

## DR. GREG HOWES

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### **PRESIDENT & CEO, TREATY CONSULTING GROUP, LLC**

**Business Optimization Professional and Practicing Academic Leader** with a proven record of enhancing operational performance, generating top-line and bottom-line growth, and creating learning environments. Develops leadership teams focused on delivering results, improving key performance indicators, leading benefit delivery projects, and transforming environments. Adept at creating a performance culture, and growing business by identifying opportunities and proposing creative and practical solutions to meet customers' needs.

- Transformation & Continuous Improvement
- Program & Project Management
- ISO9000, CMMI, PgMP, PMP
- Educational Excellence/Mentoring
- Operations Management
- Strategic Management

### **PROFESSIONAL WORK HISTORY**

**TREATY CONSULTING GROUP**, West Melbourne, FL

**2011 - Present**

#### ***President & CEO***

- Founded Treaty Consulting Group, a Limited Liability Company, that is focused on providing business optimization services to improve its clients efficiencies, revenues, and margins.
- Provided consultation to a \$250M+ Energy client that resulted in the road map for organization redesign.
- Developed and delivered 40-hour Project Management Professional training course with 100% pass rate.
- Provided numerous consultations to include supply chain and inventory levels, product engineering and product to market activities; process improvement, revenue growth and team building workshops; researching and writing white papers on unionization efforts, sales training, systems thinking, communication, ethics, etc.; and numerous other engagements to improve bottom-line and top-line performance.
- Develop Proprietary Sales Training Course that has shown the ability to significantly increase sales 25+% in as little as six months.
- Developed Copyrighted Business Optimization Model, which is based on 30+ years of academic and practical, real world experiences and published numerous articles on the subject.

**FLORIDA INSTITUTE OF TECHNOLOGY**, Melbourne, FL

**2013 - Present**

#### ***Adjunct Professor***

- Instructs courses in Entrepreneurship & Technology Commercialization; Engineering Operations & Logistics, Program Management, Project Engineering to Graduate Level Engineering & Business Students.

**WEBSTER UNIVERSITY**, Melbourne, FL

**2005 - Present**

#### ***Adjunct Professor***

- Instructs courses in Operations Management, Strategic Management, Organizational Behavior, and Program Management to Graduate Students.

**HARRIS CORPORATION**, Melbourne, FL

**2004 - 2012**

#### ***Director, Global Program Office*** (2011 - 2012)

- Established the program management office and lead \$120M in international business. Coached program managers in APAC, EMEA, and the Americas and established policies and procedures for Harris CapRock resulting in 14% growth.

***Post-Merger Integration (PMI) Lead*** (2010 - 2011)

- Supported the merger and integration of \$1B+ in M&A activities that created the world's largest commercial VSAT company.
- Directly contributed to \$60M in synergies by leading the integration of 4 companies in the area of Program Management, Project Management, and three specific Engineering disciplines.
- Developed common understanding and established company policies and procedures by leading numerous cross-functional teams from diverse departments (operations engineering, sales engineering, project engineering, program management, and project management), different acquisitions (CapRock, GCS Schlumberger, Core 180, and Maritime Communication Services), and divergent cultures (APAC, EMEA, and the Americas).

***Senior Program Manager*** (2008 - 2010)

- Increased revenue by 32% and margin by 23% by establishing program execution policies and a results oriented culture in the development, test, and deployment of a \$50M/year subsea network.
- Awarded Program Manager of the Year and Development Program Manager of the Year.

***Senior Program Capture Manager & Business Developer*** (2004 - 2008)

- Won GSA's \$50B Alliant Government Wide Acquisition Contract (GWAC) by developing the Basic Contract Plan & Proposal that used an innovative approach of presenting highlights instead of details, and focused on Harris' ethical standing, career opportunities, global presence, and user-friendly website for contract execution. Received Harris Excellence Award.
- Obtained Harris' first contract with the Defense Intelligence Agency (DIA) and facilitated the agreement to acquire a small business with an acknowledged DIA business base by developing Harris' business and corporate level strategies for \$1B DIA market.
- Submitted a fully compliant \$600M cost proposal to support rebuilding the U.S. Air Traffic Control system by developing a practical WBS, leading a team of 30 engineers in developing detailed bases of estimates, and constructing a leasing strategy that matched the customer's funding profile.
- Developed the foundation for Harris' Price-to-Win (PTW) and Independent Cost Estimate (ICE) procedures by working with three different consulting agencies and performing individual research.

**UNIVERSITY OF PHOENIX**, Orlando, FL

**2001 – 2007**

***Content Area Chair for Organizational Behavior***

- Set standards, developed content, and evaluated and mentored instructors in organizational behavior.

***Faculty***

- Instructed organizational behavior, systems thinking, operations management, quality management, and critical thinking to graduate students.

**L-3 COMMUNICATIONS**, Previously Titan Corp, Melbourne, FL

**1987 - 2004**

***Director, Contracts, HR, & Administration*** (2000 - 2004)

- Increased internal customer satisfaction of the Business Operations and Business Development units by re-engineering several departments including: Human Resources, Contracts, Subcontracts, Purchasing, Facilities, Security, and Technical Publications & Graphics (TPG).
- Improved efficiencies 7% by clarifying roles and identifying cross-functional alternates.
- Enhanced employee moral significantly by implementing communication plans and team building events.
- Won a \$25M program by facilitating interdivisional cooperation and developing efficient collaboration methods.
- Reduced effective costs \$1.5M by changing the TPG department from a cost center to a profit center.

***Director, Quality & Change Management*** (1998 - 2000)

- Decreased time to market by 12%, reduced quality defects by 23%, and improved margins by 6% by leading a change management effort and establishing ISO9000 and CMMI processes based on disciplined, yet efficient and practical approaches.

***Manager, Program Management Office*** (1996 - 1998)

- Increased overall program margins by establishing detailed program management policies, and creating program educational material.

- Improved margins 100% on a major weapon system program by implementing functional and cross-functional employee involvement teams.

**Senior Program Manager** (1991 - 1996)

- Captured and led programs from \$1M to \$50M.

**Product Line Manager** (1989 - 1991)

- Managed the Commercial Video Tracker Product Line.

**Product Supervisor** (1988 - 1989)

- Supervised 30 assemblers and technicians.

**Product Line Engineer** (1987 - 1988)

- Transitioned engineered models to full-scale production.

**HARRIS CORPORATION**, Melbourne, FL.

**1984 - 1987**

**Test/Field Engineer**

**UNITED STATES AIR FORCE**, USA.

**1979 - 1984**

**Sergeant/Computer Technician**

## EDUCATION

- Doctor of Management (DMgt), Organizational Leadership, University of Phoenix, 2003
- Master of Business Administration (MBA), Management of Technology, Florida Tech, 1993
- Bachelor of Professional Studies (BPS), Computer Sciences, Barry University, 1991
- Computer & Telephone Switching Repair, USAF, 1980

## DISSERTATION

Student Constructions: The Relationship Between Classroom  
Project Management and Student Perceived Teacher Caring, January 2003

## CONFERENCE PRESENTATIONS

Howes, G. R., "Leadership: The Mechanics and Heart of it All,"  
*National Blacks in Government Conference*, August 2005

Howes, G.R., "Trust: The Foundation of High Performing Teams,"  
Leadership Workshop for Brevard High School Sophomores  
Sponsored by the Florida Space Coast Council of the National Management Association

Howes, G.R., "Connectedness: The Foundation of Community,"  
Leadership Workshop for Brevard High School Sophomores  
Sponsored by the Florida Space Coast Council of the National Management Association

### **COURSES TAUGHT**

- ENM 5420 Technology Commercialization
- ENM 5200/Sys 4200 Project Engineering
- BUS/MGT 5017 Program Management
- ENM 5330: Topics in Engineering Operations & Logistics
- BUSN 6200: Strategy and Competition (MBA Capstone Course)
- MNGT 5650: Management & Strategy
- MNGT 5590: Organizational Behavior
- BUSN 6110: Operations & Program Management
- SYS/540: Systems Thinking and Performance Measurement
- BUS/540: Operations Management for Total Quality
- MGT/573: Project Management
- ORG/502: Human Relations and Organizational Behavior
- CSS/330: Critical Thinking and Computer Logic
- GEN/480: MBA Interdisciplinary Capstone Course
- MGT/350: Critical Thinking: Strategies in Decision Making
- MGT/437: Project Management
- PHL/251: Critical Thinking
- PROJ430A: Project Management

### **CERTIFICATIONS**

- Program Management Professional (PgMP), Project Management Institute, 2012
- Project Management Professional (PMP), Project Management Institute, 2003

### **SELECTED DEVELOPMENT ACTIVITIES**

- Strategic Management Instructor Training, Webster University Training
- Program Management Training, Harris Corporation
- Program Management Training, L-3 Communications
- Instructor Quality Evaluation/Mentorship Training, University of Phoenix
- Business Development Strategies, Shipley Associates
- Numerous (50+) Corporate Training and Development Seminars on Business Activities

### **AWARDS/HONORS**

- System Development Program Manager of the Year, Harris Corporation, 2010
- Program Manager of the Year, Harris Corporation (MCS), 2010
- Technical Performer of the Year, Titan Corporation, 1997
- Air Force Achievement Medal for Meritorious Service, United States Air Force, 1983

### **ASSOCIATIONS**

- American Legion - Supporter
- Brevard Family Partnership - Supporter/Volunteer
- Hugh O'Brien Youth Leadership Program (HOBY) - Supporter/Presenter
- LEAD Brevard - Member
- Project Management Institute - Member
- United Way - Supporter/Volunteer
- United Service Organizations, Inc. (USO) - Supporter
- Young American Foundation - Supporter