Led the analytics team through an increase in requests of over 100% while simultaneously reducing turn time by over 50% using tools such as Tableau, SQL, WebFocus, Excel, and Salesforce.*
- *Developed quality assurance tracking and reporting system for operations.*
- *Member of the change management team responsible for ensuring that all changes were reviewed and designed at an organizational system level to reduce negative impacts and ensure effectiveness.*

2015 to 2020 • 19TH CAPITAL GROUP • Indianapolis, IN

Provided asset financing and fleet management solutions for operators of Class 8 fleets across the North American trucking industry

Director of Operations Improvement (2018-2020)**Director of Administrative Operations (2017-2018)****Manager of Systems Analytics & Administration (2016-2017)****Operations Analyst (2015-2016)**

- *Negotiated and oversaw relationships with vendors, suppliers, and consultants.*
- *Re-negotiated and set up all vendor contracts and managed supply chain relationships during and after transition between ownership.*
- *Led the parts department through a reduction in held inventory of over 50% without any increases in delays for production.*
- *Developed internal parts ordering system to expedite, measure, and track orders from production.*
- *Created purchase order approval system for parts, supply, and vendor purchase orders.*
- *Created tracking and visual indicators for live production metrics.*
- *Led multiple operational groups including improvement, shop administration, accounts payable, parts and inventory, quality management, call center, and analytics.*
- *Reduced operating expenses through improvement projects by over 18% or approximately \$40 million annually.*
- *Hired initially as an analyst and helped the company get set up on industry software, Karmak Fusion. Continued as the system administrator for Fusion, eventually becoming the system administrator for Salesforce at the company as well.*
- *Assisted with Fusion system implementation and led the initial and ongoing training for Fusion.*
- *Promoted to management in less than 1 year and again to director in an additional 7 months due to performance.*
- *Created and led the change management program for the company to ensure that all proposed changes were reviewed and the impact on all areas of the company were discussed with appropriate stakeholders.*
- *Improved productivity by over 25% by utilizing improvement methodologies including Lean Six Sigma. Led the entire improvement program overseeing multiple projects in progress simultaneously.*
- *Responsible for inventory with 25 direct reports and upwards of 40 indirect employees, managing a monthly budget of \$2-5M.*
- *Helped found a 19th Capital the Employee Engagement Committee that implemented many employee engagement initiatives, including employee events and recognition.*
- *Chaired the corporate safety committee for the company that oversaw the corporate safety plans and policies.*
- *Completed executive and board level reporting including MD&A for operations.*
- *Developed and documented initial company SOP's and KPI's.*

2012 to 2017 • TACD MEDIA (DBA ELEGANT EVENTS MEDIA) • Sacramento, CA*Event Media Coordination and Planning***Management Consultant/Technical Manager**

- Collaborated with the company President to design and implement business strategies, including marketing strategies and business plans.
- Consulted on business development, including financial projections, operations, marketing, and business plan development.
- Assisted with social media management and content creation for media.

2008 to 2013 • CENTURYLINK • Franklin, IN*Residential Internet, phone, and media services***Store Manager/Senior Customer Consultant**

- Manage accounts and generate new sales for both residential and business customers, execute local marketing initiatives, train new staff, and assist manager with store operations.
- Managed all aspects of the store including sales, profitability, human resources, and employee development. Planned and implemented a local marketing program in conjunction with the public affairs manager. Prepared and analyzed sales and market data to develop and implement business plans.
- Improved store performance as the store manager; increased sales by 15.6%; decreased cost/sale by 8.4%; decreased expenses by 8.7%; increased customer satisfaction by 7.6%.
- Recognized for excellence in multiple skill areas; customer satisfaction, operations, sales, teamwork, community involvement, innovation, competitiveness.
- Awarded Director's Cup; awarded to the top three sales representatives in the region.
- Awarded Turnaround Champ; nominated by supervisor and recognized for my ability to take ownership of a poor customer experience and make turn it into a great experience.
- Trained all staff for Indiana retail locations; served as point of contact for training and assistance for all Indiana, Michigan, and Illinois retail locations.
- Designed and created marketing brochures for use in all Indiana retail locations.

2007 to 2008 • SEXTON COMPANIES • Indianapolis, IN*Property Management Company***Leasing Consultant**

- Performed all aspects of apartment sales from initial contact to showing an apartment to closing and follow up.
- Prepared and executed leases in accordance with property standards and regulations.
- Assisted Manager with all aspects of community operations.

2005 to 2006 • Aaron's Inc • Speedway, IN*Furniture, Electronics, and Appliance Retail Lease and Sales***Sales Manager/Account Manager**

- Managed and collected on over 1,000 customer accounts, a high number for our company. Acted as store manager in absence of the manager.
- Played a key role in optimizing delivery and pickup routes to enhance customer service and operational efficiency.
- Merchandised the sales floor, maintained inventory, coached sales staff, and handled service issues.
- Achieved high rankings as a sales manager; ranked 16 out of over 1,000 stores in new sales.

2004-2005; 2006-2007 • BEST BUY • Avon, IN

Consumer electronics retailer

Merchandising/Inventory (Warehouse) Supervisor 2007

Sales Supervisor 2004-2005; 2006-2007

- Led the team of warehouse associates responsible for maintaining the incoming and outgoing inventory of the store warehouse in a store that exceeded \$40 million in revenue.
- Led the merchandising team responsible for ensuring merchandising standards and updates.
- Planned and executed the merchandising, inventory, and traffic flow for the store including Black Friday.
- Supervised multiple departments including creation of business plans based on the P&L statement, customer satisfaction scores, and company initiatives.
- Created the first cross-departmental interactive display for the store that incorporated products from every department.
- Tripled wireless sales while overseeing that department; ranked as the second highest store in the state for that department.
- Recognized with the Most Valuable Player award.

2004 to 2004 • CARPENTER REALTORS • Indianapolis, IN

Real Estate Company

Realtor

- Licensed as a realtor and completed in-house additional training in real estate sales.
- Marketed homes and services, showed available properties, and prepared real estate contracts.

2002 to 2004 • Progressive Design Apparel • Indianapolis, IN

Textile Screen Printing, Embroidery, and Promotional Products

Screen Printer

- Set up and ran printing press including every step of the process from preparation of screens to mixing ink, setting up the press, and printing shirts and other textiles.
- Assisted with accounts receivable including legal filings and negotiation with customers to obtain payments.

2000 to 2002 • Blockbuster Inc. • Indianapolis, IN

Video and Game Rental and Sales

Store Manager

- Created and implemented a business plan based on P&L report, analyzed sales trends and developed sales goals for the store, managed personnel including hiring, coaching, training, and termination. Supervised up to 20 line-level employees and 4 assistant managers to maintain store operations.
- First store to achieve perfect audit score in new operations initiative.
- Improved store sales from last in the district of 14 stores to third in one of the top performing districts in the company
- Trained all levels of store employees; assisted in training of customer service representatives, assistant managers, and store managers at the district training store.

Memberships, Affiliations, & Volunteer Work

ACTIVE

AMERICAN SOCIETY FOR QUALITY (ASQ) • Member; Treasurer of Section 904 (Muncie)

BSU LSCM ADVISORY BOARD • President

AMERICAN COLLEGE OF HEALTHCARE EXECUTIVES • Member

SWEET SHARE, INC. • Founder, CEO

PREVIOUS

T1INTERNAIONAL • Indiana Chapter Leader 2023-2024

BUSINESS ARCHITECTURE GUILD • Member 2023-2024

AMERICAN PUBLIC HEALTH ASSOCIATION • Member 2022-2023

AMERICAN DIABETES ASSOCIATION • Community Leadership Board Member 2021-2023

FIRST DROP FOUNDATION • Founder/Executive Director 2018 - 2021

INDIANAPOLIS CIVIC THEATRE • Stage Crew 1999-2000